

Community Planning Board

Wednesday, 19 June 2019

NOTICE IS HEREBY GIVEN that at a Meeting of the **Community Planning Board** is to be held at **Training Room 2, The Annexe, Headquarters, High Street, Elgin, IV30 1BX** on **Wednesday, 19 June 2019** at **14:00**.

BUSINESS

1. **Welcome and Apologies**
2. **Minute of the Meeting on 18 April 2019** 3 - 6
3. **Moray Community Justice Report** 7 - 36
Report by the Corporate Director (Corporate Services)
4. **Locality Plans Report** 37 - 100
Report by the Corporate Director (Corporate Services)
5. **Next Stages - Locality Plan Report** 101 - 114
Report by the Corporate Director (Corporate Services)

Item(s) which the Board may wish to consider with the Press and Public excluded

6. **Moray Growth Deal Update Report**

- Information on proposed terms and/or expenditure to be incurred by the Authority;

7. ANY OTHER COMPETENT BUSINESS

Clerk Name: Tracey Sutherland

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Clerk Email: tracey.sutherland@moray.gov.uk

Minute of Meeting of the Community Planning Board

Thursday, 18 April 2019

Training Room 2, The Annexe, Headquarters, High Street, Elgin, IV30 1BX

PRESENT

Councillor George Alexander, Mr Roddy Burns, Councillor John Divers, Councillor Tim Eagle, Councillor Graham Leadbitter, Councillor Shona Morrison, Mr Mike Palmer, Mrs Fiona Rolt, Chief Superintendent Campbell Thomson, Mr Don Vass, Councillor Sonya Warren

APOLOGIES

Mr Joe Bodman, Ms Donna Chisholm, Councillor John Cowe, Mr Murray Ferguson, Mr Ian Findlay, Mr Grant Moir, Mr Anthony Standing, Mrs Susan Webb

IN ATTENDANCE

Also in attendance at the above meeting were Chris Littlejohn (NHS Grampian), Bruce Milne (Scottish Fire and Rescue Services), Dave McCallum (Skills Development Scotland), Fiona Robb (Highlands and Islands Enterprise), Denise Whitworth, Rhona Gunn and Tracey Sutherland (Moray Council).

There were presentations by Eibhlin McHugh, Co-Director of the Executive Delivery Group for Public Health Reform and Sylvia Jamieson and Barry Jarvis, Moray Council.

1. Chair

The meeting was chaired by Councillor Graham Leadbitter.

2. Welcome and Apologies

The Chair welcomed everyone to the meeting.

3. Public Health Reform Programme - Eibhlin McHugh, Co-Director, Executive Delivery Group for Public Health Reform.

An informative presentation was given by Ms Eibhlin McHugh, Co-Director, Executive Delivery Group for Public Health Reform.

The presentation focussed on the Public Health Reform Programme partnership between the Convention of Scottish Local Authorities (COSLA) and Scottish Government. The partnership aims to address Scotland's poor health outcomes. It is tasked with the identification of public health priorities for Scotland, the setting

up of a new national public health body and the development of a whole system approach across the public sector that supports everybody to work together more effectively towards a shared vision for the public's health with a strong focus on prevention and early intervention.

It is important that the reforms are informed by the experience of local authorities and community planning partnerships so that the new arrangements are well placed to provide the support that is required at a local level to make a significant improvement in the experience of inequalities across local communities.

Following questions by the Board, Ms McHugh left the meeting.

4. Minute of the Meeting of 8 November 2018

The minute of the meeting of the Community Planning Board on 8 November 2018 was submitted and approved.

5. Locality Plan Engagement.doc

A report by the Corporate Director (Corporate Services), Moray Council advised the Board of progress on work on the locality plans proposed within the Moray 10 Year Plan (Loip) and seek agreement to extend the resources in place to support this work.

A presentation was given by Sylvia Jamieson and Barry Jarvis, Community Support Officers on the work carried out in the 2 pilot areas of Buckie Central East and New Elgin East.

Following questions from the Board, the Community Support Officers left the meeting.

The Board then went on to discuss the recommendations in the report. Following a lengthy discussion the Board agreed to:

- i) note the progress and endorse the planned next steps for work with communities to develop locality plans (as set out in Appendix A);
- ii) approve the extension of the post of Community Support Officer on 24 hours per week for an initial 6 months; and
- iii) request a proposal to the June 2019 meeting on ongoing support and resourcing of the implementation and further development of community plans as part of the LOIP.

6. Poverty Strategy Report

A report by the Deputy Director of Public Health, NHS Grampian, presented the amended Moray Community Planning Partnership Poverty Strategy and associated Poverty Action Plan for endorsement.

Rhona Gunn highlighted that section 2.1 in the plan had not been updated to reflect a discussion between herself, Kathy Ross and Donna Chisholm. Chris Littlejohn agreed to update section 2.1 to reflect the discussion.

Following discussion, the Board agreed to:

- i) endorse the Poverty Strategy and Moray Poverty Action Plan; and
- ii) endorse the Fairer Moray Forum's continued delivery against these on behalf of Moray Community Planning Partnership.

7. Working Together

A report by the Leadership Team at TSi Moray asked the Board to endorse and adopt 'Working Together' a voluntary agreement setting out how the Community Planning Partnership intends to work with community groups, voluntary organisations and social enterprises.

Following consideration the Board agreed to:

- i) endorse the contents of 'Working Together';
- ii) invite all Partnership Groups and all statutory sector partners to report back operational implications to the Community Engagement Group; and
- iii) develop and implement a monitoring and evaluation plan to assess the impact of 'Working Together' over time, and to provide annual reports to the Board on the impact.

8. Public Protection Governance

A report by the Director of Public Health, NHS Grampian sought the Board's endorsement of governance arrangements for public protection in Moray, including child and adult protection.

Following consideration the Board agreed to endorse the proposed governance arrangements for public protection in Moray.

9. LOIP Performance Report – Growing Diverse and Sustainable Economy Priority

A report by the Corporate Director (Economic Development, Planning and Infrastructure) provided an update on the work being done to progress the growing, diverse and sustainable economy priority in the LOIP including work to reframe the Delivery Plan for this priority.

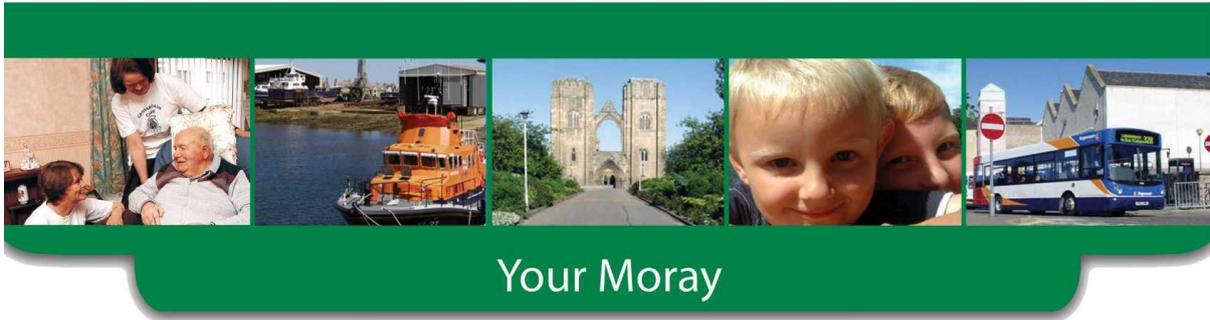
Following discussion, the Board agreed to defer the discussion of this paper until the next meeting to enable the report to be considered with reports on other priorities.

10. Moray Growth Deal - Progress Update

A report by the Corporate Director (Economic Development, Planning and Infrastructure) updated the Board on developments of the Moray Growth Deal since the previous update on 19 April 2018.

Following consideration the Committee agreed :

- i) that the projects detailed in the Strategic Outline Programme v1.4 in Appendix 1 will form the basis for ongoing discussion and negotiation with both governments;
- ii) to note the following:
 - a. the progress made on the Moray Growth Deal since April 2018;
 - b. that the next stage of the process is agreement of the quantum of funding from each government followed by the negotiation of Heads of Terms;
 - c. that the target date for funding quantum announcement is May/June 2019, with Heads of Terms being concluded within the following 4 - 12 weeks;
 - d. that Heads of Terms may therefore require to be signed by the Council Leader on behalf of the community planning partners before the next board meeting; and
 - e. that a negotiating team is being created as described in paragraph 9.4 to ensure that the fast paced negotiations are well informed and representative of the various key stakeholders interests.
- iii) to delegate authority to the Corporate Director (Economic Development, Planning and Infrastructure) working with Moray Growth Deal negotiating team and using the categorisation outlined in paragraph 8.4 tailored by reference to the funding available and any government funding requirements indicated to make such changes to Strategic Outline Programme and the projects within it as are necessary to enable negotiations on Heads of Terms to progress effectively to a conclusion; and
- iv) note that an update report will be submitted to the next meeting of the Board on 19 June 2019.



Your Moray

REPORT TO: COMMUNITY PLANNING BOARD 19 JUNE 2019

SUBJECT: MORAY COMMUNITY JUSTICE PARTNERSHIP – OUTCOME IMPROVEMENT PLAN 2019-22

BY: COORDINATOR - MORAY COMMUNITY JUSTICE PARTNERSHIP

1. REASON FOR REPORT

- 1.1 This report seeks to appraise the Community Planning Board on the Moray Community Justice Partnership (MCJP) Outcome Improvement Plan 2019-22 (**APPENDIX 1**).
- 2.1 Although the MCJP does not report directly to the Community Planning Partnership, it has been agreed that items of mutual interest will be communicated to the Community Planning Board.

2. RECOMMENDATION

- 2.1 **The Community Planning Board is asked to consider and note the contents of the MCJP Outcome Improvement Plan 2019-22.**

3. BACKGROUND

- 3.1 The MCJP came into existence in April 2017 in line with the requirements of Community Justice (Scotland) Act 2016.
- 3.2 The Act specifies a number of statutory partners (Local Authority, NHS board, Police Scotland, Scottish Fire & Rescue Service, Health & Social Care IJB, Skills Development Scotland, Scottish Courts and Tribunals Service, Scottish Prison Service, Crown Office and Procurator Fiscal Service).
- 3.3 In Moray, these are joined by 9 non-statutory partners – Department for Work & Pensions, Elgin Street Pastors, Families Outside, Moray Alcohol and Drug Partnership, Moray College, Moray Women’s Aid, SACRO, tsiMoray and Victim Support.

3.4 The MCJP is required to produce an Outcome Improvement Plan and a three-year plan, 2019-22, has been agreed by the Partnership.

4. OUTCOME IMPROVEMENT PLAN 2019-22

4.1 The format of the plan is based on Community Justice Scotland guidance, the main elements being a Needs Assessment which analyses the local landscape in the context of themes that impact on offending and the Improvement Plan which sets out what the partnership aims to achieve over the next three years.

4.2 The improvement actions are grouped under seven themes that are identified in Community Justice Scotland's Outcome, Performance and Improvement Framework:

- Communities Improve their understanding and participation in Community Justice
- Partners plan and deliver services strategically and collaboratively
- Effective interventions are delivered to prevent and reduce risk of reoffending
- People have better access to the services they need
- Life chances are improved through needs being addressed
- People develop positive relationships and greater opportunity to participate and contribute
- Individuals' resilience and capacity for change and self-management are enhanced.

4.3 Progress against the plan will be monitored by the MCJP on a quarterly basis and reported annually to the national oversight body, Community Justice Scotland, in September each year. Community Justice Scotland lays a composite report, covering the plans of all 30 Community Justice Partnerships, before the Scottish Parliament in the following March.

5. CONCLUSION

5.1 In producing the Outcome Improvement Plan 2019-22, the MCJP has taken account of the Community Planning Partnership's priority areas. In producing future plans, the MCJP will seek to ensure that its Improvement Actions are aligned to the priorities of the CPP.

Author of Report: Mike Whelan

Background Papers: Moray Community Justice Outcome Improvement Plan 2019-22

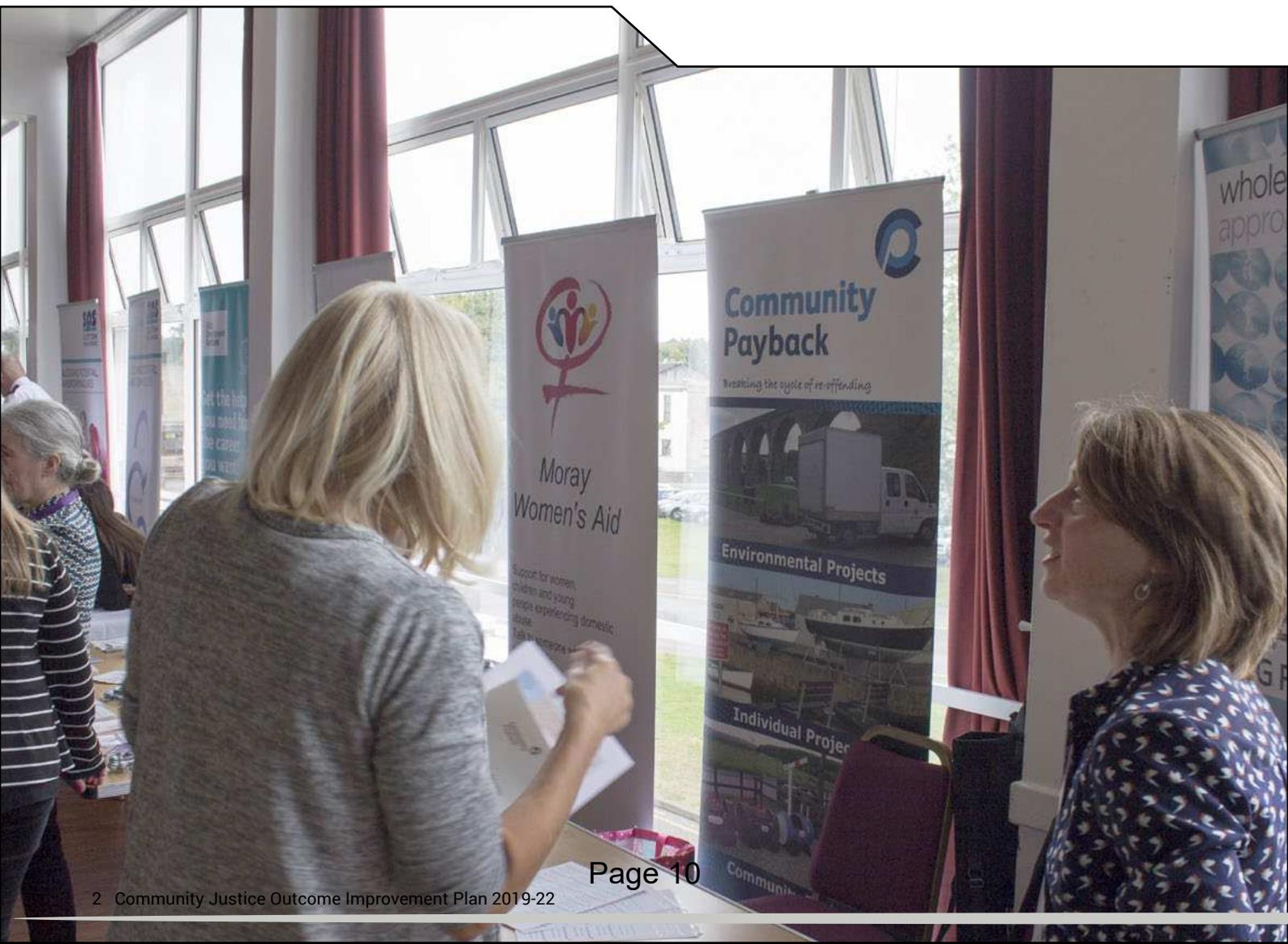
MORAY COMMUNITY JUSTICE OUTCOME IMPROVEMENT PLAN 2019-22



**Moray
Community Planning
Partnership**

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Introduction

The Moray Community Justice Partnership was formed in 2017. It comprises a number of national and local organisations that work together to reduce offending in Moray and improve outcomes for people who have been involved in the justice system. This is our third plan and describes the actions we intend to take over the coming three years.

Crime in Moray may be low compared to other parts of Scotland but it still creates victims, causes harm to communities and wastes individual potential. Offending is a complex problem but there is a strong link between offending behaviour and issues like substance use, lack of secure accommodation, financial insecurity, relationship breakdown, health and unemployment. This is why it requires input from a range of organisations and the wider community to make a real difference.

Listening is an important part of our approach; listening to those who are victims of crime, those who have committed offences and have experience of the justice system as well as the wider community. Conversations that we have had at public events over the past year tell us that there is broad support for our approach and a growing awareness of the benefits that have been delivered through Community Justice.

By addressing the problems that lead to offending and reoffending, the Community Justice Partnership aims to reduce the number of people from Moray who are sent to prison. We also aim to help those who have committed offences to reintegrate into the community and realise their potential for the benefit of us all.

This three-year plan will be refreshed in 2020 and 2021. A performance report, detailing progress made during the first year of the plan's duration, will be published in September 2020.

The photographs in this plan were taken at our 'Smart justice Moray' event in September 2018.

For more information on Community Justice or if you would like this document in another language, Braille or audio, please contact:

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What is Community Justice?

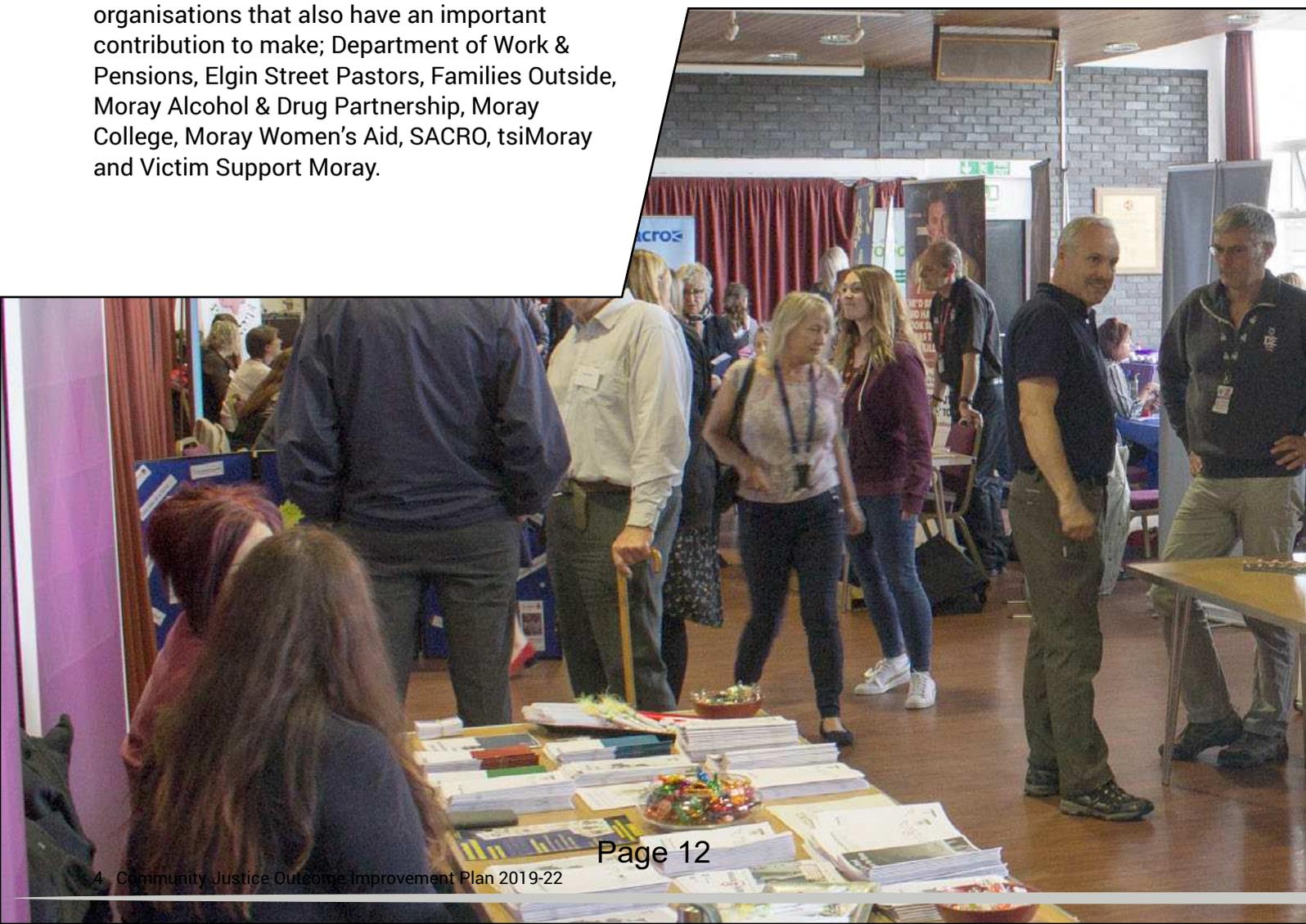
Community Justice is best understood as the collection of individuals, agencies and services that work together to support, manage and supervise people who have committed offences, from the point of arrest, through prosecution, community disposal or custody and the alternatives to these. The prevention of crime is also an important part of the Partnership's remit

Local communities and the third sector have a vital part to play in helping to prevent offending, reduce reoffending and promote social inclusion and citizenship.

The Community Justice (Scotland) Act 2016 identifies a number of partners that have a legal duty to cooperate in the delivery of Community Justice; local authorities, NHS Boards, Police Scotland, Scottish Fire and Rescue Service, Health and Social Care Integration Joint Boards, Skills Development Scotland, Scottish Courts and Tribunals Service, Scottish Prison Service and Crown Office and Procurator Fiscal Service. Here in Moray they are joined by other organisations that also have an important contribution to make; Department of Work & Pensions, Elgin Street Pastors, Families Outside, Moray Alcohol & Drug Partnership, Moray College, Moray Women's Aid, SACRO, tsiMoray and Victim Support Moray.

National oversight is provided by Community Justice Scotland. This body was created in October 2016 with a remit to:

- provide leadership, training and insight to support community justice partners to prevent offending and reduce the number of future victims
- identify worldwide expertise, best practice and opportunities for commissioning, and introduce fresh ideas which inspire innovation and change
- change the conversation about community justice and prevention of offending, shift attitudes and increase understanding
- work with partners and help drive change by identifying improvements and challenges in our community justice system.



The National Perspective

The Scottish Government's vision for Community Justice is for a safer, fairer and more inclusive Scotland where we:

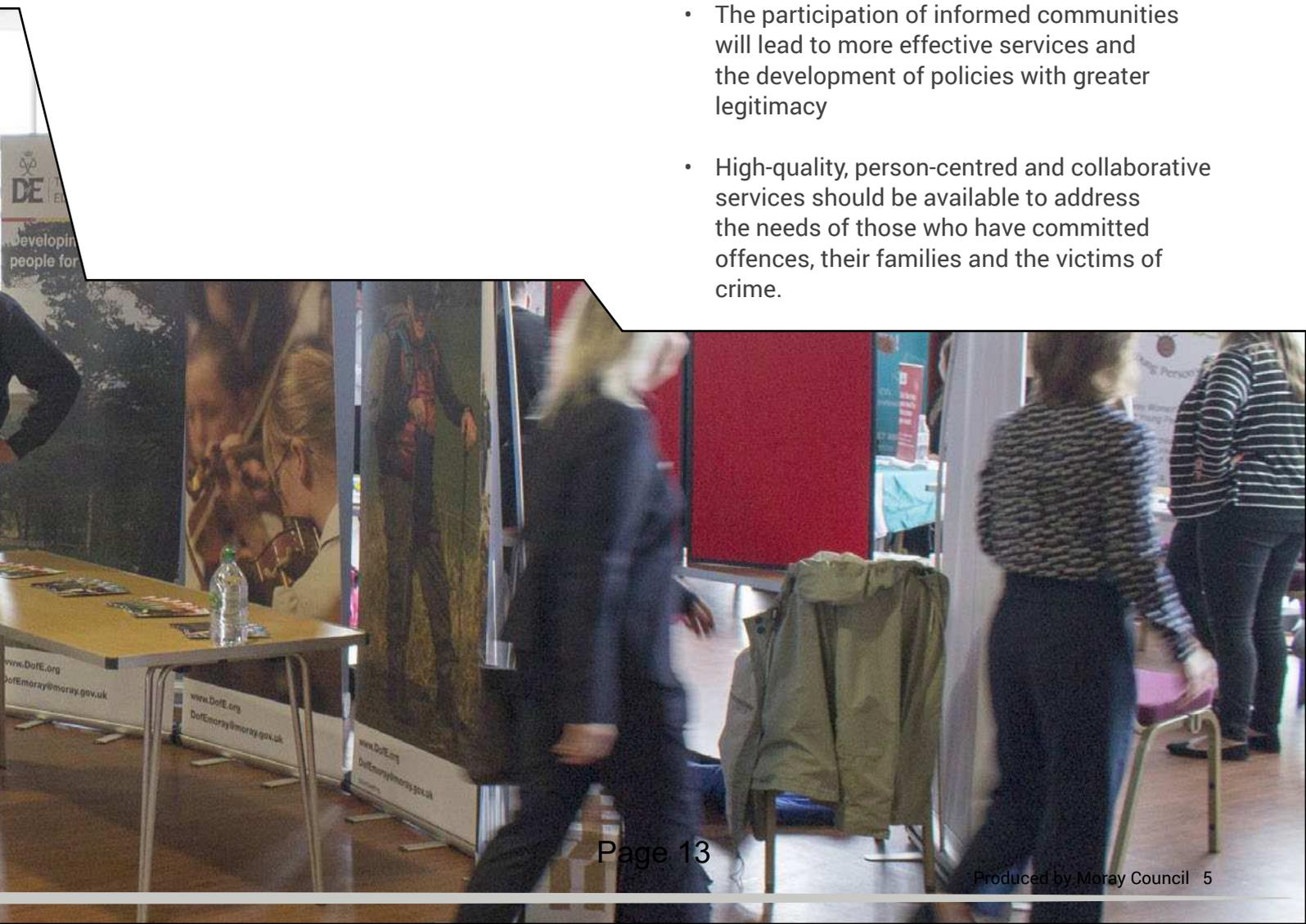
- prevent and reduce further offending by addressing its underlying causes
- safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefit of all citizens.

This will be achieved through:

- increasing the use of community-based interventions
- reducing the use of short-term custodial sentences
- improving reintegration from custody to community.

Our approach will be informed by these principles:

- People must be held to account for their offences in a way that recognises the impact on victims of crime and is mindful of risks to the public, while being proportionate and effective in preventing and reducing further offending
- Reintegrating those who have committed offences into the community and helping them to realise their potential, will create a safer and fairer society for all
- Early intervention should maximise opportunities for preventing and reducing offending before problems escalate
- Community justice outcomes cannot be improved by one stakeholder alone; partnership working is essential if we are to address these complex issues
- The participation of informed communities will lead to more effective services and the development of policies with greater legitimacy
- High-quality, person-centred and collaborative services should be available to address the needs of those who have committed offences, their families and the victims of crime.



Needs assessment

Moray covers an area of 865 square miles and has a population of around 96000. Just over half of these live within the five main towns of Elgin, Forres, Buckie, Lossiemouth and Keith.

Moray's population is an ageing one; 20% is currently over 65 and this is forecast to rise to 31% by 2039. This increase in the number of older people, together with the outward migration of young people, many of whom leave Moray to pursue higher education, is expected to lead to a smaller working-age population.

A regional deal designed to boost economic growth, the Moray Growth Deal, aims to transform the local economy, arrest the outward migration of young people and address gender inequality in employment. It brings together Scottish and UK governments, Moray Council, partners from across the public and third sectors and private businesses and a funding bid is expected to be finalised in 2019.

As a rural area, Moray ranks highly for 'access deprivation', as measured by the Scottish Index of Multiple Deprivation (SIMD). This indicator examines the journey times to services like doctors, shops and post offices. In 2016, 34% of Moray's population was in the bottom 20% 'access deprived' areas in Scotland. This presents significant challenges in terms of social isolation and access to public services.

Moray's Local Outcome Improvement Plan recognises the issue of Moray's rurality and identifies the development of transport, digital infrastructure and community empowerment as the means to address this deprivation.

Crime

Moray is a safe place to live. It has one of the lowest recorded crime rates in Scotland. In 2017-18, Moray was ranked twenty-seventh in a league table of the thirty-two local authority areas with 260 recorded crimes per 10,000 of the population, 42% lower than the national average of 451.

Although there has been a significant reduction in the total number of recorded crimes over the past five years, there has been an increase in the numbers of certain crime types; violence, indecency and 'other' which includes drug offences. The detection rate has risen steadily over the same period and now stands at 69% for all crime types.

Incidents of hate crime remain low (50 recorded in 2017-18) and the number of domestic abuse incidents (710) fell for the first time in the last five years.

'Group 6' crimes account for 43% of all crimes recorded in Moray. This group includes breaches of the peace, common assault, drunkenness and disorderly conduct.

The latest Scottish Household Survey (2017) found that 90% of Moray residents surveyed reported feeling 'very or fairly safe' whilst walking alone and 98% feeling 'very or fairly safe' in their own homes.

Recent surveys of people who reported an incident to the Police also show high levels of satisfaction. In the six months to September 2018, 87% expressed satisfaction with how their reported incident was handled.

Detailed crime statistics can be found at: [**Appendix 1**](#).

Alcohol and Drugs

The harms associated with alcohol and drug use continue to be a concern in Moray. This is recognised within the Moray Local Outcome Improvement Plan (LOIP), which has specific actions linked to alcohol use and reducing alcohol-related harms. These actions are reflected in the Moray Alcohol and Drug Partnership's 2018-21 Delivery Plan.

Although reducing harm linked to alcohol use continues to be important, reducing drug-related harms remains an equally important area of work. This is highlighted by the increased number of drug-related deaths, which rose from 7 in 2017 to 17 in 2018.

At 31 December 2018 there were a total of 559 people receiving a service, an increase of 109 from 2017. 279 were receiving a service in respect of alcohol, 280 for drugs.

The links between alcohol/drug use and mental wellbeing are becoming increasingly evident, with Accident and Emergency data showing that those who present on more than one occasion due to alcohol or drug use are likely to have needs due to both alcohol/drug use and mental health.

Police Scotland has identified a link between alcohol and violent crime, both within the home and in public places. It is hoped that the minimum pricing for alcohol, which was introduced across Scotland on 1 May 2018, together with education and diversion measures, can help reduce alcohol consumption and the harms associated with it.

Health and Wellbeing

Although Moray has a better health profile than many parts of Scotland, a strategic needs assessment undertaken by Health & Social Care Moray in November 2018 identified the following:

- There are continuing inequalities in health status across Moray, with an association between the level of neighbourhood affluence and morbidity and mortality
- The population is predicted to continue ageing, with a growing proportion represented by adults over the age of sixty-five, and growing numbers of adults aged over eighty, with implications for increasing morbidity
- Significant demand for health and social care services arises from chronic disease, and a growing proportion of the population is experiencing more than one condition ('multi-morbidity')
- There is significant morbidity and mortality due to mental health problems
- There is significant morbidity and mortality due to lifestyle exposures such as smoking, alcohol and drug misuse
- A small number of individuals account for over half of healthcare spending ('high resource individuals')
- Moray is characterised as remote and rural, and some people face significant challenges in accessing health services
- Care activity is highly demanding of informal carers, and there is evidence of distress in the informal carer population
- Moray's military and veteran population constitutes a significant group, requiring both general and specific health services.

These issues will be addressed through the development of the strategic plan 2019-2022.

Education, training and employment

Moray has a low-wage economy with a higher than national average number of people earning less than 'the Living Wage' - 81% in Moray compared to a Scotland-wide rate of 73%. Many workers are in part-time and seasonal employment.

Moray is reliant on a small number of industries, principally food and whisky production, textiles and forestry. The military bases at Kinloss and Lossiemouth are significant contributors to employment and the local economy.

The local unemployment rate over the year to September 2018 stood at 3.7%; this is below the Scotland-wide rate of 4.2%.

Skills Development Scotland's programmes and services aim to build individuals' career management, employability and work-based skills whilst also championing equality of access and outcome for all.

This begins in school and continues into adulthood, with all having access to Careers Advisers and Work Coaches, who work more intensively with those most at risk of not achieving a positive destination into either employment, education or training.

2017 saw the introduction of the 'Next Steps' offer for 16-18 year olds needing coaching support to help them to achieve positive progressions. This is an entitlement to regular coaching sessions to support the development of career management skills to support sustainable positive progressions.

The 2018 Annual Participation Measure showed that of the 3,832 16-19 year olds in Moray, 91.2% were in education, employment or training and personal development.

In 2018:

- SDS delivered 6,602 Career Information, Advice and Guidance engagements for 3,351 people through a mix of group and one-to-one sessions
- 77 Employability Fund starts were funded
- 350 Modern Apprenticeships were started and 78% completed their full apprenticeships
- 4 employers and 46 individuals dealing with redundancy were supported.

A new employment service, Fair Start Scotland, is now available in Moray. This service is delivered by PeoplePlus with the support of local delivery partners, Lifeskills and Momentum. This service aims to support participants to find the right job by improving their confidence, helping with CV preparation and building their interview skills.



Housing

There are approximately 43,000 households in Moray and this is expected to increase to 47,700 by 2037. In common with many other parts of Scotland, Moray is projected to have an increasing proportion of smaller households over this period.

The Housing Need and Demand Assessment (HNDA) for 2018 found that there is an acute shortage of affordable housing in Moray. 2,120 new housing units would be required by 2023-24 to meet projected need (424 per year), and of those, 56% should be provided as 'affordable housing'.

Moray has proportionally fewer social rented properties (19%) and a smaller private rented sector (11%) than the Scottish average.

At 31 March 2018 there were 3,067 households registered on the Council's housing list, and an average of 8 applicants for every vacancy. The greatest pressure is on 4-bedroom properties (159:1) and on 1 bed general needs (19:1). There is considerably less pressure on 2-bed general needs properties (5:1).

At any given time, Moray Council has approximately 100-120 statutorily homeless households waiting to be permanently rehoused.

Moray Council is the biggest social landlord in Moray, with approximately 6,100 properties. Local Housing Associations own around 2,400 properties. Together this housing stock generates around 600 vacancies per year.

Preventing homelessness is the primary focus of the Council's Housing Needs team. Where possible, staff work with people in prison to try and sustain existing tenancies. In the event that a prisoner will be homeless on release, Council staff liaise with SPS Throughcare Support Officers to try and address housing issues prior to release.

However, there are still cases where individuals present at Housing on the day of their release and the Council has not received advance notification.

Moray Council has two supported accommodation projects as part of their temporary accommodation within homelessness, one for adults and one for young people (16-24). SACRO provides the support to help individuals to re-integrate back into the community and give them the ability to maintain and sustain their own accommodation.

Together with the Moray Council's Housing Team, SACRO works with clients to identify their housing support needs and set realistic targets and goals. An assessment is carried out prior to admission to ensure that supported accommodation is suitable for their needs.

Both facilities are registered with the Care Inspectorate. Services are staffed 24/7 with qualified and experienced staff. The team includes a Service Manager, Services Team Leader and support staff. The National Support Manager (North) oversees all SACRO services in Aberdeen, Aberdeenshire and Moray.

Staff work with individuals on a range of issues including budgeting, independent living skills, substance misuse, offending behaviour, anger management and emotional support.



Poverty

Whilst it is generally accepted that there is a link between crime and poverty, it is often overlooked that people experiencing poverty are more likely to be victims of crime too.

Moray's Poverty Strategy 2018-2021 identifies the following:

- 17% of children in Moray live in relative poverty
- Women working full-time earn £430 per week, compared to men who earn £540 per week
- Pupils living in less affluent communities do less well at school than those in more affluent areas
- 38% of Moray's workforce is part-time. The national average is 33%
- Over one in four adults in Moray have no qualifications. There is a geographical variation, ranging from 11% with no qualifications in Kinloss to 37% in Keith and Dufftown
- Looked after children do less well at school. Fewer than one in six achieves Level 5 literacy and numeracy at secondary school. Fewer looked after children go on to further education, training or employment.

- Less than half of adults with a disability are in employment
- Poverty and poor mental health are related. Suicide rates are higher in more deprived populations. Suicide is more common in Moray than nationally.
- 20% of households have no access to a car
- Increasing numbers of people are seeking help from Moray Food Bank. Over two thousand people sought help last year.
- Nearly half of households in Moray are experiencing fuel poverty, with one in ten experiencing 'extreme fuel poverty'
- Over 1000 school pupils (P1 to S3) received means-tested free school meals last year with some neighbourhoods having a much higher proportion of children receiving free school meals than others.

The Strategy aims to prevent or mitigate the impact of poverty in Moray over the next three years.



Victims and witnesses

Victims and witnesses in Moray are supported by Victim Support Scotland, a volunteer-led organization that provides emotional and practical support to victims and supports witnesses attending court.

When a crime is reported, the police issue a Victim's Care Card to those affected as soon after the incident as possible. The card provides details of which officer is dealing with the enquiry, the Victims' Code for Scotland and contact information for organizations that can offer help and support.

The Witness Service provides support to people who are appearing as witnesses at court. This service can include an accompanied visit to the court to enable the witness to familiarise themselves prior to a court appearance and discuss any additional needs or concerns that they might have.

High risk victims of domestic abuse are supported through the Multi-agency Risk Assessment Conference ('MARAC') process.

Prison/ Sentencing

At 1 March 2019, data provided by Scottish Prison Service indicates that 71 Moray residents were in prison. Of these, 69 were men, of whom 46 were serving prison sentences and 23 were on remand awaiting further court proceedings. There were 2 women serving prison sentences.

33 of the 69 men in prison were housed in HMP Inverness. The others were housed in ten other prisons across Scotland.

In the year to 1 March 2019, SPS data shows that there were 79 male and 8 female prison discharges from Scottish Prisons. It should be emphasised that these figures refer to the number of discharges and that the number of people involved will be fewer than these figures (i.e. individuals may have served more than one prison sentence during this twelve-month period).

HMP Inverness remains one of Scotland's most overcrowded prisons. On 1 March 2019, it housed 123 prisoners, 25 above its official capacity.

Community disposals

In 2017-18, there were 357 Community Payback Orders (CPO's) imposed in Moray. Of these 133 were for unpaid work and supervision, 145 were for unpaid work only and 79 were for supervision only. Moray has seen a gradual increase in the number of community disposals; this may be a reflection on the presumption against short sentences.

Moray provides a wide range of work placements for service users on both a team and individual placement basis. In the 2017-18 period, 14361 hours of unpaid work were successfully completed. We also introduced two 'shorter day' squads to take account of gender and health needs.

Those subject to unpaid work orders can participate in a combination of new projects as well as routine work that benefits the community. Examples can include painting and decorating community or school halls, general tidy-up of environmental and community areas, litter collection, grass cutting and gardening, maintenance of footpaths in rural locations and coastal paths, furniture removal, snow and ice clearing during winter months, woodworking projects, bench making and craftwork for schools, nurseries and day centres. Every year a number of local events, such as the Northern Scot's Christmas Food and Toy Appeal, are also supported.

In order to gather data to inform service delivery, those who have been subject to court orders are asked to complete an exit questionnaire upon completion of their order. Of those who completed unpaid work orders in 2017-18, 60 completed questionnaires. This also provides useful data on the perceptions of those completing Community Payback Orders, for example:

- 87% of those surveyed agreed that the work was worthwhile
- 45% said that they had developed new skills
- 90% said that the work had benefitted the community.

Surveys were also completed by 53 people whose supervision was completed in 2017-18.

- 82% who identified issues from a list (housing, employment, drugs, alcohol, personal relationships, self-esteem, health, money, coping skills) indicated that the highlighted problem had improved in the course of supervision
- 92% said that their thinking and behaviour had changed during supervision
- 96% said that supervision had helped them to stop or reduce their offending.

Bail Supervision

Bail Supervision schemes are designed to reduce the risk of offending whilst people are on bail. In Moray these cases are supervised by Criminal Justice Social Work. Supervision includes regular appointments with the Bail Supervisor (usually 2-3 times per week), until they are removed by the Sheriff – usually following trial.

This service enables people to remain in the community, continue with their employment (where relevant) and reduces the risk of further offending through supervision, monitoring and support to address life issues.

Historically, there has been a low take-up of Bail Supervision in Moray and this is addressed in this Improvement Plan.

Diversions from prosecution

Diversions provides an option for the Procurator Fiscal to deal with someone accused of low-level offences outwith the court system. A person diverted under this scheme, will be required to work with a Criminal Justice Social Worker or other agency to address the problem areas of their lives that are underlying, or contributing to, their offending behaviour.

In 2017-18, the Procurator Fiscal referred 32 people to the Criminal Justice Team in Moray to be considered for the diversion scheme. Broken down by age in Moray, 11 of these referrals were for under 20 year-olds and there were increasing numbers for older age groups. This was against the national trend whereby between 2016-17 and 2017-18, the number of cases commenced for 16 - 20 year olds increased by 17%, while numbers fell for all other age groups.

Diversions also takes place through Early and Effective Intervention (EEI) operated by Police Scotland and other partners. This scheme seeks to ensure that young people involved in offending receive the right support at the right time to divert them from offending behaviour. Statistics provided by the Scottish Children's Reporter Administration (SCRA) show very small numbers of young people are referred to the Children's Reporter and Procurator Fiscal, pointing to the success of this approach.

Horizon scanning

A number of national initiatives have the potential to impact on Community Justice in Moray over the duration of this plan:

Victims Task Force

This was convened in December 2018. Co-chaired by the Justice Secretary and the Lord Advocate, the Task Force aims to improve the criminal justice system from a victim-led perspective. Victims themselves are not directly represented but it is intended that evidence will be taken from victims and victims' groups.

Prison developments

Plans for the new HMP Inverness await sign-off by the Scottish Prison Service. The new prison will accommodate 200 men and include lodging facilities for woman and young offenders. Once approved by the Scottish Government, the build for the new prison is expected to take 18 months. The new facility should reduce the need for people from Moray to serve prison sentences in the central belt.

Consultation on victims of domestic abuse

A Scottish Government consultation on how multi-agency interventions can be improved for victims of domestic abuse was recently undertaken. The findings of this exercise will inform the development of future policy in this area.

Electronic Monitoring

The Scottish Government proposes to incorporate Global Positioning Systems (GPS) technology into an expanded programme of electronic monitoring. Three pilot monitoring projects are currently taking place and the contract for Electronic Monitoring is to be retendered.

Universal Credit

The rollout of Universal Credit to new claimants was completed in December 2018 and existing claimants of other benefits will migrate to Universal Credit between now and 2023.

Analysis has identified problems for people who don't have digital access and an increase in rent arrears, crisis grant applications and foodbank use.

People without a stable address, GP, dentist and/or no history of recent claims are particularly vulnerable and the delays associated with this benefit could significantly hamper individual's journeys to desistance and greatly impact their families.

Presumption against short-term sentences (PASS)

Specific details of the proposed increase in PASS are expected in 2019. Here in Moray, the suggested increase from 3 to 12 months is expected to lead to an increase in the number of community sentences of anything between 5% and 20%.

Management of Offenders Bill

The Management of Offenders Bill aims to make provision for the electronic monitoring of offenders and other restrictive measures, change disclosure requirements for offenders seeking employment and make changes to the organisation and functions of the Parole Board for Scotland.

Disclosure Bill

This Bill is expected in May 2019. It proposes to prioritise the protection of young people and make improvements to disclosure policies to support employment opportunities for people with convictions.

Restorative Justice

An action plan, detailing arrangements for the roll-out of Restorative Justice across Scotland by 2023, is due in spring 2019.

Our priorities

Community Justice Scotland has identified seven 'structural' and 'person-centric' outcomes.

Structural – what we deliver as partners:

- Communities improve their understanding and participation in community justice
- Partners plan and deliver services in a more strategic and collaborative way
- Effective interventions are delivered to prevent and reduce the risk of reoffending
- People have better access to the services they need, including welfare, health and wellbeing, housing and employability.

Person-centric – changes for service users:

- Life chances are improved through needs, including health, financial inclusion, housing and safety being addressed
- People develop positive relationships and greater opportunity to participate and contribute through education, employment and leisure activities
- Individuals' resilience and capacity for change and self-management are enhanced.

The improvement actions detailed in Section 9 of this plan are linked to these outcomes.

Governance

The delivery of community justice in Moray is overseen by the Moray Community Justice Partnership. The Partnership was established in January 2017 and its membership is drawn from statutory partners (bodies specified in the Community Justice [Scotland] Act 2016) and other organizations and individuals with an interest in community justice.

The MCJP is responsible for implementing the Moray Community Justice Outcome Improvement Plan. Progress is reported to the Moray Community Planning Partnership and Community Justice Scotland.

Agendas, minutes of meetings and other documents relating to community justice can be found at the Moray Planning Partnership website: www.yourmoray.org.uk

Public protection

Multi-Agency Public Protection Arrangements (MAPPA) are used to maintain public protection and the reduction of serious harm. The protection of children, adults at risk and other members of the public is paramount.

MAPPA was introduced in 2007 under requirements of the Management of Offenders (Scotland) Act 2005, and is delivered under National Guidance. In the north of Scotland, MAPPA operates within two management areas – Grampian (covering Aberdeen City, Aberdeenshire and Moray) and the Highland & Islands. Each area has a MAPPA Management Group and this structure operates alongside the community justice partnership. Direction and oversight is provided by a Strategic Oversight Group (SOG), which is drawn from senior representatives from the member authorities.

Improvement Plan 2019-22

9.1 Communities improve their understanding and participation in community justice

Ref	Improvement Action	Measurement	Timescales	Lead	Partners Involved
9.1.1	Promote the benefits of Community Justice: to the wider public through mainstream and social media to specific groups through targeted events to, for example, schools, community councils, third-sector bodies, etc.	Volume of media activity Range and number of events attended	Ongoing	CJ Coordinator	All
9.1.2	Create 'Community Options' guidance to raise awareness and understanding of the range of community-based services that are available	Production and distribution of 'Community Options' guidance	Mar 2020	CJ Coordinator	All partners involved in delivery of community-based options
9.1.3	Engage with the victims of crime to identify areas where improvements to services can be made	Evidence of engagement with victims	Ongoing	Victim Support Moray	Partners involved in providing community-based services
9.1.4	Raise awareness amongst educational staff of how they can support children when a family member is in prison	Number of staff who engage in awareness raising sessions	Mar 2020	Families Outside Family Support Service	Families Outside, Moray Council Education and Social Care

9.2 Partners plan and deliver services in a more strategic and collaborative way

Ref	Improvement Action	Measurement	Timescales	Lead	Partners Involved
9.2.1	<p>Reinvigorate Whole Systems Approach by:</p> <ul style="list-style-type: none"> · undertaking audit to identify staff in need of refresher training to deliver Whole Systems Approach · deliver training to identified staff in Youth Justice and Criminal Justice teams 	<p>Completion of training needs analysis</p> <p>Number of staff trained in Whole Systems Approach</p>	Mar 2020	Moray Youth Justice	All relevant partners
9.2.2	Ensure that the needs of those who have committed offences or are at risk of reoffending, are addressed in the plans and strategies of Moray's Community Justice partners	<p>Attendance at relevant partner meetings</p> <p>Contribution to development of partners' plans and strategies</p>	Ongoing	CJ Coordinator	All relevant partners
9.2.3	Criminal Justice Social Workers to deliver 'Making every opportunity count' (MEOC) interventions, initially targeting those with mental health problems, women and young people under 21 who are open to Justice Services	Provide baseline measure of MEOC interventions delivered and recorded for first month, followed by monthly thereafter	Mar 2020	Criminal Justice Social Work	All relevant partners
9.2.4	Promote availability of Moray Food Bank larder points at partner agencies	Number of Larder facilities supported by partners	Ongoing	CJ Coordinator	All relevant partners

9.3 Effective interventions are delivered to prevent and reduce the risk of reoffending

Ref	Improvement Action	Measurement	Timescales	Lead	Partners Involved
9.3.1	Strengthen the use of the Whole Systems Approach to better meet the needs of young people involved in or at risk of offending	Increased level of service (number of hours) provided by Project Youth Worker engaged to support young people returning to Moray Provision of additional support to young people identified as being in early stages of a potential crisis	Mar 2020	Moray Youth Justice	All relevant partners
9.3.2	Evaluate current Restorative Justice practice by: <ul style="list-style-type: none"> · undertaking an audit to identify staff trained in Restorative Justice · Consider delivery of training to staff in line with future national guidance 	Staff attendance at CJ events in Restorative Justice practice	Mar 2020	Moray Youth Justice	
9.3.3	Promote Moray's Bail Supervision Scheme, raising awareness with defence solicitors, police and the Courts to reduce reliance on remand	Provide monthly data on numbers of clients receiving bail supervision Development of information material for Fiscal, Police and Sheriff	Mar 2021	Criminal Justice Social Work	Police Scotland, SCTS, COPFS
9.3.4	Undertake comparative research to identify best practice in promoting engagement with Throughcare Service and establish baseline for future reporting	Completion of benchmarking exercise	Mar 2020	CJ Coordinator	All relevant partners

Ref	Improvement Action	Measurement	Timescales	Lead	Partners Involved
9.3.5	<p>Deliver Fire-related initiatives:</p> <ul style="list-style-type: none"> Engage with young people who have been involved in fire setting activities to raise awareness of the impact of their actions Engage with schools to raise awareness of the impact of starting fires, making malicious/hoax calls, young driver safety, anti-social behaviour and safety around fireworks and bonfires, etc. Deliver Fireskills Employability Award programme to up to 10 High School children, identified in conjunction with Education & Social Care. 	<p>Number of young people engaged with</p> <p>Number of sessions delivered to schools</p> <p>Number of young people undertaking Fireskills Employability scheme</p>	Mar 2020	Scottish Fire & Rescue Service	Education & Social Care

9.4 People have better access to the services they need

Ref	Improvement Action	Measurement	Timescales	Lead	Partners Involved
9.4.1	Promote the services offered by Skills Development Scotland to people with lived experience of the justice system and the agencies that work Identify individuals who would benefit from engagement with SDS	Number of people with lived experience of the justice system who engage with SDS	Ongoing	SDS	
9.4.2	People involved in the justice system have ready access to information about health improvement	Increased capacity of partners to deliver Alcohol Brief Interventions Increase capacity of partners to deliver 'Making Every Opportunity Count' (MEOC) interventions Number of Naloxone training sessions delivered	Mar 2020	Health & Social Care	All relevant partners
9.4.3	Promote employment opportunities for people with lived experience of the justice system	Details of engagement with employers' groups	Ongoing	CJ Coordinator	All relevant partners

9.5 Life chances are improved through needs being addressed

Ref	Improvement Action	Measurement	Timescales	Lead	Partners Involved
9.5.1	<p>Ensure that people leaving prison receive appropriate housing advice and are assisted to secure and sustain suitable accommodation</p> <ul style="list-style-type: none"> · complete review of Discharge Protocols between Moray Council and Scottish Prison Service · development of revised Discharge Protocols · local implementation of 'SHORE' (sustainable housing on release for everyone) standards 	Reduction in number of unplanned presentations to Housing Service by people leaving prison	Mar 2020	Housing Services	
9.5.2	Increase the completion rate of exit questionnaires by clients of Criminal Justice to evidence outcomes	Number and content of questionnaires completed by clients	Ongoing	Criminal Justice Social Work	

9.6 People develop positive relationships and greater opportunity to participate and contribute

Ref	Improvement Action	Measurement	Timescales	Lead	Partners Involved
9.6.1	<p>Increase the range of 'other activities' that are undertaken as part of Community Payback Orders by:</p> <ul style="list-style-type: none"> · Engaging with local agencies and services to develop a list of resources in Moray that can be used as 'other activity' · promoting the use of 'other activity' within the Criminal Justice Social Work Team · working particularly with those with mental health problems, women and young people under 21 to ensure this opportunity is more widely used with these groups · ensuring accurate recording of the use of 'other activity' on IT systems so that this can be monitored over time 	<p>Increased in proportion of Community Payback Orders that include 'other activities'</p> <p>Production of a list of local resources that can be used as 'other activities'</p>	Mar 2021	Criminal Justice Social Work	
9.6.2	Increase family engagement in prisoners' Integrated Case Management meetings held at HMP Inverness, particularly prior to liberation	Number of family members participating in ICM meetings	Mar 2020	Families Outside, Family Support Service	Scottish Prison Service

9.7 Individuals' resilience and capacity for change and self-management are enhanced

Ref	Improvement Action	Measurement	Timescales	Lead	Partners Involved
9.7.1	Evaluate the effectiveness of the 'Moving Forward, Making Changes' (MFMC) group work programme that is now delivered by CJSW in Moray to inform local delivery of group work	Completion of MFMC evaluation	Mar 2020	Criminal Justice Social Work	
9.7.2	Identify opportunities for group work and person-centred approaches, e.g. for high risk offenders, women, those with mental health issues, to broaden range of available interventions delivered to reduce the risk of reoffending	Number of clients participating in group work activities	Mar 2020	Criminal Justice Social Work	

Appendix 1 – Crime and incident statistics

Recorded crimes

	2013-14	2014-15	2015-16	2016-17	2017-18
Group 1 – Crimes of violence	54	60	76	83	90
Group 2 – Crimes of indecency	185	182	158	220	221
Group 3 – Crimes of dishonesty	1571	1159	1251	956	848
Group 4 – Fire raising, malicious mischief, etc.	763	657	823	674	560
Group 5 – Other crimes	571	473	546	647	773
Group 6 – Miscellaneous offences	2084	1813	1971	2175	1871
Total crimes	5228	4344	4825	4755	4363

Detected crimes

	2013-14	2014-15	2015-16	2016-17	2017-18
Group 1 – Crimes of violence	47	53	63	71	88
Group 2 – Crimes of indecency	131	149	121	127	120
Group 3 – Crimes of dishonesty	470	442	490	455	377
Group 4 – Fire raising, malicious mischief, etc.	210	192	240	241	185
Group 5 – Other crimes	562	470	527	638	740
Group 6 – Miscellaneous offences	1611	1436	1551	1703	1497
Total crimes	3031	2742	2992	3235	3007

People who reconvict within one year of completing a sentence for an earlier conviction (%)

	2011-12	2012-13	2013-14	2014-15	2015-16
Aged under 21	33.0	21.6	30.8	19.5	37.3
Aged 21 to 25	31.0	29.3	26.9	28.5	26.2
Women	27.1	16.0	14.6	15.4	20.2
Men	31.0	24.6	20.9	29.0	23.8
Overall	30.3	23.0	23.3	24.9	23.2

Hate crime

	2013-14	2014-15	2015-16	2016-17	2017-18
Recorded hate crimes	49	31	23	37	50
Detected hate crimes	44	30	19	30	35

Domestic abuse incidents

	2013-14	2014-15	2015-16	2016-17	2017-18
Domestic abuse incidents	657	746	721	747	710

Appendix 2 - Moray's Community Justice Partners

The Moray Community Justice Partnership comprises the following organisations:

Crown Office and Procurator Fiscal Service

COPFS plays a pivotal part in the justice system, working with others to make Scotland safe from crime, disorder and danger. The public interest is at the heart of COPFS's work as independent prosecutors. COPFS takes into account the diverse needs of victims, witnesses, communities and the rights of those accused of crime.

Department of Work and Pensions

The Department for Work and Pensions (DWP) is responsible for welfare, pensions and child maintenance policy. As the UK's biggest public service department, it administers a range of working age, disability, ill-health and retirement benefits to around 18 million claimants and customers.

Elgin Street Pastors

Elgin's Street Pastors have been operating in Elgin town centre since 2013. Every Saturday night, Street Pastors go out on patrol to offer a calming presence on the streets and provide practical support through listening, caring and helping.

Elgin Street Pastors is operated by a management team with representatives from four different Christian denominational churches in Elgin and has volunteers from nine different Christian churches across Moray.

Families Outside

Families Outside is the only national charity in Scotland that works solely to support the families of people affected by imprisonment. Its purpose is to improve outcomes for children and families affected by imprisonment so they can live healthy, active lives free from stigma and impediment.

Health and Social Care Moray

Health and Social Care Moray was established in April 2016 and brings together a wide range of health and social work services into a single operational body. The Moray Integration Joint Board (MIJB) is responsible for planning and overseeing the delivery of a full range of community health and social work/social care services and is also responsible for a number of primary and secondary NHS Grampian health services.

Moray Alcohol and Drug Partnership

MADP is a partnership of all the organisations involved in reducing the harm caused by alcohol and drugs to individuals and communities in Moray. Its primary purpose is to deliver the Scottish Government's strategy in relation to drugs and alcohol by bringing together many different agencies and coordinating a partnership approach to tackling the problems associated with substance use.

Moray College (UHI)

Moray College is a further education college based in Elgin. It also has learning centres in Buckie, Forres and New Elgin. It is part of the University of the Highlands and Islands.

Moray Council

Moray Council is the unitary local authority responsible for delivering a range of public services across Moray. Services represented within the MCJP include:

Children's Services – responsible for safeguarding, supporting and promoting the wellbeing of children and young people

Community Safety – covers a range of issues including anti-social behaviour, fire and home safety, road safety, violence reduction and alcohol as a cause of community safety issues

Criminal Justice – provides social work services to the criminal justice system, supervising and supporting people who have committed offences, managing the risks they pose and helping them to reintegrate into the community.

Housing Services – fulfils Moray Council's role as a social housing landlord, providing tenancy management, estate management and other housing functions

Youth Justice Services – works with young offenders aged 8-18 years. The work is directed by the Scottish Government Youth Justice Plan as well as, at a local level, the Moray Youth Justice Strategy Group. The key objectives are to reduce youth offending and the impact of this behaviour on communities throughout Moray.

Moray Women's Aid

Moray Women's Aid is the largest provider of support services to women and children experiencing domestic abuse/violence in Moray. Services include the provision of safe accommodation, both at Marleon House and within the community, community support, professional counselling, drop-in centres and peer support groups. Marleon House provides a safe and secure environment, a place where women can take time out to resolve issues and receive appropriate support and encouragement to empower them to move forward with their lives with confidence.

The organisation provides a holistic service to women and children and thus works extensively with partner agencies to ensure that everyone entering the service is offered services appropriate to their individual needs. The Children and Young Person's project provides both in-reach (Marleon House) and outreach support (within schools) throughout Moray. Services provided at our purpose-built premises include a fully equipped children's playroom, teenagers' room and a secure garden. Services include a crèche, mother and toddler

group, after school clubs and one to one sessions to tackle issues like bullying, anger management, feelings and healthy relationships.

NHS Grampian

The purpose of NHS Grampian is to improve the health of people in the north east of Scotland and beyond, provide high quality services for patients and help people choose the best ways to look after their health.

Police Scotland

Police Scotland is responsible for policing across Scotland and is the second largest force in the UK after the Metropolitan Police.

The Service is led by a Chief Constable and comprises police officers, police staff and special constables who work together to deliver the best possible policing service for the people of Scotland.

Police Scotland's purpose is to improve the safety and wellbeing of people, places and communities in Scotland.

SACRO

SACRO is a Scottish community justice organization which works to create safer and more cohesive communities across Scotland. SACRO provides a wide range of services spanning all aspects of the community justice continuum. These range from conflict resolution to preventing the escalation of disputes to supporting prisoners on release. All of SACRO's services are designed to create safe and cohesive communities by reducing conflict and offending. The organization works with a broad range of people, including those harmed by crime and those responsible for that harm.

Scottish Courts and Tribunals Service

The Scottish Courts & Tribunals Service provides administrative support to Scottish Courts and Tribunals and to the judiciary of courts, including the High Court of Justiciary, Court of Session, sheriff courts and justice of the peace courts, and to the Office of the Public Guardian and Accountant of Court.

The Community Justice (Scotland) Act 2016 does not require statutory partners to carry out their duties in a way that would conflict with existing statutory duties. The role of Scottish Courts and Tribunals Service is carried out to the extent that it does not conflict with its role of supporting the courts, or influence sentencing decisions.

Scottish Fire and Rescue Service

The Scottish Fire & Rescue Service works in partnership with communities and others in the public, private and third sectors, on prevention, protection and response, to improve the safety and well-being of people throughout Scotland.

Scottish Prison Service

The Scottish Prison Service provides services that help to transform the lives of people in their care so they can fulfil their potential and become responsible citizens. It seeks to protect the public and reduce reoffending through safe and secure custodial services that empower offenders to take responsibility and fulfil their potential.

Skills Development Scotland

Skills Development Scotland is the national skills agency and aims to ensure that all individuals have the right skills and confidence to secure good work, progress in their careers and achieve their full potential. It also seeks to equality of opportunity for all.

tsiMoray

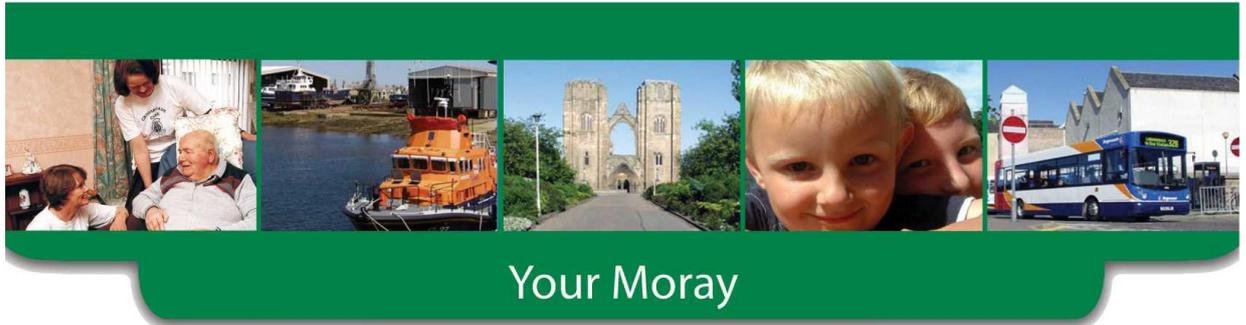
tsiMoray provides support to Moray's third sector to enable its full participation in the sustainable development of Moray. It also supports and promotes volunteering, community groups and social enterprises and promotes communication and collaboration between all of these organisations and between them and local public sector organisations.

Victim Support Moray

Victim Support Moray provides support and information services to victims and witnesses of crime. This support is provided by staff and volunteers in national and local offices and court-based services. It is independent of Police Scotland and the Scottish Courts.



**Moray
Community Planning
Partnership**



Your Moray

REPORT TO: COMMUNITY PLANNING BOARD 19 JUNE 2019

SUBJECT: BUCKIE CENTRAL EAST AND NEW ELGIN EAST LOCALITY PLANS - DRAFT ACTIONS

BY: CORPORATE DIRECTOR (CORPORATE SERVICES)

1. REASON FOR REPORT

- 1.1. To ask the Board to endorse the draft action plans designed by the local working groups for the two pilot areas of Buckie Central East and New Elgin East, which will form part of locality plans proposed in the Moray 10 Year Plan (LOIP) in order to allow implementation and progression to the next stage.
- 1.2. To request the Board acknowledges the work of local residents, community group members and organisations who have worked collectively over the past twelve months, often to challenging deadlines, to produce the two locality plans draft actions.

2. RECOMMENDATION

- 2.1. It is recommended that the Board:
 - i) **endorses the content of the two draft locality plans actions for the pilot areas of Buckie Central East and New Elgin East (Appendix 2 and Appendix 3);**
 - ii) **considers and notes that local working group members along with community planning partners, will now progress the actions contained within the plans over the next 1, 3, 5 years of the 10 year plan; and**
 - iii) **acknowledges the work of all concerned, in particular, local residents, community group members and partner organisation staff for working collectively to reach this point in the pilot locality plan journey.**
- 2.2. **It is also recommended that the Board considers and notes that strategic work will be required to link community planning**

partners' individual and partnership service plans and priorities, to the two locality plans. This work will include Key Performance Indicators and aligning measurement of impact across plans and this will be progressed as the plans are finalised.

3. BACKGROUND

- 3.1. The Community Empowerment (Scotland) Act 2015 places specific duties on Community Planning Partnerships around locality planning to improve outcomes to reduce inequalities in areas showing greatest inequality of outcomes. Based on assessment of the data about the communities in Moray and the consultation and engagement work done by the Partnership, two areas were identified for specific locality-based work as part of the Local Outcomes Improvement Plan.
- 3.2. At the meeting on the 26 September 2017, the Board agreed for the need to develop locality plans as part of the LOIP.
- 3.3. At the meeting of 13 February 2018, the Board agreed to endorse a 10 Step Engagement Plan produced by the Community Support Unit (CSU) to progress with the development of two pilot Locality Plans as identified in the Local Outcome Improvement Plan (LOIP): Moray 10 Year Plan. The process agreed is attached as **APPENDIX 1** for ease of reference.
- 3.4. Interim reports from each working group were presented to the Board on November 2018.
- 3.5. Since June 2018, a small group of partnership staff and local residents in each of the two areas, facilitated by the CSU, formed local working groups to deliver a wide range of engagement / consultation initiatives as highlighted in the 10 Step Engagement Plan.
- 3.6. From an early stage in the development, all members of the local working groups agreed on the importance of establishing working relationships based on trust.
- 3.7. The diverse membership of the groups (agency staff and local volunteers) meant that targeting those seldom heard residents within the community was a lot easier to achieve.
- 3.8. Those actively involved in the planning and delivery of the engagement and consultation from both communities included local elected members, community councillors, Men's Shed members, council tenants, local business people, those new to community involvement e.g. young mums, people with disabilities, unemployed / low income, those identified low in confidence.

- 3.9. On the practitioner's side, agency staff from many organisations such as Moray College UHI, Police Scotland, Moray Foodbank, medical centres, Moray Health & Social Care Partnership, Schools and other Moray Council departments all played a part in ensuring the voice of the community was heard and recorded.
- 3.10 To ensure that there is no duplication of priorities, members of the local working groups held focus groups in March 2019 in Buckie and Elgin with a wide range of community planning partners to identify what was already happening or planned under each priority. The groups sought to identify where there were gaps and then how to fill those gaps, taking into account ideas from the communities themselves. In addition, members of the working groups met a wide range of CP Partners and stakeholders to ensure the priority actions contained in the draft Locality Action Plans were not being addressed elsewhere and that partners were happy to be named against these actions. The locality plans actions aim to add value to the current work of community planning partners, not replicate or replace existing work. *'By agreeing the locality plan, statutory partners are jointly responsible for ensuring the CPP delivers on commitments in the plan. They are also individually responsible for how they act as partners to help ensure that these commitments are fulfilled'* – Community Empowerment (Scotland) Act 2015, Part 2, Community Planning Guidance 162.
- 3.11 As noted in previous updates to the Board, the Scottish Community Development Centre (SCDC) have played an active role in advising and ensuring that the key community engagement element of both pilots adhered to the National Standards on Community Engagement. A range of place based methodology was used to engage in the two areas; these approaches were supported by SCDC.
- 3.12 Over the past twelve months, both SCDC and CSU staff have regularly kept the Board, CP Partners, Community Planning Officers Group, Community Engagement Group, Community Learning and Development Strategic Group and local residents informed and updated on progress.
- 3.13 The work set out above has resulted in action plans being developed by the community groups and partners to address the gaps that were identified. At this stage these are draft as further work is required on the development of performance indicators and wider consultation with more members of the community as described below. The draft plans are contained in **APPENDIX 2** (Buckie Central East) and **APPENDIX 3** (New Elgin East).
- 3.14 Performance Indicators (PIs) are currently being developed with the Community Working Groups, since there are no appropriate national indicators, or PIs in the Moray Local Outcomes Improvement Plan that are suitable. A Research and Information officer from Moray Council is

supporting the development of PIs, identifying the information required and who will be responsible for its collection, as well as assisting with setting any targets that may be required to align impact measuring.

- 3.15 Both local working groups in Buckie and New Elgin have set August 2019 as official launch dates. In the meantime, should the Board endorse the content of the actions in the plans, the local working group will spend a period over the summer circulating and publicising the contents of the plans widely in both communities for comment and to ensure there is support to progress to the 'Implementing Action' stage of the Locality Plans. It should also be noted that the action plans set out in **APPENDICES 2 and 3** will change and update as work begins and outputs and outcomes are monitored; e.g. partners and timescales will change over time and be dependent on local circumstances. These are pilot plans and time for delivery and evaluation requires to be understood by strategic partners, particularly with regard to building capacity, knowledge and skills with local community stakeholder partners.

4. REVIEW OF PROCESS TO DATE

- 4.1. In May 2019, SCDC submitted an interim report on the development of the locality plans in Moray so far. The report was positive overall and three key learning themes from the report are highlighted below:

- the continuity of involvement of participants in the process is important as this drives ownership at a community level. Therefore buy-in and on-going resourcing from CP partners is required;
- there must be sufficient time and resources to support inclusion and to conduct robust engagement. It is important to recognise that robust engagement processes cannot be rushed and are highly dependent on relationship building;
- flexibility of approach is fundamental to supporting an inclusive engagement process. It is important to be able to adapt methods, change venues, and adjust meeting times to suit participants and local circumstances.

- 4.2. For some local residents participating and taking part in the pilots, this may have been the first time they have become actively involved in their community, whilst for others they may have experience of involvement in other community groups and initiatives. What they have in common, is the need for sustained commitment and support over a period of time to ensure they will be able to progress the locality plans to the next level e.g. deliver on the actions as contained in the two Locality Plans.

- 4.3. In order to ensure sustained support is available, Community Support Officers within the Community Support Unit have identified staff time to ensure those local people involved in the initiative, will be able to

progress and build their organisational capacity to confidently take the Locality Plans forward to improve local outcomes in the areas over the next few years. However, it should be noted that this is being reduced in accordance with the decision of the CPB on 18 April 2019.

- 4.4 The feedback report from SCDC was considered and endorsed by the Community Engagement Group at its meeting on 21 May 2019.

5. CONCLUSION

- 5.1. The creation of two Locality Plans for Buckie Central East and New Elgin East has been a steep learning curve for a broad swathe of people including strategic managers, service managers and agency partnership staff working in partnership with local residents in both areas.
- 5.2. Professionals speak of the challenges of good partnership working, but until it's tried and tested, particularly with regards to something 'new on the block', it can be both an exhilarating and challenging experience.
- 5.3. There were anticipated issues e.g. lack of awareness around the Community Empowerment Scotland Act and its community planning guidance around locality plans, lack of resources preventing more involvement, who decides who should be involved and at what level, future resourcing, monitoring and evaluation etc. However, on the whole, where there were issues this was mainly down to communication and pressure on resources and any issues / problems tended to be sorted out fairly quickly or set aside and addressed over a more planned period.
- 5.4. The direct involvement of the Scottish Community Development Centre monitoring methodology of engagement was an excellent support as was the facilitation of the Community Support Officers along with the skills of the Public Health Co-ordinators and Locality Engagement Team, who were the main agency drivers throughout the past 12 months.

Author of Report: Ian Todd
Background Papers: Previous reports to the Community planning Board:
26 September 2017
13 February 2018
November 2018
18 April 2019

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Moray

10 Year Plan

Local Outcomes Improvement Plan



**Moray
Community Planning
Partnership**

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Welcome

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

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

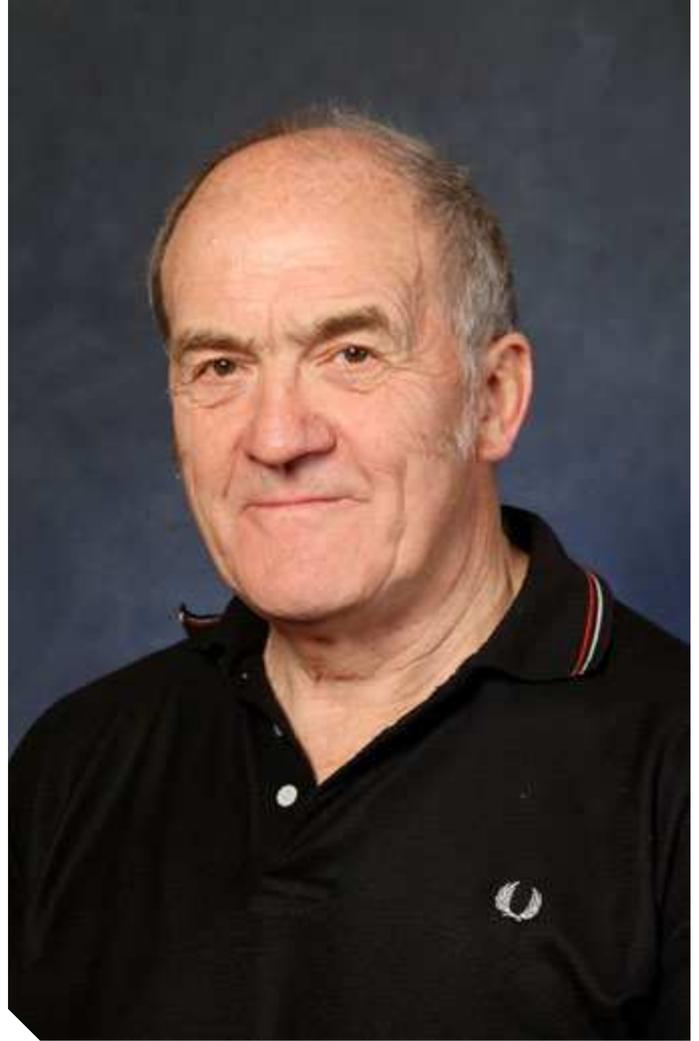
Although all partners are operating in challenging times with diminishing resources and increasing service pressures, we are committed to coordinating our resources to tackle the challenges facing our communities and provide services that meet your needs as efficiently and effectively as possible.

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



Cllr George Alexander

Chair of Moray Community Planning Partnership Board



Introduction

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

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

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

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

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

1. Growing, diverse and sustainable economy;
2. Building a better future for our children and young people in Moray;
3. Empowering and connecting communities;
4. Changing our relationship with alcohol.

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

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

Our next steps will be to work with communities to develop and inform our approach and actions to ensure that our strategic priorities and locality work hit the right mark to make the difference that our communities will value.

Our story so far

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

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

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

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

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

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

Our Area

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

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

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

Our Population

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

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

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

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

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

Moray is a rural area and ranks highly for access deprivation, which is measured by the Scottish Index of Multiple Deprivation (SIMD) on journey time to services such as a doctor, shop and post office. In 2016, 33.8% of Moray's population (31,982 people) were in the bottom 20% access deprived areas in Scotland. This presents us with challenges in ensuring that our rural communities can access services and that people can connect with each other to avoid social isolation and the negative outcomes that isolation can lead to.

Our main issues

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

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

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

Our priorities

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

1. Growing, diverse and sustainable economy;
2. Building a better future for our children and young people in Moray;
3. Empowering and connecting communities;
4. Changing our relationship with alcohol.

A summary of all of the priorities and outcomes are listed here:

National Priority	Overarching Priority
<p>Early Years & Early Intervention</p>	<p>Raising Aspirations: Moray provides an enabling environment where residents can achieve expanded choices, improved livelihood and wellbeing</p>
<p>Outcomes for Older People</p>	<p>Focus: Development of Poverty Strategy to tackle poverty, social cohesion and inclusion</p> <ul style="list-style-type: none"> • Inequalities in educational attainment will reduce • Access to employment opportunities will improve and low pay will reduce • Health and social inequalities will reduce <p>(Note: these outcomes will be subject to review through the development of the CPP poverty strategy)</p>
<p>Employability</p>	
<p>Economic Recovery & Growth</p>	
<p>Health Inequalities</p>	

Moray Priority	Moray Outcomes	CPP Focus
<p>Building a better future for our children and young people in Moray</p>	<p>Moray will be:</p> <ul style="list-style-type: none"> • a place where children and young people thrive; a place where they have a voice, have opportunities to learn and can get around; a place where they have a home, feel secure, healthy and nurtured; and a place where they are able to reach their full potential 	<p>Ambitious and confident children: to improve the life chances of children especially the most vulnerable by supporting them and their families at the earliest stage</p> <p>Healthier Children: children get the healthiest start in life and are supported to achieve the best possible mental health and wellbeing and there is equity for vulnerable groups</p> <p>Safer children: to protect children from the risk of harm, abuse and neglect and promote and support safer environments and communities</p>
<p>Empowering and connecting communities</p>	<ul style="list-style-type: none"> • A thriving and well connected place, where more people live well in their communities • Confident, skilled and self-reliant communities where expectations and aspirations are raised and achieved 	<p>Improve life chances: for people in Moray of all ages</p> <p>Develop stronger, more resilient, supportive, influential and inclusive communities</p>
<p>Growing, diverse and sustainable economy</p>	<ul style="list-style-type: none"> • By the year 2030 Moray is a destination of choice, the area being known and recognised as an outward facing and ambitious community with a thriving and well connected commercial base and as environment in which quality of life is valued and supported 	<p>Employment:</p> <ul style="list-style-type: none"> • Targeted approaches for those furthest from the job market • Pathways to higher skilled employment • Choices for the young workforce • Apprenticeships at all levels
<p>Changing our relationship with alcohol</p>	<ul style="list-style-type: none"> • People are healthier and experience fewer harms as a result of alcohol use 	<p>A whole population approach to prevention and reducing related harms</p>

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

Priorities and Outcomes

Raising Aspirations

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

Overarching Priority and Outcomes

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

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

Moray has a low wage economy which impacts on household income. Additionally gender inequality is seen as an ‘emerging trend’ in Moray – information about potential barriers to women and girls in Moray achieving their full economic potential is limited and further research is needed.

We know that evidence suggests that adverse childhood experiences result in social challenges for individuals throughout their life, thereby reducing their positive life outcomes and increasing their need to access public sector services for support.

Therefore, to reduce the proportion of children experiencing poorer outcomes we plan to improve and expand the provision of early years’ service.

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

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

In terms of outcomes, success would mean

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

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

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

Evidence

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

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

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

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

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

Younger people are under-represented in Moray and so we want to create an environment that makes more want to stay or come to Moray in order to ensure our communities are sustainable. Attainment is a key determinant of future employment, health and other outcomes; therefore, improving attainment should lead to improvement in other life outcomes. There is evidence that attainment and post-school destinations vary across the Moray communities and in some areas are below average.

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

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

- a place where children and young people thrive
- a place where they have a voice, have opportunities to learn and can get around
- a place where they have a home, feel secure, healthy and nurtured
- a place where they are able to reach their full potential

Evidence

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

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

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

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

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

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

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

Empowering and Connecting Communities

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

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

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

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

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

Good quality Community Learning and Development will be central in supporting primarily disadvantaged and vulnerable groups and individuals of all ages to engage in learning and development, including building capacity within and across communities. There will be a strong focus on early intervention, prevention and tackling inequalities within communities and the 2018 – 2021 CLD plan will be developed to provide clear leadership and direction, and to drive the action needed to ensure we maximise the contribution of CLD partners to support the interventions required in our communities.

In terms of outcomes, success would mean

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

Evidence

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

Growing, Diverse and Sustainable Economy

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

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

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

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

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

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

In terms of outcomes, success would mean:

By the year 2030 Moray is a destination of choice, the area being known and recognised as an outward facing and ambitious community with a thriving and well connected commercial base and as environment in which quality of life is valued and supported

Evidence

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

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

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

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

Changing our relationship with alcohol

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

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

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

In terms of outcomes, success would mean:

- People are healthier and experience fewer harms as a result of alcohol use



Evidence

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

According to Police Scotland evidence there is a clear link between alcohol consumption and violence both within the home and in public spaces in our towns and villages. Out of an annual average of 509 domestic incidents in Moray between 2014 and 2016 inclusive, children were reported as being present at 22% of all recorded domestic violence incidents in Moray (around 112 incidents per year). Where a child was present they were recorded as witnessing the domestic violence in 40% of cases (around 45 incidents per year). Police Scotland are working with CPP and licensed trade to ensure responsible behaviour and alcohol consumption.

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

Public Sector Efficiency and Partnership

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

Locality Plans for most vulnerable communities

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

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

Evidence

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

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

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

New Elgin East and Buckie Central East – These areas have been identified by our analysis where there are opportunities to improve outcomes. The partnership will take two different approaches for this first year so

that we can learn what works best. The aim would be to develop a Locality Plan for each of these areas which addresses some of the overarching actions from the LOIP where they are relevant to that community; we will collectively agree the focus of the work with the community. We will then aim to develop specific actions with those communities to improve outcomes.

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

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

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

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

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

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

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

Our Delivery Plan

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

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

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

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

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

Achieving our ambition

Building Community Relationship

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

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

A diagram showing the model of engagement is below.



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

Governance to match priorities

What does Community Planning in Moray look like?

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

Community Planning Partnership Structure: Supporting the Delivery of the LOIP

Community Planning Board – Partners

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

Community Planning Partnership Board

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

Monitoring and Review

This Plan will be reviewed by the end of 2018 with a further revision shortly thereafter. Annual report on our progress will be published. Thereafter the Plan will be reviewed every three years along within the action plan.

LOIP

Strategic Lead Partnerships

Moray Economic Partnership (MEP)
Delivering: **'Growing, diverse and sustainable economy'**

Moray Chief Officers' Group (COG)
Delivering: **'Building a better future for our children and young people in Moray'**

Moray Integration Joint Board (MIJB)
Delivering: **'Changing our relationship with alcohol'**

Community Learning & Development
Delivering: **'Empowering and connecting communities'**

Governance

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



Engagement

This plan will be available to the public to comment on for a short period of time. The partnership recognises that the high level of this plan will make wider community engagement challenging.

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

Existing work

The partnership recognises that a significant amount of work is already taking place both on a strategic and operational basis. While the partnership believes that further work is required to improve outcomes against the priorities it does not want to reinvent the wheel or create unnecessary work. Therefore a number of mapping exercises will take place against the priorities.

However once the mapping is completed the partnership can agree its combined actions to improve the outcomes and identifying key measure of success as well as allocating the required resources. This should be complete within six months of this plan being finalised.

Our Key Facts

Population

- 95,510 population (2015)*
- 16.2% aged 16 to 29 years (Scotland: 18.2%)
- 30.2% aged 60 and over (Scotland: 24.2%)

Area

- 2,238 sq km (864 sq miles) the 11th most sparsely populated area in Scotland
- 42.2% of the population live in a rural area
- 4.1% live in settlements with fewer than 500 people

Household Projections 2012 to 2037

7% increase in households (40,492 to 43,245) (Scotland: 17% increase)

Fuel Poverty 2014

- 40% of households in fuel poverty (Scotland: 35%)

Ethnicity

- 77.7% White – Scottish (Scotland: 84%)
- 18% White – other British (Scotland: 7.9%)

Children Living in Poverty 2014

- 18% children live in poverty (Scotland: 22%)
- Moray has 0% of Scotland's most deprived datazones, and 0.06% of Scotland's least deprived datazones (3,537 people or 3.7% of Moray's population)

Car/Van Ownership 2016

- 18.9% of households have no car/van (Scotland: 29.4%)
- 35.3% of households have 2 or more cars/vans (Scotland: 28.5%)

Economy and Income

GVA Per Head of Employment 2015

- £20,624 (Scotland: £23,685)

Weekly Wages 2016

- £498 (live in Moray)
- £491 (work in Moray)
- (Scotland: £535)

Business Size 2016

- 46.2% employment in small businesses (<50) (Scotland: 36.1%)
- 39.6% employment in large businesses (250+) (Scotland: 50.0%)
- 79.2% in private sector (businesses with < 10 employees) (Scotland: 78.5%)

Business Turnover 2016

- £3,410m (Scotland: £270,086)

Between 2010-16:

- 23.2% growth (Scotland: 4.9% growth)

Education and Learning

School Attainment 2014/15

- 60.6% of pupils left school with one or more SCQF level 6 or 7 (Scotland: 63.2%)

Attendance 2014/15

- 94.6% primary (Scotland: 93.9%)
- 90.2% secondary (Scotland: 88.5%)

Positive Destinations 2014/15

- Initial destination (2015) 94.3% (Scotland: 92.9%)
- 9 months on (2016) 89.9% (Scotland: 92%)

Moray College Students 2014/15

- 64.9% successful completions (Further Education) (Scotland: 74.6%)
- 1,670 full time students (up from 1,556 in 2012/13)

Qualifications: Working Age Population 2015

- 32.3% have NVQ4+ (Scotland: 42.5%)
- 11.6% have no qualifications (Scotland: 9.0%)

Life Stages/Health and Well-being

Life Expectancy 2011/13

- 81.7yrs for Females (Scotland: 81yrs)
- 77.9yrs for Males (Scotland: 76.9yrs)

Diabetes Prevalence 2016

- 5.7% (Scotland: 4.97%)
- 5,258 registered with diabetes (up from 4,110 in 2010)

Obesity 2013/14

- 10.5 per thousand population (down from 10.88 per thousand population in 2010-11) (Scotland: 8.05 per thousand population)

Alcohol Related Deaths 2011/15

- 20.8% per 100,000 population (Scotland: 21.5%)

Public Services

Public Spending: £505.3 + million

- Moray Council (000) (2015-16) £296,937
- Moray College (000) (2014-15) £12,755
- NHS (000) (2014-15) £142,591
- Social Care (000) (2014-15) £53,078

Key Issues for Moray Residents

- high number of older people
- low wage economy and lack of economic diversity
- outward migration of young people
- variation in attainment and post-school destination
- variation in outcome for smaller communities
- delivery of and access to services; and social isolation

Influence/Involvement in Public Sector 2015

- 22% agree that they 'can influence decisions affecting my local area' (Scotland: 24%)
- 37% agree that their 'council does the best it can with the money available' (Scotland= 41%)

Community and Environment

Neighbourhood Issues 2016/17

- 25.2% Neighbour disputes
- 23.3% Abandoned vehicles
- 18.2% Noise
- 16.4% Dog fouling

Crime and Disorder 2014/15

- 270 crimes per 10,000 people: reduced from 463 in 2010/11 (Scotland: 479)
- 24% of residents have experienced some form of anti-social behaviour

Street Cleanliness

- 81.3%

Waste

- 42.6% to landfill (Scotland: 46.4%)
- 57.6% recycled (Scotland: 44.3%)

Our Neighbourhoods 2015

- 97% rate their neighbourhood as very/fairly good (Scotland: 95%)

Volunteering 2015

- 30% adults involved in voluntary work (Scotland: 27%)

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

Outcomes & Direction to Partnerships Groups

Brief to Partnership Groups on development and monitoring of outcomes:

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

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

Growing, diverse and sustainable economy			
Moray Outcome	CPP Focus	Milestones	First steps
By the year 2030 Moray is a destination of choice, the area being known and recognised as an outward facing and ambitious community with a thriving and well connected commercial base and as environment in which quality of life is valued and supported	<p>Employment: Increased participation, skill and pay levels with reduced gender inequality through:</p> <p>Targeted approaches to those furthest from the job market</p> <p>Pathways to higher skilled employment</p> <p>Choices for the young workforce</p> <p>Apprenticeships at all levels</p>	<p>Delivery Plan agreed by partners</p> <p>Survey and analysis of drivers and constraints for women in the workplace completed to augment existing data on other groups</p> <p>Detailed Skills Action Plan(SIP) for Moray including Delivery Plan completed</p> <p>Practise in support of Moray Skills Pathway to support 3-24 year olds with enhanced employer engagement embedded by 2021.</p> <p>Using the 16/17 stats as a baseline:</p> <p>20% increase (average) across the apprenticeship family by 2021</p> <p>25% increase in female uptake across the apprenticeship family by 2028</p>	<p>Creation of a physical and/or virtual Employability Hub for Moray</p> <p>Review and map employability support services to improve outcomes in areas of greatest need</p> <p>Begin to implement a revised SIP across the CPP</p> <p>Project Plan to embed Moray Skills Pathway framed and in implementation.</p> <p>Increased within Apprenticeships family across CPP and in Moray</p>
<p>Related steps/strategies</p> <p>Growth Deal</p> <p>Moray Economic Strategy</p> <p>Moray Social Enterprise Strategy</p> <p>Moray Local Development Plan</p> <p>Employability Strategy</p> <p>Moray Skills Strategy</p> <p>Developing the Young Workforce</p> <p>Attainment Strategy</p> <p>SFRS Community Fire Plans</p>		<p>Performance Indicators</p> <p>Residents with no qualifications – SIMD attainment measure</p> <p>Participation levels</p> <p>Weekly earnings</p> <p>Pay gap</p> <p>No and range of modern apprenticeships</p> <p>Migration levels</p> <p>School leaver destinations</p>	

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

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

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

Changing our relationship with alcohol			
Moray Outcome	CPP Focus	Milestones	First steps
People are healthier and experience fewer harms as a result of alcohol use.	A whole population approach to prevention and reducing related harms.	There is a reduction in alcohol related harm and improvement in community wellbeing	Mapping of current work, evidence and strategies where alcohol affects outcomes
			Strategic review of the MADP to ensure a shared vision, purpose and goals which recognises and utilises partner expertise and skills effectively
			Effective promotion of alcohol awareness to create a knowledgeable and supportive community
			Implement the National Recovery Outcomes Tool in Moray across Alcohol and Drug services
			Review good practice guidance for provision of occasional licences for summer festivals and shows elsewhere in Scotland and develop a Moray version
			Implement the National alcohol Minimum Unit Pricing
			Provide evidence to help Licensing Boards to develop an evidence-based Over Provision Policy Statement; Consider duration of off-sales hours; Develop standard licensing conditions that minimise impulse sales; Develop standard licensing conditions that minimise the sale of cheap high strength products recognised to be predominantly consumed by dependent drinkers
			Partners to provide Police Scotland and Licensing Standards Officers with support to enable them to appropriately enforce the legislation on responsible sale, availability and consumption of alcohol in order to reduce alcohol related violence, other crime or harm
			Reduction in future service demand due to harmful alcohol consumption
		Enable more people at risk of alcohol harm to recover by increasing their engagement with timely and effective services by improving the reach and impact of all alcohol recovery services	
		Improve universal services and communities ability to identify those in need and link them with available services and community support.	
		To promote workforce development in order to improve the competence, confidence and capacity of the workforce.	
		Details of those charged with drunk driving will be shared by the police with the Moray Community Safety Hub, to inform potential support	
		To promote workforce development in order to improve the competence, confidence and capacity of the workforce.	
		Details of individuals thought to be vulnerable by Police Scotland for reasons associated with alcohol misuse will be shared by the police with the Moray Community Safety Hub, to inform potential support	
Ensure the continuation of links between Police Scotland and support services of those released from police custody			

<p>Related strategies</p> <ul style="list-style-type: none"> • MADP Strategy 2015-2025 • Moray Children’s Services Plan • Moray Health and Social Care Partnership Strategic Plan 2016-2019 • Moray Early Years Strategy • Moray Local Police Plan 2017-20 Scottish Fire & Rescue Local Plan • Community Safety Strategy • Moray Community Justice Outcomes Improvement Plan • SFRS Ageing Safely Living Well Framework 	<p>Performance Indicators</p> <p>Driving under the influence of alcohol number of road traffic accidents recorded by the police where alcohol is a suspected contributing factor</p> <p>A reduction in the number of instances of antisocial behaviour recorded by the police and Moray Housing where alcohol is a suspected contributing factor</p> <p>Rate of Domestic Abuse Crimes per 10,000 population (where alcohol is a factor)</p> <p>Community Safety Offences involving Alcohol</p> <p>Alcohol related health indicators</p> <ul style="list-style-type: none"> • Increase the number of alcohol brief interventions (ABIs) delivered in accordance with the HEAT Standard guidance • Proportion of Service Users who wait less than three weeks from referral to commencement of treatment to be maintained at 98% or above. • Proportion of Service Users receiving a review at 3, 6 and 12 months. Baseline data to be gathered in 2081/19 to inform the target • Reduce the number of unplanned Drug & Alcohol discharges in Moray from the 2017/18 figure (data to be based on figures up to the end of March 2018) • Use the 2018/19 Recovery Outcomes data from July 2017, based on the 10 recovery domains to inform 2018/19 and future targets • Prepare the 2018/19 workforce development plan based on, and following the review of the 2017/18 plan and training • % of adults drinking above guidance limits
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Buckie Central East Locality Action Plan

Young People (14-25 years)

- [Ensure young people are equipped with the skills and confidence needed to enter the job market and secure employment](#)
- [Ensure young people live without fear of bullying and intimidation](#)
- [Ensure young people feel valued members of the community](#)

Learning and Lifeskills

- [Enable the community to access high quality childcare provision to allow them to take advantage of employment, volunteering and community activity opportunities](#)
- [Enable the community to access employment, volunteering and community activity opportunities](#)
- [Make Buckie a destination of choice for employers and visitors](#)

Connectivity

- [Providing good transport options, safe walking and cycling routes for school, work and recreation](#)
- [Provide good digital connectivity](#)

Community Voice

- [Empower the community to raise confidence to influence matters that are important to them and to have their voices heard](#)

Buckie Central East Locality Action Plan

Priority 1 – Young People (14-25 years)

Key Outcome : [The young people of Buckie Central East have the skills and confidence to realise their full potential, achieve their aspirations and feel valued members of the community](#)

What will we do?		<p>(a) We will work together to ensure that the young people of Buckie Central East are equipped with the skills and confidence needed to enter the job market and secure employment</p> <p>(b) We will work together to ensure that the young people of Buckie Central East live without fear of bullying and intimidation</p> <p>(c) We will work together to ensure that the young people of Buckie Central East feel valued members of the community</p>		
How?		Who?	When?	How will we know?
1.1	Establish a working group for this priority	<ul style="list-style-type: none"> • Skills Development Scotland (a) • Moray Council (Opportunities for All) • Locality Management Group (b& c) 	2019-2020	Group set up
1.2	Establish a baseline and explore barriers to progression	<ul style="list-style-type: none"> • Skills Development Scotland • Moray Council (Opportunities for All) • Locality Management Group 	2019-2020	Baseline established and barriers identified

	How?	Who?	When?	How will we know?
1.3	Establish current support available, and level of engagement, and help people to access support	<ul style="list-style-type: none"> Skills Development Scotland 	2019-2020	Employability training and support provision mapped
1.4	Assess the skills gaps and identify gaps to support people's progress	<ul style="list-style-type: none"> Skills Development Scotland 	2019-2023	Skills Assessment for those not engaged in education, training or employment completed
1.5	Work with the community to deliver appropriate sector day for developing the young workforce at Buckie High School (see also 2.9)	<ul style="list-style-type: none"> DYW Partnership 	2019-2022	Sector day held at Buckie High School
1.6	Involve young people in reviewing and refreshing the anti-bullying guidance at Buckie High School and appoint a School Champion	<ul style="list-style-type: none"> Buckie High School Locality Management Group 	2019-2020	Anti-bullying guidance refreshed School anti-bullying Champion appointed
1.7	Involve young people in reviewing the school values	<ul style="list-style-type: none"> Buckie High School Locality Management Group 	2019-2020	School values reviewed
1.8	Work with young people to investigate ways of ensuring their voices are heard on local matters	<ul style="list-style-type: none"> Locality Management Group Buckie High School Buckie Area Forum Buckie & District CC 	2019-2021	Young people are enabled to have their voices heard on local matters
1.9	Deliver Community Connectors to build confidence within young people	<ul style="list-style-type: none"> Locality Management Group Moray Wellbeing Hub 	2019-2020	Confidence within young people has increased
1.10	Young people to be active partners in the creation and delivery of an event at Buckie High School to celebrate their community and support relationship building	<ul style="list-style-type: none"> Police Scotland Locality Management Group Young people 	2019 – 2021	Engagement event held at Buckie High School

Buckie Central East Locality Action Plan

Priority 2 – Learning and Lifeskills

Key Outcome : [The community of Buckie Central East are enabled to access opportunities to thrive and Buckie becomes a destination of choice for all](#)

What will we do?	<p>(a) we will work together to enable the community of Buckie Central East to access high quality childcare provision to allow them to take advantage of employment, volunteering and community activity opportunities</p> <p>(b) we will work together to enable the community of Buckie Central East to access employment, volunteering and community activity opportunities</p> <p>(c) we will work together to make Buckie a destination of choice for employers and visitors</p>			
How?	Who?	When?	How will we know?	
2.1	Promote childminding as a career of choice	<ul style="list-style-type: none"> UHI Moray College Moray Council (Early years) 	2019 – 2022	The numbers of those looking for a career in childminding has increased
2.2	Investigate options for holiday clubs/out of school care	<ul style="list-style-type: none"> Moray Council (Early years) 	2019-2022	Opportunities for holiday clubs/out of school care identified
2.3	Assess interest and look at possibility of providing Early Learning and Childcare Service model SCQF within Buckie High School accessible to pupils and members of the community	<ul style="list-style-type: none"> UHI Moray College Buckie High School 	2019 – 2021	Early Learning and Childcare Service model SCQF available in Buckie High School subject to demand
2.4	Look at possibility of Moray College delivering bespoke courses for childcare in Buckie re employability skills level 4/5	<ul style="list-style-type: none"> UHI Moray College Buckie High School Moray Council (Early years) 		Bespoke courses for childcare held in Buckie subject to demand
2.5	Look at possibility of Moray College delivering pre childminding courses in Buckie	<ul style="list-style-type: none"> UHI Moray College Moray Council (Early years) 		Pre-childminding courses held in Buckie subject to demand

	How?	Who?	When?	How will we know?
2.6	Deliver Community Connectors through local champions to build confidence and reduce social exclusion and isolation	<ul style="list-style-type: none"> • Moray Wellbeing Hub 	2019-2022	
2.7	Deliver Living Life to the Full courses to help people tackle low mood and stress and gain confidence	<ul style="list-style-type: none"> • Moray Wellbeing Hub 	2019-2022	
2.8	Promote care working as a career of choice through adopting an enterprising approach to care provision	<ul style="list-style-type: none"> • Moray Health and Social Care Partnership 	2019-2023	The numbers of those looking for a career in care has increased
2.9	Work with the community to deliver a sector day promoting social care as a career aimed at all ages (see also 1.5)	<ul style="list-style-type: none"> • Moray Health and Social Care Partnership 	2019-2021	Sector day to promote care as a career
2.10	Promote volunteering opportunities within Buckie for buddying in the wider community	<ul style="list-style-type: none"> • Moray Health and Social Care Partnership • Buckie High School • tsiMoray 	2019-2021	The number of people volunteering through the buddying scheme has increased
2.11	Review the advertising of teacher posts and the information and incentives provided in Moray (including the positives of working and living in Moray)	<ul style="list-style-type: none"> • Moray Council (Education) 	2019 – 2020	Teacher numbers in Buckie are appropriate

Buckie Central East Locality Action Plan

Priority 3 – Connectivity

Key Outcome : [The community of Buckie Central East have good public transport and digital access](#)

What will we do?	(a) We will work together to provide good transport options, safe walking and cycling routes for school, work and recreation (b) We will work together to provide good digital connectivity			
How?	Who?	When?	How will we know?	
3.1	Increase the provision of public transport serving Buckie and ensure electronic timetables are maintained	<ul style="list-style-type: none"> • Stagecoach • Moray Transport Forum • Buckie Area Forum • Buckie & District Community Council 	2019-2020	The number of buses serving Buckie increases The number of passengers increases
3.2	Investigate demand for wider bus coverage within the town	<ul style="list-style-type: none"> • Moray Transport Forum 	2019-2023	An assessment of town need has been undertaken
3.3	Promote Dial M for Moray	<ul style="list-style-type: none"> • Moray Transport Forum 	2019-2020	The number of passengers on Dial M for Moray increases
3.4	Assess availability of patient transport in Buckie (incl to Dr. Gray's and ARI)	<ul style="list-style-type: none"> • Moray Transport Forum • Moray Health & Social Care Partnership 	2019-2020	An assessment for patient transport in Buckie has been undertaken
3.5	Promote and implement Park Safe initiative at Primary Schools in Buckie	<ul style="list-style-type: none"> • Police Scotland 	2019-2020	Safety around schools increases The number of parking incidents decreases

	How?	Who?	When?	How will we know?
3.6	Ensure a School Travel Plan for Buckie High School is developed.	<ul style="list-style-type: none"> • Moray Council (PTU / Sustainable Transport) • Buckie High School 	2019-2020	School Travel Plan produced
3.7	Promote existing community digital access availability	<ul style="list-style-type: none"> • Buckie Area Forum • Buckie & District Community Council 	2019-2020	Awareness of digital accessibility opportunities within the community increases

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Buckie Central East Locality Action Plan

Priority 4 - Community Voice

Key Outcome : [The members of the community of Buckie Central East feel empowered to have influence and control over things that matter to them](#)

What will we do?		(a) We will work together to empower the members of the community of Buckie Central East the confidence to influence matters that are important to them and to have their voices heard		
How?		Who?	When?	How will we know?
4.1	Promote community engagement through use of Buckie Area Forum website and social media including polls on local issues	<ul style="list-style-type: none"> • Buckie Area Forum • Buckie & District Community Council 	2019-2021	<p>The number of people accessing the website increases</p> <p>The number of people participating in polls increases</p>
4.2	Investigate opportunities for communities of interest to be engaged in local matters	<ul style="list-style-type: none"> • Buckie Area Forum • Buckie & District Community Council 	2019-2023	The number of communities of interest engaged in local matters increases
4.3	Investigate opportunities for community groups to work together and raise their profiles including establishing a community hub	<ul style="list-style-type: none"> • Buckie Area Forum • Buckie & District Community Council 	2019-2029	Opportunities identified for community groups to work together and raise their profile
4.4	Offer and provide recruitment and retention training and support for community groups, committees and voluntary sector agencies	<ul style="list-style-type: none"> • tsi Moray • Moray Council CLO • Buckie Area Forum • Buckie & District Community Council 	2019-2023	<p>The number of people joining committees and groups increases</p> <p>The people receiving the training feel supported in their roles</p>

	How?	Who?	When?	How will we know?
4.5	Pilot “Experteering” in Buckie – an initiative for volunteer “experts” to assist voluntary boards and committees short-term	<ul style="list-style-type: none"> • tsiMoray • Buckie Area Forum • Buckie & District Community Council 	2019-2023	The boards and committees feel supported and enabled to undertake their roles
4.6	Encourage intergenerational work between young people and community groups and initiatives to build long term relationships	<ul style="list-style-type: none"> • tsiMoray • Buckie Area Forum • Buckie & District Community Council 	2019-2023	The number of young people involved with community groups and initiatives increases
4.7	Promote Buckie & District Community Council and Buckie Area Forum	<ul style="list-style-type: none"> • Buckie & District Community Council • Buckie Area Forum 	2019-2024	The number of people aware of Buckie & District Community Council and Buckie Area Forum increases
4.8	Enhance the visual appearance of Buckie through environmental improvements	<ul style="list-style-type: none"> • Buckie Area Forum • Buckie & District Community Council 	2019-2021	Number of volunteers involved with Environmental projects increase
4.9	Improved consultation with Community Planning partners and community	<ul style="list-style-type: none"> • Community Planning Partners 	2019-2029	Community Planning Plans have changed directly as a result of community engagement
4.10	Ensure Lead Partners are actively engaging with local interest groups	<ul style="list-style-type: none"> • All Lead partners 	2019-2029	Local interest groups are actively involved in delivering key targets

Environment and Infrastructure

- [Reduction in number of road traffic and parking incidents in New Elgin East.](#)
- [Improved access to play equipment and sports facilities.](#)

Health and Wellbeing

- [More people in New Elgin East are in sustained housing options that meets their needs.](#)
- [Changing perceptions of, and relationships with, drugs in New Elgin East.](#)
- [Reduce seagull numbers and incidents of dog fouling in New Elgin East.](#)
- [Reduce anti-social behaviour in New Elgin East.](#)

Community Involvement

- [Bringing different generations of people together in New Elgin East to reduce social isolation.](#)
- [Build community cohesion between individuals and community groups in New Elgin East.](#)
- [Increased opportunities for community involvement and engagement with services in New Elgin East.](#)

Education and Employment

- [Widening access to better quality employment in New Elgin East.](#)
- [Improve uptake in employment related training provision in New Elgin East.](#)
- [Supporting people to ensure they have a decent standard of living in later life.](#)
- [Increase wrap around childcare provision in New Elgin East.](#)
- [Improved links between New Elgin East Community and Schools.](#)

New Elgin East LOIP Themes May 2019

Environment and Infrastructure

Outcome 1: Reduction in number of road traffic and parking incidents in New Elgin East.

What will we do?		(a) Increased road safety awareness and behaviour change in New Elgin East. (b) Physical improvements in 2 road traffic sites in New Elgin East. (c) Improve parking layout and usage in identified areas in New Elgin East by working with community.			
How?	Who?	When?	Where?	How will we know?	
1.1	Continue and extend junior road safety campaign	<ul style="list-style-type: none"> • Police Scotland • Moray Council Roads • New Elgin Primary School • New Elgin Primary Parent Council • Moray Council Engagement Team • Active Travel 	2019-20	<ul style="list-style-type: none"> • New Elgin Primary School • Linkwood 	Youth volunteer accreditation evaluation.
1.2	(a) Identify 2 sites in New Elgin east for road traffic improvements.	<ul style="list-style-type: none"> • Moray Council Roads • Police - Traffic 	2019-20	New Elgin East	Actions and timescales for 2 sites in New Elgin East identified.
1.3	(b) Improve 2 sites in New Elgin East regarding road traffic concerns.	<ul style="list-style-type: none"> • Moray Council Roads • Police - Traffic 	By 2025?	New Elgin East	2 sites improved and reduction in incidents.
1.4	Create and implement parking map for identified areas to make better use of existing space.	<ul style="list-style-type: none"> • Moray Council Housing & Roads • Police • Active Travel • Local businesses 	Create 19/20 Implement 2020/21	<ul style="list-style-type: none"> • Robertson Drive • Millar Street • Croft Road • Meadow Crescent • Scotmid area carpark (disabled parking bays) 	Map created, reduction in Estate Management complaints regarding parking.

New Elgin East LOIP Themes May 2019

1.5	Involve community in design and implementation of school travel plans	<ul style="list-style-type: none"> • Linkwood Primary • Parent Council • Project Manager Education • Active Travel 	2019/20 (involve) August 2020 (implement)	<ul style="list-style-type: none"> • Linkwood Primary 	Plan in place by August 2020.
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New Elgin East LOIP Themes May 2019

Outcome 2: Improved access to play equipment and sports facilities.

What will we do?		Form Working Group to identify and fill gaps in provision.			
How?	Who?	When?	Where?	How will we know?	
2.1	Form working group.	<ul style="list-style-type: none"> • Community Support Unit • Sports Centres • Engagement Team • Lands & Parks • Housing • Active Schools • Local Access Forum 	2019/20	New Elgin East	Working Group established.
2.2	Review existing provision in area.	<ul style="list-style-type: none"> • Working Group 	2020	New Elgin East	Mapping of existing provision.
2.3	Identify opportunity for improvements in provision.	<ul style="list-style-type: none"> • Working Group 	2020	New Elgin East	Plan and identify areas for potential improvement.
2.4	Identify and access resources.	<ul style="list-style-type: none"> • Working Group 	2020/21	New Elgin East	Areas identified improved.

New Elgin East LOIP Themes May 2019

Health and Wellbeing

Outcome3: More people in New Elgin East are in sustained housing options that meets their needs.

What will we do?		Advice and ongoing support on housing related matters in New Elgin East.			
How?	Who?	When?	Where?	How will we know?	
3.1	1. New Elgin East Housing Summit.	<ul style="list-style-type: none"> Housing Options Team; Estate Caretaker- Moray Council Housing Associations Private sector Third Sector 	2020	New Elgin East	<ul style="list-style-type: none"> Evaluation of numbers attending. Timescale and outcomes identified for number 2.
3.2	2. Quarterly housing surgeries in New Elgin East.	<ul style="list-style-type: none"> Housing Options Team Housing Associations Private sector Third Sector 	2020+	New Elgin East	(a) Attendance at surgeries. (b) Improvement in tenancy sustainment.

New Elgin East LOIP Themes May 2019

Outcome 4: Changing perceptions of, and relationships with, drugs in New Elgin East.

What will we do?		Deliver a range of education, awareness raising and outreach programmes with Partners in New Elgin East.			
How?		Who?	When?	Where?	How will we know?
4.1	<ul style="list-style-type: none"> • Mapping exercise regarding drugs education. • Awareness raising and training in Elgin High School. 	<ul style="list-style-type: none"> • Engagement Team • Moray Health Improvement Team • Research Information Officer / Schools / Police (Schools Liaison Officer) / Education • Elgin High School, New Elgin Primary School, Linkwood School and Parent Council • Police • Elgin Youth Development Group 	2019	Schools in New Elgin Primary School Mobile Information Bus Police Bus	<ul style="list-style-type: none"> • Baseline data. • Evaluation / numbers reached. • Established annual programme delivered in partnerships.
4.2	<ul style="list-style-type: none"> • Family learning sessions • Deliver community champion training to volunteers (2 in 19/20) 	<ul style="list-style-type: none"> • Police • Moray Health Improvement Team • Aberlour Childcare Trust • Locality Management Group (LMG) • TSI Moray • PYSV/ Special Constables • Penumbra • Moray Wellbeing Hub 	2019-20	<ul style="list-style-type: none"> • Mobile Information Bus • Police Bus • Scotmid • Dookit Park 	<ul style="list-style-type: none"> • Numbers attending • 2 x Champions trained
4.3	Awareness raising campaign in area	<ul style="list-style-type: none"> • Police • Local businesses 	Late 2019	New Elgin East	Increase in intelligence / reporting in 2 years.

New Elgin East LOIP Themes May 2019

	around Crime Stoppers and intelligence led policing.	<ul style="list-style-type: none"> • Crime Stoppers • Housing & Housing Associations • Schools • Community Groups 			
4.4	<ul style="list-style-type: none"> • Interventions and referrals across CPP • Promote programme of training on drugs and alcohol (including with those directly affected). 	<ul style="list-style-type: none"> • Housing / Housing Associations • Moray Health Improvement Team • Linkwood Medical • Police • Department for Work and Pensions • MADP Partnership Team 	2019-20	New Elgin East	Programme developed and timescales set for delivery.
4.5	<ul style="list-style-type: none"> • Interventions and referrals across Community Planning Partnership • Deliver a programme of training on drugs and alcohol. 	<ul style="list-style-type: none"> • Housing / Housing Associations • Moray Health & Social Care Partnership • Linkwood Medical • Police • Department for Work and Pensions • MADP Partnership Team 	2020-21	New Elgin East	Numbers trained across Community Planning Partnerships.
4.6	<ul style="list-style-type: none"> • Needle safety campaign 	<ul style="list-style-type: none"> • Moray Health Improvement Team • Moray Council; Housing-Estate Caretaker • Housing Associations 	2019	New Elgin East	Attendance at training

New Elgin East LOIP Themes May 2019

Outcome 5: Reduce seagull numbers and incidents of dog fouling in New Elgin East.

What will we do?		Pilot projects in partnership with community to reduce incidents and raise awareness / educate on issues.			
How?		Who?	When?	Where?	How will we know?
5.1	<ul style="list-style-type: none"> • Pilot project to reduce seagull numbers in New Elgin East. 	<ul style="list-style-type: none"> • Moray Council • Housing • Elgin BID • Councillors 	2019	<ul style="list-style-type: none"> • New Elgin Road • Main Street, New Elgin • Linkwood Drive • Thornhill Road 	Reduction in seagull numbers by 2024.
5.2	<ul style="list-style-type: none"> • Education / promotion / walkabout. • Green Dog Walkers Scheme 	<ul style="list-style-type: none"> • Moray Council • Community Groups • Schools • Housing • Special Constables/ Police Scotland Youth Volunteers • Local Access Forum 	2020-21	New Elgin East (Hanover Linkwood Burn / back of New Elgin Primary School, Dookit Park).	Reduction in dog fouling in three areas over 2 years.

New Elgin East LOIP Themes May 2019

Outcome 6: Reduce anti-social behaviour in New Elgin East.

What will we do?		Engaging with the local community and partners to identify sources of ASB and develop an action plan of work			
How?		Who?	When?	Where?	How will we know?
6.1	Outreach youth work in New Elgin East.	<ul style="list-style-type: none"> • Elgin Youth Development Group • Engagement Team • M:ADE 	2019-21	New Elgin East	<ul style="list-style-type: none"> • Numbers reached. • Numbers participating. • Accreditation. • (Need estimated numbers) of young people entering positive destination.
6.2	Community walkabout in New Elgin East to identify community safety hotspots and develop plan of action.	<ul style="list-style-type: none"> • Housing • Housing associations • Police/ Elgin BID bikes • Councillors • Moray Sports Centre 	Summer 2019 (Walkabout) Autumn / Winter 2019 (plan).	<ul style="list-style-type: none"> • New Elgin Primary • Moray Sports Centre 	<ul style="list-style-type: none"> • Evaluation. • Plan of action developed with partners.

New Elgin East LOIP Themes May 2019

Community Involvement

Outcome 7: Bringing different generations of people together in New Elgin East to reduce social isolation

What will we do?		Community Garden Intergenerational Project.			
How?		Who?	When?	Where?	How will we know?
7.1	Identify potential sites and negotiate with landlords.	<ul style="list-style-type: none"> • Moray Council Estates • McKenzie • Springfield • New Elgin Hall • Community Support Unit • Moray Health and Social Care Partnership 	2019-20	Sites throughout NEE <ul style="list-style-type: none"> • New Elgin Hall • Top of Main Street • Anderson Drive 	Site identified and permission granted if applicable.
7.2	Form a group and create a plan.	<ul style="list-style-type: none"> • Community Support Unit • Moray Health Improvement Team • REAP • Elgin Community Council • Local businesses • Schools • John Muir Trust • Duke of Edinburgh 	2019-20	<ul style="list-style-type: none"> • New Elgin Hall • Top of Main Street • Anderson Drive 	Group constituted and active plan developed.
7.3	Apply for funding and develop.	<ul style="list-style-type: none"> • Elgin Men's Shed • Schools • TSI Moray • Funders • Local businesses • University of the Highlands and Islands 	2020-21	<ul style="list-style-type: none"> • New Elgin Hall • Top of Main Street • Anderson Drive 	<ul style="list-style-type: none"> • Successful funding bids and community garden open. • Numbers attending • Evaluation.

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Community Involvement

Outcome 8: Build community cohesion between individuals and community groups in New Elgin East.

What will we do?		Hold a large gathering (New Elgin Big Lunch) in the local park during the Summer months.			
How?		Who?	When?	Where?	How will we know?
8.1	Form group to plan a pilot family friendly event.	<ul style="list-style-type: none"> Residents and neighbours of New Elgin Moray Council UHI Community Groups & venues Moray Council Engagement Team Moray Food Plus Moray Health Improvement Team 	2019	Dookit Park / Hall	Footfall Feedback / evaluation.
8.2	Identify all groups in the area who can help; possible funders.	<ul style="list-style-type: none"> New Elgin Hall Local businesses and sponsors Elgin Community Council Schools TSI Moray Moray Food Plus 	2019-20	Dookit Park / Hall	<ul style="list-style-type: none"> Funding / event planned Evaluation / attendance to inform possible future events.
8.3	Source funding and deliver event.	<ul style="list-style-type: none"> Funders e.g. Rotary, Lottery, Scotch Whisky Action Fund Police Moray Food Plus Asda 	Summer 2020	Dookit Park / Hall	<ul style="list-style-type: none"> Funding / event planned Evaluation / attendance to inform possible future events. Footfall feedback /

New Elgin East LOIP Themes May 2019

		<ul style="list-style-type: none"> • Tesco • TSI Moray 			evaluation.
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Outcome 9: Increased opportunities for community involvement and engagement with services in New Elgin East.

What will we do?		Establish a community hub in New Elgin East.			
How?	Who?	When?	Where?	How will we know?	
9.1	Form a working group.	<ul style="list-style-type: none"> • Community Planning Partnership • New Elgin East Working Group • Community Support Unit • New Elgin Hall • Community Groups • Community Council • Moray Wellbeing Hub 	2019/20	New Elgin East	Group established.
9.2	Conduct options appraisal for Hub location in New Elgin East.	<ul style="list-style-type: none"> • Working Group 	2020/21	New Elgin East	Options appraisal conducted and preferred option identified.
9.3	Establish Hub in New Elgin East.	<ul style="list-style-type: none"> • Working Group 	2021+ (depending on option identified)	New Elgin East	Hub established in New Elgin East.

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Education and Employment

Outcome 10: Widening access to better quality employment in New Elgin East.

What will we do?		Identify and mitigate barriers to employment of people in New Elgin East.			
How?	Who?	When?	Where?	How will we know?	
10.1	Develop a pilot community employment scheme in New Elgin East.	<ul style="list-style-type: none"> • Moray Skills Pathways • Moray Pathways • Police Scotland Youth Volunteers/Special Constables • Moray Sports Centre 	2019-2021	New Elgin East	Scheme, M&E process established with partners.
10.2	Deliver a pilot community employment scheme in New Elgin East.	<ul style="list-style-type: none"> • Moray Skills Pathways • Moray Pathways • Police Scotland Youth Volunteers/Special Constables • Moray Sports Centre 	2021-2024	New Elgin East	Uptake, evaluation, tracking individual outcomes.
10.3	Work with employers to map barriers to employment.	<ul style="list-style-type: none"> • Local employers • Employee consultation • Community Planning Partnership • Moray Council Early Years Service 	2020-2023	Employers	Barriers mapped; baseline established.
10.4	Develop approaches / programme of delivery based on above.	<ul style="list-style-type: none"> • Community Planning Partnership • Employers 	2021-2025	Employers	Programme developed / delivered / reviewed annually, M&E.

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Outcome 11: Improve uptake in employment related training provision in New Elgin East.

What will we do?		Identify gaps in training provision, promote current offers and develop opportunities to meet needs in New Elgin East.			
How?	Who?	When?	Where?	How will we know?	
11.1	Establish baseline of current training opportunities (and uptake) available to New Elgin East residents	<ul style="list-style-type: none"> • Skills Development Scotland • University of the Highlands and Islands • Department for Work and Pensions • Developing the Young Workforce • Highlands and Islands Enterprise • Growth Deal • Employers • Moray Council Early Years Service • TSI Moray • Social Enterprise Academy • Employee Consortium • PSYV/ Special Constables 	Early 2020		Baseline established to establish targets for step 2.
11.2	Awareness raising / fill gaps in training uptake by targeted approach in New Elgin East.	<ul style="list-style-type: none"> • Employee Consortium • University of the Highlands and Islands • Schools • New Elgin East Working Group • TSI Moray • Moray Sports Centre • Employers • Moray Council Early Years 	2020 (Autumn)	<ul style="list-style-type: none"> • New Elgin Hall • UHI Linkwood • Online • Hanover • Moray Sports Centre 	

New Elgin East LOIP Themes May 2019

		Service			
11.3	Following steps 1 and 2 develop a programme of new training in New Elgin East to fill established gaps.	<ul style="list-style-type: none"> • Job Centre; Flexible support • Employee Consortium • Essential Skills • University of the Highlands and Islands 	2021-22	<ul style="list-style-type: none"> • New Elgin Hall • UHI Linkwood • Online • Hanover • Moray Sports Centre 	Uptake in courses evaluating / tracking individual outcomes.

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New Elgin East LOIP Themes May 2019

Outcome 12: Supporting people to ensure they have a decent standard of living in later life.

What will we do?		Provide education, support and access to relevant advice services for people in New Elgin East		
How?		Who?	When?	How will we know?
12.1	Awareness raising / education of services available.	With all ages.		
12.2	2 drop in community sessions in New Elgin East per annum.	<ul style="list-style-type: none"> • DWP • Men's Shed • BALL Group • Police Scotland • Mobile Information Bus • CAB • Income Max Team (Moray Council) • Pensions Advisory Service • Independent Advisor • Hub 	<ul style="list-style-type: none"> • By Summer 2020 • Autumn 2019 • Spring 2020 	Evaluation / feedback from 2 events.
12.3	Establish financial programme of advice sessions in Elgin High, including family learning opportunities	<ul style="list-style-type: none"> • New Elgin High School • Parent Council • Forres Credit Union • CAB 	School Year 2019-20	Programme delivered, numbers attending and evaluation.
12.4.	Establish a social group in New Elgin East for older people providing access to advice to services.	<ul style="list-style-type: none"> • Local venues • Advice giving agencies • Moray Health Improvement Team 	2019 (weekly / monthly)	

New Elgin East LOIP Themes May 2019

Outcome 13: Increase out of hours childcare provision in New Elgin East.

What will we do?		Establish a New Elgin East Childcare Hub and network of provision.			
How?		Who?	When?	Where?	How will we know?
13.1	Expansion of current mapping exercise to include all current New Elgin East childcare provision (including eg: babysitting, youth work, and childminding).	<ul style="list-style-type: none"> • Moray Council Early Years Service • Private childcare providers • Moray Sports Centre 	2019	<ul style="list-style-type: none"> • New Elgin 	<ul style="list-style-type: none"> • Baseline data / list. • Gaps identified.
13.2	Ensure targeted childcare training / employment opportunities in action numbers.	<ul style="list-style-type: none"> • Moray Sports Centre • Childcare provision • Moray Council Early Years Service • University of the Highlands and Islands • Highlands and Islands Enterprise • Developing the Young Workforce 	2020+	<ul style="list-style-type: none"> • Moray Sports Centre • New Elgin Hall 	<ul style="list-style-type: none"> • Evaluation. • Uptake.

New Elgin East LOIP Themes May 2019

Outcome 14: Improved links between New Elgin East community and schools.

What will we do?		Projects in partnership that bring communities into schools.			
How?		Who?	When?	Where?	How will we know?
14.1	Pilot; pop up café for family and friends of New Elgin East pupils	<ul style="list-style-type: none"> • Elgin High School • Community Support Unit • Moray Council Engagement Team • Parent Council • Moray Food Plus • Elgin Youth Development Group • Moray Council Early Years Service 	2020/21	In High School	Evaluation and numbers involved.
14.2	Heritage themed film intergenerational project.	<ul style="list-style-type: none"> • Elgin High School • Community Support Unit • M:ADE • Moray Council Engagement Team • Elgin Youth Development Group • Men's Shed • New Elgin Hall 	Summer 2019	New Elgin East	<ul style="list-style-type: none"> • Evaluation of outcomes identified by working group. • Identified by participants.
14.3	Continue community links via Junior road Safety Officers scheme.	<ul style="list-style-type: none"> • New Elgin Primary School • Police • Parent Council • NHS Grampian 	2019/20	New Elgin Primary	<ul style="list-style-type: none"> • Kids attending, parental / community involvement. • Walking school bus.



Your Moray

REPORT TO: COMMUNITY PLANNING BOARD 19 JUNE 2019

SUBJECT: NEXT STAGES OF LOCALITY PLANNING IN MORAY

BY: CORPORATE DIRECTOR (CORPORATE SERVICES)

1. REASON FOR REPORT

- 1.1. To invite Board to consider and agree to progress development work on two further Locality Plans as highlighted in the Local Outcome Improvement Plan (LOIP): Moray 10 Year Plan report to the Board on the 13 February 2018.
- 1.2. To ask the Board to consider for Keith and Forres as the next areas for development of locality plans and to determine whether work begins on developing the two new Locality Plans starting in Autumn 2019.

2. RECOMMENDATION

2.1 It is recommended that the Board:

- i) **considers endorsing the development of a further two Locality Plans in Keith and Fife Keith and Forres South West & Mannachie, as highlighted in the Local Outcome Improvement Plan (LOIP): Moray 10 Year Plan report to the Board on the 13 February 2018;**
- ii) **subject to agreement of 2.1 above, it is recommended that the Board:**
 - a. **agree that staff of the Community Support Unit begin the preparation to implement their facilitation role in developing two Locality Plans, starting in September 2019 utilising the 10 Step Engagement Plan, as used in the development of Buckie Central East and New Elgin East Locality Plans; and**
 - b. **approves the 12 month extension of the temporary post of Community Support Officer on 24 hours per week.**

3. BACKGROUND

- 3.1. The Community Empowerment (Scotland) Act 2015 places specific duties on Community Planning Partnerships around locality planning to improve outcomes to reduce inequalities in areas showing greatest inequality of outcomes. Based on assessment of the data about the communities in Moray and the consultation and engagement work done by the Partnership, seven areas were identified for specific locality based work as part of the Local Outcomes Improvement Plan.
- 3.2. At the meeting of 26 September 2017, the board noted seven areas in Moray experiencing inequalities of outcomes for consideration for locality plans. The areas were New Elgin East, Elgin Cathedral to Ashgrove and Pinefield, Buckie Central East, Forres South West and Mannachie, Elgin Bishopmill and Ladyhill, Keith and Fife Keith and Forres Central East Seaward. These seven areas were based on intermediate data zones evidence showing areas of greatest inequality in Moray.
- 3.3. Following the work on two pilot plans in New Elgin East and Buckie Central East, the Council's Community Support Unit were asked to consider identification of the next two areas for the development of Locality Plans.
- 3.4. Whilst in terms of the data used Elgin Cathedral to Ashgrove and Pinefield, and Elgin Bishopmill East and Ladyhill are regarded as the two next most vulnerable communities after New Elgin East, it was felt that locality plan work to tackle inequality of outcomes should be targeted across Moray in a range of communities and addressing a range of outcome inequalities.
- 3.5. In terms of maximising the impact of work, it is also considered that there are likely to be lessons to be learned and work that could be expanded within Elgin communities as the New Elgin plan proceeds through implementation. Therefore, it may be better to time further work in Elgin for future years in order to capitalise on the experience in New Elgin once it has progressed to further stages.
- 3.6. In order to determine whether the seven areas originally identified were still appropriate, reference has been made to the latest release of combined community planning partnership data prepared by a Research and Information Officer in April 2019. This confirms that the two areas showing greatest inequality of outcomes outside Elgin, are Forres South West and Mannachie and Keith and Fife Keith. (See Moray Locality Plans: Information to assist with selection of communities requiring Locality Plans, April 2019 in the LOiP). This data identifies the localities and issues set out below.

3.7. Targeted Locality Plan Work- greatest inequalities:

Forres South West & Mannachie:

- (a) Child Poverty- No.1 in Moray
- (b) Attainment- No. 1 in Moray
- (c) Numbers on out of work benefits- No. 4 in Moray

3.8. Targeted Locality Plan Work- greatest inequalities:

Keith and Fife Keith:

- (a) Attainment- No. 4 in Moray
- (b) Positive destinations- No. 4 in Moray
- (c) Numbers on out of work benefits, Crime & Early Mortality (equal third; No. 5 in Moray)

3.9 Taking account of the above, it is recommended that the next two out of Elgin areas are selected for the development of locality plans.

3.10 Alongside this, it is proposed to continue support to New Elgin East and Buckie Central East as they move into an implementation phase. The aim is to assist communities to build capacity and resilience that gradually requires less support as the communities become more self-sufficient. This is shown on the attached plan as moving from dark coloured intensive support to lighted shaded less intensive facilitation work and should enable the development of work into new areas so that the areas of greatest inequality can be addressed over time.

3.11 The issue of resourcing this work over the next 12 months is raised in the implications section below. However, the CPB budget will be exhausted by the end of that 12 month period and consideration will have to be given to how the work is resourced thereafter from within current resources.

4. SUMMARY OF IMPLICATIONS

4.1. In May 2019, SCDC submitted an interim report on the development of the locality plans in Moray so far. Whilst the report was positive overall, it is worth highlighting three key learning themes from the report:

- The continuity of involvement of participants in the process is important. This drives ownership at a community level and so buy-in and on-going resourcing from CP partners is needed.
- There needs to be sufficient time and resources to support inclusion and to conduct robust engagement. It is important to recognise that robust engagement processes cannot be rushed and are highly dependent on relationship building.

- Flexibility of approach is fundamental to supporting an inclusive engagement process. It is important to be able to adapt methods, change venues, and adjust meeting times to suit participants.

4.2. Partners involved in the Buckie Central East and New Elgin East pilots committed resources e.g. staff time. Commitment to the continuation of support is required moving forward. However, it is also noted that tsi Moray has been successful in securing funding for community workers and that this could provide further capacity to the partnership and reduce the emphasis on existing resources. Discussions on this area are scheduled and an update will be provided at the meeting of the Board. The partnership support from community planning partners' operational teams was invaluable to the engagement process and relationship building work in the two pilot areas and will be a key component moving forward.

4.3. The delivery of outcomes identified by the Locality Plans is resource dependent. In particular staff support to local working groups to both deliver community projects as part of the plan and to monitor and evaluate the Locality Plan work. The development of two new locality plan areas will be happening in tandem with ongoing support to the existing two areas in Buckie Central East and New Elgin East. This has resource implications for the Community Support Unit. Therefore, the continuation of the temporary Community Support Officer based in the CSU requires to be considered. It is proposed that the post is extended for 12 months (previously the Board agreed a 6 month extension pending this report. A total period of 12 months is being requested).

4.4 For ease of reference, costs of the 12 month post are noted below and the partnership budget is £31,850.

<u>24 hours (6 months)</u>	<u>24 hours (12 months)</u>
£15940	£31880

4.5 Consideration of the learning points highlighted in The Scottish Community Development Centre's (SCDC) Interim Report requires to be considered. (**APPENDIX 1**).

5. CONSULTATION AND PARTNER VIEWS

5.1 The Community Planning Officer Group (CPOG) considered the points raised in this paper and while there was support for the proposals, some representatives expressed concern about their ability to support the implementation of the first two plans in parallel with the development of new plans. There were also views expressed that a pause might be appropriate to consolidate experience and develop confidence that results can be delivered from the plans. Counter to these views was a desire to build on the momentum created and not to

lose the experience gained from the success of the initial work. There was a degree of confidence from the CSU that they could accommodate the work and that the process being used is entirely consistent with community work that seeks to build community capacity and self-sufficiency, reducing reliance on agencies over time.

5.2 CPOG agreed to reflect on the merits and risks of proceeding with a further 2 areas and to feedback on whether to:

- i) Proceed with 2 more areas in September
- ii) Phase one in September, and one in 6 months
- iii) Proceed with one in the next 12 months or
- iv) Hold any further development pending progress in first 2 plans

Considerations included maximising the use of the budget available; using learning from the first 2 plans; resourcing the development of the plans; resourcing delivery of plans; developing confidence from experience of delivering first 2 plans and seeing progress on the implementation and outcomes (although the latter may take more time).

5.3 Four responses were received:

- two indicating support for proceeding with the 2 proposed areas in September (the Council would also support to this position);
- one preferring to select one new area in the next 12 months so as to ensure that adequate support is maintained to support implementation of the first 2 plans; and
- one view that any further development should be put on hold pending progress in first 2 plans until a point where evidence of beneficial outcomes can be demonstrated, particularly given the pressure on partner resources.

The point was also made in feedback that it would be reasonable to consider the resources available across the partnership for each phase of work so that while the contribution from each partner may not be the same for each project or as each other partner, the question should be whether overall the partnership can resource the work. The new posts available through tsi Moray were noted as adding capacity to the system which may assist.

6. CONCLUSION

6.1 It is important to build on the work in the first two localities and utilise the experience gained. Areas in Keith and Forres have been identified as the next highest priorities for locality planning. The Community Support Unit can lead and resource this development work with the continuation of the temporary CSO post. However, some partners have expressed concerns about adding new locality planning areas and this needs to be taken into account in terms of the overall resources available to the partnership and the pros and cons of a delay

in proceeding. The Board is asked to determine how to proceed with locality planning.

Author of Report: Ian Todd/Denise Whitworth

Background Papers:

Ref:



Supporting Communities - Phase 5

Supporting place-based approaches in Moray

Interim Report – 3/5/19

Background

Scottish Community Development Centre, as part of its Supporting Communities Phase 5 Programme' is working to support the implementation of place-based approaches in community-led regeneration.

The term 'place-based' ... is currently used to describe a range of approaches, from “**grant-making in a specific area to long-term, multi-faceted, collaborative partnerships aimed at achieving significant change**” ... (Lankelly Chase)

Over the past couple of years Scottish Government has developed the 'Place Principle' which emphasises the need for a more **collaborative** and **participative** approach to how services, assets and resources are directed and used in places (as defined by the people who live there). The application of the 'Place Principle' in Moray is explored in more detail later in this report.



After initial exploratory discussion SCDC agreed to progress with Moray as one of the 'place-based' sites in this year's Supporting Communities programme.

The work in Moray has focused on supporting the locality plan pilots as follows:

- Buckie Central East Locality Plan Pilot
- New Elgin East Locality Plan Pilot

Agreed Outcomes from SCDC Support:

- Participants and partners have a shared understanding of the community engagement process in developing the locality plan pilots and have learned about enablers and barriers to this process.
- There is improved/enhanced community capacity in both pilot areas.
- There is increased capacity across community planning partners to implement the locality plans, and roll-out locality planning across Moray.
- There is common agreement and commitment from community planning partners on how best to use the experience to progress locality plans at the end of the pilots.

Detailed Programme Support:

In order to achieve the above outcomes SCDC is delivering a programme of work which includes the following key elements:

Action learning with each of the locality 'teams' (workers and community reps) to enable them to:

- Reflect on community engagement so far, learn from experience and share practice.
- Identify (and take) practical actions to further develop community participation in the locality planning process.
- Reflect on these actions, share learning and develop further actions through a co-inquiry process.

Training/Capacity Development:

Training for officers and community reps involved in the locality plan development. Training areas to be identified but may include community action planning, community engagement and community capacity building. Specific areas and timings to be identified by CSU staff.

Strategic Development:

Inputs on the national programme and local programme development have been provided to the LOIP Oversight Group and CPOG.

Other Support:

In addition, SCDC is providing some info/comms support, and shared learning opportunities both online and with other Supporting Communities sites across the country.

Outputs/Activities to date (May 2019):

Direct support:

Direct support to and involvement in the locality working groups: 4 sessions in New Elgin from 4/9/18 through to 13/3/19; 3 sessions in Buckie from 5/12/18 through to 13/3/19. The direct support has included direct participation, co-facilitation, provision of information about the national programme and access to materials.



Issue prioritisation in New Elgin

Team reflection and support:

The support has included sessions with the locality teams to reflect on the engagement process and help them to plan next steps. Face to face sessions took place on 5/9/18 and 6/12/18. Informal support has also been provided by phone, email and face to face.

Review and Learning:

An Interim Review session was held with the Locality Teams on 14/3/19. This session focused on the experience of the engagement process so far and used the National Standards for Community Engagement to generate key learning points.

Other Support:

SCDC has provided some info/comms support to the New Elgin group including info graphics and early report design. Information has been provided to both Working Groups on other useful materials and resources as well as detailed information on the Community Action Planning Toolkit developed for Argyll & Bute.

Learning from the Programme so far

There are some important themes which have emerged across both areas as follows:

- The continuity of involvement of the participants in the process is important. This drives ownership at a community level and so buy-in and on-going resourcing from CP partners is needed.
- There is a need for consistency of communication with all participants and at a range of levels.
- There needs to be sufficient time and resources to support inclusion and to conduct robust engagement. It is important to note that robust engagement processes cannot be rushed and are highly dependent on relationship building.
- Flexibility of approach is fundamental to supporting an inclusive engagement process. It is important to be able to adapt methods, change venues, and adjust meeting times to suit the participants.

In addition to these themes we need to ensure that there is a strong connection between what's happening at the locality level and decision-making at management/strategic level within the CPP (and the individual partner agencies). There is little current evidence of this and it is an area that needs to be addressed.

The other key area that needs attention as the action planning process moves forward is the community capacity building role, and support for this. It is vital that community capacity building support aims to develop local ownership of the process as well as the finalised plans. This is a discrete element of the support and should be recognised as such in the planning and review activities, as well as in any planned roll-out of locality planning in Moray.

The Place Principle and its application in Moray Locality Planning

In this section the key elements of the 'Place Principle' are outlined along with an interim assessment of the position in Moray and particularly in the implementation of the locality planning pilots (this is in *italics*).

- **Place Principle Element - There is a shared understanding and agreement of the boundaries of the 'place' and how these are defined. There must be an agreed common bond and boundaries must make sense to the collaboration.**

Application in Moray Locality Planning has been a challenge for the locality teams. Neither of the 2 areas selected for the locality planning pilots make much sense as community areas although New Elgin East has more of a common identity. The difficulty is largely down to statistics - the areas are based on 'intermediate data zones' which are decided centrally in Government to allow areas to be comparable –

but they don't tend to correspond to natural communities. This also causes some difficulty in achieving community buy-in and makes it more difficult to gain community engagement in the process. The locality teams have managed to achieve good levels of community engagement to date but this has tended to be despite the boundaries rather than because of them.

- **Place Principle Element - There is desire for change in the collaboration and some urgency or energy to make this change happen.**

Application in Moray Locality Planning has been mixed. There has been a clear initial drive for change coming from the CPP and some of the partners. There is also a desire for change evident amongst the community reps and agencies at an operational level who are involved in the process. However, this is not widespread at all levels within the partnership, or across all sections of the local communities. It is clear that more work needs to be done but there some early signs of progress.

- **Place Principle Element - There are multiple partners in the collaboration – e.g. community, 3rd sector, public sector, private sector – involved on an 'equal' and shared basis in terms of power/influence, vision, understanding.**

Application in Moray Locality Planning shows that there are clearly multiple partners in the collaboration in both localities. There has been lower involvement of the private sector in the early stages of the process although this is likely to increase as actions are identified which require the involvement of private sector interests (e.g. Stagecoach – changing bus times). The development of collaboration on an equal and shared basis is still in its infancy. Locality team staff have been focusing on the production of the action plan and community engagement in this to date. The main focus for the next stages of the process will be on building community capacity to take much more of an active and leading role in taking the locality plan forward.

- **Place Principle Element - Effective collective decision-making takes place in the collaboration – this is based on trust, openness and mature relationships between partners.**

In Moray it is perhaps a bit too early to demonstrate effective collective decision-making but it is clear that the development of mature, open and trusting relationships is progressing well in both localities. The action planning sessions are developing as a collaborative model which can be built on as the plans take shape and move towards implementation.

- **Place Principle Element - There is a collective strategy for change with agreed outcomes, goals and measures.**

Both localities in Moray are now at the stage of drafting their action plans. The key aspects of these plans will be agreed outcomes, goals and measures.

- **Place Principle Element - Resources are in place or are being sought to support the collaboration over time (at least 2-3 years with a vision for longer-term change)**

In Moray, resources have been put in place to support the collaboration through to completed production of the locality plans. It is also recognised that successful implementation of the plans will require on-going support for the community representatives to continue to be actively involved. There is also a clear desire from Moray CPP to roll-out the model to other locality areas in Moray over the coming years. There are some concerns about rolling out to the other areas too quickly before evaluation and reflection has taken place, so it is important to ensure that learning is gathered and fed into the planning process in other localities.

Overview

There are clear areas of progress in the development of Locality Planning in Moray. The breadth (and depth) of community engagement in the early stages of the plan development has been particularly noteworthy. The attention to inclusion, and the flexibility of approach employed by the locality teams led to genuine community engagement and in some cases the involvement of people who have not previously been involved in community activity.

There are still challenges, however, particularly in looking at how the locality planning context connects to and informs both the strategic planning processes of the Moray CPP and the operational planning of the main Community Planning partners. There are also key challenges in the next stage of the process in continuing to develop the capacity of community reps to continue and deepen their involvement, and to ensure that this is sustained over a longer period of time. It is essential that the community capacity building resource deployed through the Community Support Unit and Health Improvement Team is maintained and used to continue the important work that they have started over the past 18 months.

David Allan - SCDC

3rd May 2019

