

National Outcome 15 – Continuous Improvement
– Our Public Services are high quality, continually improving, efficient and responsive to local people’s needs.

Local Outcome 24 – Efficiencies

KEY ACTION 2011-12	Accountability. Priority 1. (Includes Strong Partnership; Commitment from Partners and Community Engagement)
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Achievements in 2009/10

- The 5 strategic theme group and Community Engagement Group membership and remit aligned with the SOA priorities and key actions from the local delivery action plans.
- Strategic assessment timetable agreed and first assessment on Safer & Stronger theme began in January.
- Risk Register for Community Planning Partnership complete.
- Draft Corporate Governance statement for Community Planning Board complete.
- Community consultation on budget priorities to inform SOA complete.

Achievements in 2010/11 (92% complete)

- Contribution of each operational group supporting each of the strategic groups in relation to the Single Outcome Agreement established.
- Strategic Assessment produced for Safer and Stronger, Greener and Smarter.
- Criteria established for the management of operational groups within the CPP.
- PPR for SOA produced.
- PB project operational.
- PB project evaluated.
- Risk Register for 2011-12 reviewed.

SMART Targets for Key Action

The following actions have been agreed -

- Complete strategic assessments for Healthier and Wealthier and Fairer themes to inform the identification of priorities for the development of the SOA 2012-13.
- Monitor a corporate partnership risk register & develop risk registers for the theme groups arising from the strategic assessments.

Quarter 1 Milestone	Date
<ul style="list-style-type: none"> • Complete Healthier Strategic Assessment [Strategic Planning and Governance 2011/12 SIP (4.3.5)] 	May 2011
Quarter 2 Milestone	Date
<ul style="list-style-type: none"> • Complete Wealthier and Fairer Strategic Assessment [Strategic Planning and Governance 2011/12 SIP (4.3.5)] 	Aug 2011
Quarter 3 Milestone	Date
<ul style="list-style-type: none"> • Compile comprehensive strategic assessment 	Oct/Nov 2011
Quarter 4 Milestone	Date
<ul style="list-style-type: none"> • SOA consultation – Citizens’ panel survey [Strategic Planning and Governance 2011/12 SIP (2.4.6)] • Revise Budget Challenge [Strategic Planning and Governance 2011/12 SIP (2.1.1)] • Implement Community Engagement Framework [Strategic Planning and Governance 2011/12 SIP (2.2.3)] 	Oct/Jan 2012 Dec/Jan 2012 March 2012

Expected outcome/contribution to the local and national outcome

Outcomes:

- Shared understanding of area’s needs and developed strong “place” based approach

- to tackle these challenges
- Effective community engagement

Resources

Support will be given by partners to progress the various development as appropriate. Most developments are being progressed with short term working groups with representatives from partner organisations.

The monitoring statements will be produced by the council's research & information team.

Links to other Key Actions

- Agencies will work together to delivery these outcomes.

**Lead Officer,
including contact
details**

**Bridget Mustard, The Moray Council
Tel: 01343 563048**

National Outcome 15 – Continuous Improvement
– Our Public Services are high quality, continually improving, efficient and responsive to local people’s needs.

Local Outcome 24 – Efficiencies

KEY ACTION
2011-12

Improve Services. Priority 2. (Includes Working Practices and Financial Climate)

Achievements in 2009/10

- PSIF programme rolled out across the Moray Council and according to the timetable.
- Moray Council's Performance management framework approved with further amendments to the format of publishing statistical information.
- Detailed design stage and implementation plans on 6 strands of DBS programme completed.
- Local Delivery Action Plans for 2009-10 completed and monitored throughout the year.
- Moray Performs action plan monitoring quarterly.

Achievements in 2010/11 (89% complete)

- Review of Local Delivery Action Plans 2010-11 completed.
- Scrutiny of Single Outcome Agreement strengthened through aligned structure.
- Budget Challenge rolled out to engage the community, partnerships and young people in the savings exercise.

SMART Targets for Key Action

The following actions and target have been agreed for 2011/12 –

Actions:

- Share partner savings proposals with other partners to maximise potential efficiencies within the CPP.
- Develop Local Delivery Action Plans which reflect CPP priorities.
- Produce governance arrangements for the partnership.
- Produce quarterly monitoring reports and an annual public performance report.
- Review the community planning structures to reflect the SOA priorities and ensure efficient use of staff time.
- Continue to adjust the partnership structure to reflect changes in priorities and working practices.
- Further develop the participatory budgeting (PB) project for consultation with stakeholders.
- Develop 2012-15 SOA.

Targets:

- Achieve the financial savings targets for each partner through joint working where possible.
- Review Local Delivery Actions plans for 2010/11 and 2011/12.
- Produce monitoring reports on the milestones within the Local Delivery Action Plan to the community planning board and strategic theme groups on a quarterly basis.
- Produce a public performance report for the community and Scottish Government annually.
- Reduce number of operational groups and representatives.
- Increased community involvement in CP partner budgets.

Quarter 1 Milestone

Date

Quarter 2 Milestone

Date

• Local Delivery Action Plans developed and agreed for 2011/12
 [Strategic Planning and Governance 2011/12 SIP (3.2.1)]

Sep 2011

<ul style="list-style-type: none"> Produce PPR for 2010/11 SOA [Strategic Planning and Governance 2011/12 Team Plan (1.4.1)] 	Sep 2011
Quarter 3 Milestone	Date
<ul style="list-style-type: none"> Performance monitoring information to CP Board and theme groups [Strategic Planning and Governance 2011/12 SIP (4.1.1)] 	Nov 2011
Quarter 4 Milestone	Date
<ul style="list-style-type: none"> Performance monitoring information to CP Board and theme groups [Strategic Planning and Governance 2011/12 SIP (4.1.1)] Community Planning PSIF facilitated by the Improvement Service for Community Engagement Group and MADP Develop and implement Joint Governance and Scrutiny Arrangements for Council and Community Planning Partnership [Strategic Planning and Governance 2011/12 SIP (4.1.2)] Align structures to reflect the revised SOA priorities & review partnerships [Strategic Planning and Governance 2011/12 SIP (4.1.2a)] Develop performance management framework for revised SOA Produce 2012/15 SOA Produce Community Plan [Strategic Planning and Governance 2011/12 SIP (2.3.1)] 	Feb 2012 March 2012 March 2012 March 2012 March 2012 March 2012 March 2012
Expected outcome/contribution to the local and national outcome	
<p>Outcomes</p> <ul style="list-style-type: none"> Instil an outcome focused culture in organisations Strengthen relationship among CP partners Effective public performance reporting arrangements Assessing collective performance External assurance Early intervention & spend to save Align budget decisions directly to the delivery of outcomes 	
Resources	
Resources will be met by partners. CPP at strategic level supported by Moray Council Resources for groups supported by each partner	
Links to other Key Actions	
Accountable to the public	
Lead Officer, including contact details	Bridget Mustard, The Moray Council 01343 563048

National Outcome 14 – We reduce the local and global environmental impact of our consumption and production.

Local Outcome 22 – Carbon Management and Climate Change

**KEY ACTION
2011-12**

Carbon Management. SOA Priority 3. (Includes Widening Travel Choice; Travel Planning; Alternative Fuels and Energy Efficiency.)

Widening Travel Choice

Achievements in 2009/10

- Multi-disciplinary steering group for sustainable travel projects established.
- A branding and marketing strategy for sustainable travel in Moray developed.
- Investigation into provision for cycle carriage on buses completed.
- Sustainable travel website for support for sustainable travel in place.
- Installed additional cycle storage facilities at workplaces (Elgin area).
- Developed sustainable travel incentive schemes.
- Designed phase 1 of cross town 'Greenway' for Elgin.

Achievements in 2010/11 (94% complete)

- Free bus service operating between Elgin centre, rail station and retail park.
- Phase 1 of the Active Travel infrastructure complete.

Core Paths

Achievements in 2009/10

- Work begun on Management Plan for Moray's Core Paths.
- Signage of 30% of Moray's Core Paths Network complete.
- Minor Core Paths improvement works complete.

Achievements in 2010/11 (70% complete)

- 30% completion of Core Paths Management Plan.
- Minor Core Path Improvement works completed.

Travel Planning for Schools and Organisations

Achievements in 2009/10

- Steering group to lead travel planning issues for Elgin established.
- Pool bike facilities and booking system at key Elgin offices installed.
- Updated travel survey of all schools in Moray completed.
- Workplace travel planning workshops/seminars to increase travel planning initiatives beyond the Council held.
- Increase in number of workplace travel plan initiatives in operation.

Achievements in 2010/11 (55% complete)

- Cycle Network Action Plan for Elgin completed up to detailed design stage – links to schools and key trip generators fully explored.
- Operational/completed Travel Plans for 50% of Elgin schools.
- Conduct updated travel survey for Elgin 'key active travel routes' as identified in October 2009 baseline survey.
- Conduct updated travel survey of workplace travel for the Moray Council.
- Establish workplace travel planning portal via 'Urban Freedom' web site.

Alternative Fuels

Achievements in 2009/10

- Green Business Seminar for local businesses held
- A Biomass presentation held in March 2010 with attendances from Community Planning Partners
- Energy Efficiency Fair held in April 2010

<ul style="list-style-type: none"> The Council developed additional Guidance on Wind Turbines in April 2010 																	
Achievements in 2010/11 (55% complete) <ul style="list-style-type: none"> Building Standards, Energy Efficiency and Sustainable Construction Techniques seminar held on 14 September 2010 Greener Moray Festival held on 16 March 2011 																	
Energy Efficiency																	
Achievements in 2009/10 <ul style="list-style-type: none"> Data on Council building historical energy consumption data available. Baseline figures on energy consumption use established. Council funded schools energy consumption patterns compared and benchmarking set. Carbon Trust Standard achieved. Baseline data collected for Carbon Reduction Commitment Energy Efficiency Scheme. SMART meter project progressing, initial sites identified and investigatory work commenced. 																	
Achievements in 2010/11 (65% complete) <ul style="list-style-type: none"> 8 energy saving projects rolled out and completed across council buildings. Rolling programme of SMART meter installations has begun. Energy saving projects undertaken and savings made were reported to Policy and Resources in June 2011. 																	
SMART Targets for Key Action																	
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Expected outcome/contribution to the local and national outcome																	
<p>The outcomes will help deliver aspects of the SOA, national outcomes and Scottish Government obligations and legislation. The Climate Change Action Plan and Renewables Action Plan will contain projects to deliver more detailed outcomes relating to energy efficiency, use of renewables, sustainable transport, waste minimisation, sustainable design and climate change adaptation. The Urban Freedom Project will deliver projects to increase the use of sustainable transport.</p>																	
Resources																	
Existing staff																	
Links to other Key Actions																	
<table border="1"> <tr> <td> Lead Officer, including contact details </td> <td> Stewart Halkett Head of Development Services Tel: 01343 563262 </td> </tr> </table>		Lead Officer, including contact details	Stewart Halkett Head of Development Services Tel: 01343 563262														
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National Outcome 6 – We live longer, healthier lives

Local Outcome 12 – An increased number of elderly and vulnerable people will be able to sustain an independent quality of life

**KEY ACTION
2011-12**

Change Fund - SOA Priority 4. (Includes Long Term Conditions, Support to Carers, Preventative and Anticipatory Care, and Improving Pathways).

Long Term Conditions

Achievements in 2009/10

- Average baseline for long term conditions for the previous three years established.
- Local Long Term Conditions Steering and Stakeholder Groups established.
- Local Long Term Conditions Programme Plan developed and implemented.
- Development and implementation of Local Long Term Conditions Workforce Training Plan.

Achievements in 2010-11 (100% complete)

- Implementation of Anticipatory Care Planning and Intensive Case Management for top 10 patients on SPARRA with a risk score of 50+ in each locality in Moray
- Pulmonary rehabilitation programme implemented in Buckie/Cullen and Fochabers locality. Monitoring and evaluation systems also in place.
- Early supportive discharge functions have been implemented within community teams across Moray including COPD Telecare; 'Home from Hospital' Scheme; OOH Community Nursing Service redesign; roll out of Anticipatory Care Planning; Falls and Bone Health pathways developed and Buckie Intermediate Care pilot reaching planning stage.
- Patient Learning Centres established at Dr Grays hospital and also non health premises including Moray College and local libraries.

Support to Carers

Achievements in 2009/10

- Telecare devices used in 1350 vulnerable people's homes.
- Analysis on the success and effectiveness of the Moray Lifeline and Telecare services complete.
- Carers Service Provider Network Group established.
- 2009/10 respite performance surpassed the Concordat Commitment requirement by 28 weeks for 2009/10.
- Completion of Carers Assessments increased.

Achievements in 2010/11 (88% complete)

- Carers' consultation group established and consultation of carers, service users, staff and service providers carried out to inform Carers' Strategy.
- Carers' Strategy approved.

Preventative and Anticipatory Care

<p>Achievements in 2009/10</p> <ul style="list-style-type: none"> • Falls Group established and education sessions delivered to groups of Older People and professionals. • Nutritional training and improvement programme developed and joint work established between dieticians, home care and care homes. • Generic anticipatory care planning tool has now been adopted for clients with Chronic Obstructive Pulmonary Disease (COPD). • A robust response service around Moray life line and telecare services has been developed. The Response Team involves partnership working with a number of partner agencies in both the public and voluntary sector (e.g. Fire Brigade, Ambulance Service, Police and Red Cross). • During 2009-10 an average of 782 service users received personal care at home (target was 831). • During 2009-10 an average of 297 service users 65+ received 10+ hours of home care compared with 228 in 2007/08 (target 265). <p>Achievements in 2010/11 (100% complete)</p> <ul style="list-style-type: none"> • Baseline established of 1256 patients with COPD in Moray. • Community nursing guidance and toolkit to support case management and review of patients with long term conditions launched in October 2010 to ensure joint working. • Moray has surpassed the target 30% of people aged 65+ with intensive care needs receiving care at home by December 2010, reaching 36.3% for 2009/10. • Continued upward trend in relation to the number of 65+ and 75+ service users receiving 10+ hours of home care. 	
<p>Improving Pathways</p>	
<p>Achievements in 2009/10</p> <ul style="list-style-type: none"> • Grampian discharge Policy and Procedure implemented. • Effective utilisation of Scottish Patients at Risk of Readmission and Admission (SPARRA) data used to support care case management of elderly and vulnerable people in Moray. • Intensive re-enablement programme in their home environment for people over 65 attending A&E implemented. <p>Achievements in 2010/11 (93% complete)</p> <ul style="list-style-type: none"> • Community nursing guidance and toolkit to support case management and review of patients with long term conditions launched in October 2010 to ensure joint working. • Learning Disability information folders have been compiled and distributed to Dr Grays, GP surgeries, community dental surgeries and Speyside Community Hospital. • Pilot personalised budgets for people with physical and sensory disability has begun. 	
<p>SMART Targets for Key Action</p>	
<p>Basket of measures “core improvement measures” agreed for reshaping Care for Older People and issued by the joint improvement team (Scottish Government/COSLA/NHS Health Scotland).</p>	
Quarter 1 Milestone	Date
Quarter 2 Milestone	Date
<ul style="list-style-type: none"> • Publish Detailed Business Case & Implementation Plan for Redesign of Community Care Services [Community Care 2011/12 SIP (3.5.8)] 	Aug 2011
Quarter 3 Milestone	Date
<ul style="list-style-type: none"> • Draft Autism Strategy (2011-14) [Community Care 2011/12 SIP (3.5.3)] 	Oct 2011
	Nov 2011

<ul style="list-style-type: none"> • Intermediate Care Team operational • Library Information officer for older people in place • Establish re-abling homecare service throughout Moray 	Nov 2011 Nov 2011
[Community Care 2011/12 SIP (3.1.1)]	Nov 2011
<ul style="list-style-type: none"> • Demand and Supply analysis complete for commissioning strategy older people 	Dec 2011
<ul style="list-style-type: none"> • Contracts awarded for Carers' Support Services and Non-accommodated Respite Services 	Dec 2011
[Community Care 2011/12 SIP (3.2.2)]	
<ul style="list-style-type: none"> • Implement robust outcome performance reporting systems concerning telecare 	
[Community Care 2011/12 SIP (3.3.1)]	
Quarter 4 Milestone	Date
<ul style="list-style-type: none"> • Testing of strategic options for commissioning strategy older people • Implement robust stock control systems in relation to Telecare equipment 	Jan 2012 Feb 2012
[Community Care 2011/12 SIP (3.3.4)]	
<ul style="list-style-type: none"> • Draft commissioning strategy for older people complete • Agree Telecare-specific training modules to support home carers and social work practitioners 	March 2012 March 2012
[Community Care 2011/12 SIP (3.3.3)]	
<ul style="list-style-type: none"> • Short Break Bureau for service users and carers established 	March 2012
[Community Care 2011/12 SIP (3.3.2)]	
<ul style="list-style-type: none"> • Implementation of personalisation pilot plan 	March 2012
[Community Care 2011/12 SIP (3.4.2)]	
Expected outcome/contribution to the local and national outcome	
<ul style="list-style-type: none"> ○ Greater number of older people supported at home. ○ Greater number of carers that feel supported to continue in their caring role. ○ More people cared for in the right setting ○ Reduction in the length of stay in hospital ○ Improved care for vulnerable groups ○ Information, advice and support mechanisms for people with long term conditions in Moray to be active in improving their own health. ○ Reduction in the impact of long term conditions on the Moray population. ○ Shift in cultural attitudes on long term conditions. ○ Reduction in the prevalence of long term conditions. ○ Increased life expectancy. 	
Resources	
Within existing resources.	
Links to other Key Actions	
Lead Officer, including contact details	Robin Paterson, The Moray Council, Tel: 01343 561379 Jane Mackie, The Moray Council, Tel: 01343 567127 Steve McCluskey, The Moray Council, Tel: 01343 567188

National Outcome 7 – We have tackled the significant inequalities in Scottish society

Local Outcome 14 - Inequalities in Moray will be addressed

**KEY ACTION
2011-12****Equally Well. Priority 5.** (Including Healthy Weight, Tobacco, Dementia, Anti-Depressants, Suicide Rates, Social Inclusion and Health Inequalities)**Healthy Weight****Achievements in 2009/10**

- Average baseline for obesity for the previous three years established.
- Local Healthy Eating and Active Living Action Plan developed and implemented.
- Grampian's Healthy Weight Strategy implemented locally.
- The Moray Council Food Policy (draft) completed.

Achievements in 2010/11 (100% complete)

- Unicef Baby Friendly Communities Programme is in place in the hospital setting.
- Local implementation of the Active Nation Programme.

Tobacco**Achievements in 2009/10**

- Baseline for smoking for the previous three years established.
- Moray Local Tobacco Alliance established.
- Moray Local Tobacco Alliance Action Plan developed and implemented.
- Development and implementation of Local Smoking Cessation Workforce Training Plan

Achievements in 2010-11 (100% complete)

- Kick Butt Project Work Plan 2010/11 completed.
- Adoption of no smoking policy in schools (including playgrounds), youth work and community settings.
- Local implementation of Brief Intervention Blended Learning Intensive Support Programme.

Dementia**Achievements in 2009/10**

- Dementia register established at each GP practice in Moray.
- Integrated Care Pathway for Dementia drafted.
- Redesign of Older Adult specialist mental health services completed.

Achievements in 2010/11 (100% complete)

- Moray Action Plan for Dementia implemented.
- 10 Dementia Awareness Courses provided.

Anti-depressants**Achievements in 2009/10**

- Self help materials for common mental health problems provided to all libraries in Moray.
- Integrated Care Pathway for Depression planning group established.

Achievements in 2010/11 (62% complete)

- Assessment of capacity and demand for Community Mental Health services and set priorities completed.
- Review of referral criteria for mental health services completed.

Suicide Rates**Achievements in 2009/10**

- Suicide rate reduced in 2008 (last available figures).

<ul style="list-style-type: none"> • Suicide prevention training programmes implemented. • Suicide prevention awareness programmes implemented. <p>Achievements in 2010/11 (75% complete)</p> <ul style="list-style-type: none"> • 50% target of local key frontline staff trained in suicide prevention . • Series of events held raising awareness of suicide prevention during International Suicide Awareness Week. • Draft 3 year Moray Choose Life Action plan for 2011 -2014 completed. 	
SMART Targets for Key Action	
To measure the delivery and performance of health improvement and social inclusion inputs the following targets have been agreed: HEAT H3 Child Healthy Weight HEAT H 5 Suicide Prevention HEAT H 6 Smoking Cessation HEAT H8 Cardiovascular Health	
Quarter 1 Milestone	Date
<ul style="list-style-type: none"> • Moray Local Tobacco Alliance Action Plan – inclusion of national Tobacco Control High Impact Changes 	June 2011
Quarter 2 Milestone	Date
<ul style="list-style-type: none"> • Initiate community planning partnership Healthy Weight Strategy Group 	September 2011
Quarter 3 Milestone	Date
<ul style="list-style-type: none"> • Establish Choose Life – Suicide Prevention Action Plan 2011-2013 	December 2011
Quarter 4 Milestone	Date
<ul style="list-style-type: none"> • Agree inclusive action plan for Social Inclusion Strategy for implementation from 2012 onwards. 	March 2012
Expected outcome/contribution to the local and national outcome	
<p>This work is expected to contribute towards Local Outcome 14 - Inequalities in Moray will be addressed, National Outcome 7 – We have tackled the significant inequalities in Scottish society.</p> <p>It may also contribute towards:</p> <p>Local Outcome 11 - An increased number of people in Moray will be active in improving their own health and Local Outcome - 12 An increased number of elderly and vulnerable people will be able to sustain an independent quality of life, National Outcome 6 – We live longer, healthier lives.</p> <p>Local Outcome 25 - Agencies will work together and individually to improve services, National Outcome 15 – Our public services are high quality, continually improving, efficient and responsive to local people’s needs.</p>	
Resources	
<ul style="list-style-type: none"> • Within existing resource 	
Links to other Key Actions	
Priority 8 – 16+ Learning Choices	
Lead Officers, including contact details	Tracey Gervaise, NHS, Tel: 01343 567133 Steve McCluskey, The Moray Council, Tel: 567188 John Ferguson, The Moray Council, Tel: 563404

National Outcome 8 – We have improved the life chances for children, young people and families at risk

Local Outcome 15 – Life chances for children, young people and families at risk in Moray will improve

KEY ACTION 2011/12 | Getting it Right for Every Child. Priority 6.

Achievements in 2009/10

- Work/Forward plan produced, finalised and approved by GIRFEC Group.
- Tools for reliable measurement of LIAP implementation and training effectiveness developed.
- Tools for reliable measurement of success of the (above) initiative developed.
- Inter-agency arrangements for Local Integrated Assessment and Planning (LIAP) reviewed in the light of the first six months' implementation.
- Further training has been delivered to a wide range of staff working with children, young people and their parents.
- Significant improvements have been made to LIAP procedures and tools in the light of feedback from the initial implementation period and these have been broadly well received.
- There has been an increase in recorded and quality monitored instances of the procedures being used.

Achievements in 2010/11 (93% complete)

- Core training programme completed
- Mapping exercise completed on the range of assessment, planning and review contexts across children's services in Moray, with key implications for service users, practitioners, managers and services and proposals for further development.
- New procedures in place for the review of integrated plans for Looked After Children.

SMART Targets for Key Action

It is intended that the GIRFEC Programme in Moray will meet the needs of vulnerable children, young people and families, improving life chances through the following actions and targets –

Actions:

- Practice developments
- Multi-agency training
- Monitoring and evaluation
- Responding to the continuing national Getting it Right programme

Targets:

- Inter-agency procedures for integrated assessment, planning and service delivery are effective, efficient and consistent with relevant principles and values
- Staff in relevant agencies and services understand and are able to meet the requirements of these procedures
- The agencies responsible for the delivery of services to children in Moray know reliably about the quality and effectiveness of integrated practice
- Where ICT is available to support more effective or efficient integrated practice, it is implemented

Quarter 1 Milestone

Date

Quarter 2 Milestone

Date

Quarter 3 Milestone	Date
<ul style="list-style-type: none"> • Revision of Procedures for Looked After Children to be consistent with GIRFEC and 2009 LAC Regulations • Implementation of Named Person Arrangements 	Dec 2011
	Dec 2011
Quarter 4 Milestone	Date
<ul style="list-style-type: none"> • Improving arrangements for quality assurance agreed and implemented 	March 2012

Expected outcome/contribution to the local and national outcome

Implementing the national GIRFEC programme in Moray is aimed at improving the effectiveness and efficiency of the work of children's services in meeting the needs of vulnerable children, young people and families and therefore to improve their life chances.

The aims of GIRFEC are as follows:

For each child or young person with identified support needs requiring co-ordinated, multi-agency assessment, planning and support, there is –

- a single, integrated action plan,
- to which the child or young person, their parents, carers and relevant professionals have contributed,
- which is efficiently, consistently progressed, monitored and reviewed, with the child or young person and parents or carers
- which secures positive outcomes and improves their life chances

This work described in this Key Action Plan is expected to contribute towards Local Outcome 15 – Life chances for children, young people and families at risk in Moray will improve and Local Outcome 16 - Child protection services in Moray will improve from National Outcome 8 – We have improved the life chances for children, young people and families at risk.

It may also contribute towards Local Outcome 10 - More young children in Moray will thrive, from National Outcome 5 - Our children have the best start in life and are ready to succeed.

Resources

- Task group members from key agencies – from existing departmental budgets
- Participation in short-life consultations and working groups from staff in key agencies – from existing departmental budgets
- Getting it Right for Every Child Development Officer
- Integrated Children's Services Development Officer – 0.4 FTE from existing departmental budgets

Links to other Key Actions

Lead Officer, including contact details	Jeremy Akehurst e-mail: jeremy.akehurst@moray.gov.uk tel: 01343 563608
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National Outcome 5 – Our children have the best start in life and are ready to succeed

Local Outcome 10 – More young children in Moray will thrive

KEY ACTION 2011-12 Early Years Framework. Priority 7. Partnerships and statutory partners.

Achievements in 2009/10

- Main parties and stakeholders involved with age 3 and age 4 children identified.
- Draft action plan for Early Years Framework complete.
- Collected data capture forms from 100% of primary schools for number of enrolled 2010/11 Primary 1 pupils currently attending pre-school education. Establish % of enrolled Primary 1 pupils attending pre-school education and circulate data to all parties and stakeholders identified in Quarter 1.
- Draft Parenting Strategy complete.
- Evaluation completed of previous training plan and assessment of core skills programme undertaken.
- Core skills training programme developed and first core skills training scheduled.
- Incorporation of Parenting into Early Years Strategy providing amore streamlined approach.

Achievements in 2010/11 (99% complete)

- Parenting Strategy for 2010-12 complete.
- 98% of P1 children attended pre-school centre; 79% P1 children attended ante pre-school centre.
- Directory of local facilities where vulnerable children and their families can be supported produced.
- Audit and support materials on outdoor learning to support active play distributed to all pre-school education providers.
- Needs assessment of universal pre-five services for vulnerable children and their families completed in March 2011.
- Interim evaluation of Triple P (Positive Parenting Programme) completed March 2011.
- Interim evaluation of fluoride varnishing by SMID quartiles provided via the MCHSCP in March.
- Childsmile oral health service programme implemented via dental practice, community, and nursery and school settings.

SMART Targets for Key Action

The Early Years Framework will support that more young children in Moray and the following targets for 2011/12 have been identified –

- Develop strategic vision for Early Years in Moray.
- Raise awareness at political/strategy level.
- Children are making appropriate progress in communication, literacy and numeracy skills.
- Analyse and agree actions from an audit of local parenting provision.
- Improved identification of children affected by parental substance abuse.

Quarter 1 Milestone

Date

- Awareness-raising with Smarter Theme Group.

June 2011

Quarter 2 Milestone

Date

- Assess progress on the implementation of the action plan arising from multi-agency desktop exercise round children affected by parental substance misuse.

Sept 2011

Quarter 3 Milestone		Date
<ul style="list-style-type: none"> Attendance at pre-school exceeds the 2008/09 baseline of 94.7 for pre-school and 86.7 for ante pre-school. Awareness-raising with Community Planning Partners and with Elected Members. 		Dec 2011
Quarter 4 Milestone		Date
<ul style="list-style-type: none"> 100% of pre 5's and their families provided with Play @ Home programme and support. Quality Audits show children and making appropriate progress in communication, literacy and numeracy. Strategic vision agreed following consultation. Analyse and agree actions from audit of local parenting provision. Review of Action Plan for 2012/13 by Strategy Group 		March 2012
Expected outcome/contribution to the local and national outcome		
<p>This key action will contribute towards Local Outcome 10 – More young children in Moray will thrive and National Outcome 5 – Our children have the best start in life and are ready to succeed.</p> <p>It also contributes towards Local Outcome 8 - More young people will succeed in school, National Outcome 4 – Our young people are successful learners, confident individuals, effective contributors and responsible citizens, and Local Outcome 25 - Agencies will work together and individually to improve services, National Outcome 15 – Our public services are high quality, continually improving, efficient and responsive to local people's needs.</p>		
Resources		
Resources from existing annual departmental budget: Officer / administrative time.		
Links to other Key Actions		
Links to Parenting Strategy Group		
Lead Officer, including contact details	John Carney and George Sinclair, The Moray Council, 01343 56 - ext 3534, ext 3519	

National Outcome 3 – We are better educated, more skilled and more successful, renowned for our research and innovation

Local Outcome 7 – More young people will remain in learning post-16

KEY ACTION 2011-12	Implement 16+ Learning Choices Action Plan. SOA Priority 8. Partnership with Skills Development Scotland, Moray College, Third Sector, Employers and Secondary Schools.
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Achievements for 2009/10

- Action plan finalised.
- SMART target for percentage of school leavers in MCMC group following exam results and latest Skills Development Scotland update (young people not achieving 5+ Level 3 awards) reviewed.

Achievements for 2010/11 (100% complete)

- Learning pathway providers collated and disseminated.
- All Secondary Schools have begun to use a common offer and recording system for S4.
- All Secondary Schools involving SDS/16+ Strategy group in hard to offer and refused offer cases in S4.
- Data for e-prospectus collated and returned to Skills Development Scotland.
- 6 case studies of good/innovative practice disseminated to all secondary schools and partners in the 16+ working group.
- Activity Agreement plans piloted and reviewed.
- Parents are made aware of the 16+ Learning Choices agenda via school handbooks and briefings to parent councils.
- Employer organisations are made aware of, and invited to contribute to, the 16+ Agenda through partnership working.
- Measures in place to identify individuals at risk of reaching a 'negative destination' and options provided to avoid this.
- New curriculum offers by Secondary Schools and Moray College to those who would otherwise be going into a negative destination.

SMART Targets for Key Action

Implementing the 16+ Learning Choices Action Plan improves the option for an individual to remain in learning through the following targets –

- No more than 12% of 2010/11 school leavers to be More Choices More Chances (MCMC) group. Preliminary target based on performance since 2005. To be reviewed following exam results in Quarter 2 as if the number of young people not achieving 5+ Level 3 awards is much larger than previous years this would influence the number of learners liable to be in need of MCMC. Ongoing work towards target during this year.

Quarter 1 Milestone	Date
<ul style="list-style-type: none"> • Scottish Government agree Moray's 16+ Learning choices Action Plan 11/12 • Sign off data sharing agreement with SDS • Benchmarking exercise for the delivery of Activity Agreements • Providers of learning Opportunities briefed • Staff identified and supported to take on role of Main Contact 	<p>April</p> <p>April</p> <p>May</p> <p>June</p> <p>June</p>
Quarter 2 Milestone	Date
<ul style="list-style-type: none"> • First cohort of Activity Agreement young people recruited • Exam results at standard grade reviewed • High risk group of winter leavers identified and engaged 	<p>July</p> <p>September</p> <p>September</p>

Quarter 3 Milestone		Date
<ul style="list-style-type: none"> • Data hub launched (data sharing key area for 16+ development) • Strategic meeting with key partners on the way forward in supporting positive transitions for young people • Review progress and impact of Activity Agreements 		October October December
Quarter 4 Milestone		Date
<ul style="list-style-type: none"> • Recommendations on future support for 16+ • Provide Government with final report 		March 2012 March 2012
Expected outcome/contribution to the local and national outcome		
<p>From the identified needs of young people improve the options for an individual to remain in learning. 16+ Learning Choices offers to be available to all leavers by December 2011. For those young people leaving school without a positive destination there will be the opportunity to receive an Activity Agreement.</p> <p>This work contributes towards Local Outcome 7 – More young people will remain in learning post-16 from National Outcome 3 – We are better educated, more skilled and more successful, renowned for our research and innovation. It also contributes towards Local Outcome 9 - More young people will develop to be successful adults, from National Outcome 4 - Our young people are successful learners, confident individuals, effective contributors and responsible citizens.</p>		
Resources		
16+ Learning Choices Officer in post salary funded by Scottish Government. Ongoing support costs met by Educational Support Services and Educational Development Services.		
Links to other Key Actions		
CfE Senior Phase GIRFEC Education and Social Care Transitions Policy and Practice		
Lead Officer, including contact details	Joe Bodman/George Sinclair, The Moray Council, 01343 /563108563519	

National Outcome 1 – We live in a Scotland that is the most attractive place for doing business in Europe

Local Outcome 2 – Businesses in Moray will grow GVA

**KEY ACTION
2011/12**

Response Plan. Priority 9. (Including Business Gateway, Account Management Programme, Town Regeneration, and Rural Development Strategy. No specific milestones for Business Parks)

Business Gateway

Achievements in 2009/10

Business Gateway established.

Programme of business training workshops developed and 53 workshops delivered with full uptake at each workshop.

Information and advice provided to over 800 people, of which 420 were start up enquiries.

Assistance and support in the creation of 83 new businesses in Moray.

Participated in the Open Doors event at Moray College.

Achievements in 2010/11 (100% complete)

125 business training workshops carried out.

Assistance and advice provided to 1053 new or existing businesses.

Assistance and support resulted in the creation of at 117 new businesses.

Business Gateway Roadshow held including 28 meetings and 11 presentations.

Second Business Gateway Awards held in April 2011.

Account Management Programme

Achievements in 2009/10

In Moray there are 53 business and 10 social enterprises with growth plans in place

27 new growth plans were agreed during 2009/10 with an anticipated yield over the next three years of £26.8 million of gross value added.

35 finance projects approved during 2009/10 to deliver growth plans.

Achievements in 2010/11 (100% complete)

21 growth projects approved.

17 growth plans secured.

Total of £13, 929, 753 GVA achieved.

Town Regeneration

Achievements in 2009/10:

Elgin BID – Developing Business Improvement District with a successful outcome of the ballot and a five year business plan of investments.

Elgin Plainstone Framework – Development of the framework

Town Centre Regeneration Fund – Successful application for just under £1 Million investment into all the towns

Rural Action Plan – ERDF Grant of over £1 Million into projects

Moray Towns Partnership – Development of the partnership with a wide range of towns

Achievements in 2010/11 (80% complete)

Moray Towns Partnership action plan agreed.

Elgin BID Company is set up.

Year one projects completed.

Elgin Plainstone Framework – Guidance & Procedures drafted and awaiting legal approval.

Rural Development Strategy

Achievements in 2009/10

Leader team and Local Action Group (LAG) established.

£608,831 of LEADER funding was approved to local projects during 2009/10.

23 LEADER presentations to Community Groups to promote awareness and applications carried out.

104 initial enquiries from interested applicants dealt with.

LEADER Administrative Assistant / Development Officer recruited August 2009.

LEADER website went live in November 2009.

Operational procedures and systems to run, monitor and evaluate programme established.

Achievements in 2010/11 (100% complete)

LEADER Business Plan and Strategy reviewed and updated.

Moray LEADER Programme Annual Report finalised and produced for the public.

A total of 108 initial enquiries received from interested applicants.

£767,607 of LEADER funding approved for local projects.

17 approved projects have led to 107.25 full time equivalent jobs in Moray.

20 LEADER presentations have been given to Community Groups.

Approval of a 2 year project in Cabrach to support development of fragile areas of Moray.

Three Trans-Regional projects are under development.

Business Parks**Achievements in 2009/10**

Enterprise Park Forres building complete.

Initial site investigations complete for Elgin West Business Park.

Achievements in 2010/11 (55% complete)

Detailed design of Enterprise Park Forres complete, including further advanced unit.

SMART Targets for Key Action

The following actions and target have been agreed -

Actions:

- Adopt, prioritise and begin the process of implementation of Moray Economic Strategy and Elgin City for the Future by March 2012
- Develop proposals for a Community Capacity and Leadership Development Programme
- Increase inward investment and internationalisation activity by Scottish Development International and explore the potential for Global Scots to enhance the impact of its work
- Commence and facilitate continued community engagement and involvement in implementation of the Moray Economic Strategy
- Diversify the local economy with a focus on life sciences, energy and tourism sectors
- Support business start-up and existing business
- Assist and engage with business
- Through the Moray Tourism Development Group, develop the Moray Brand and targeted campaigns to increase visitors

Targets:

- 115 business start ups as result of Business Gateway intervention
- 1 – 1 advice provided to 1100 businesses (400 new and 700 existing)
- 46 workshops provided (14 new businesses and 32 existing)
- 330 delegates receive business training (130 new businesses and 200 existing)
- 4 businesses take part in HIE Account Management (1 new and 3 existing)
- 17 sub growth pipelines (5 new businesses and 12 existing)
- £400,000 of LEADER funding granted
- 25 FTE jobs created from LEADER projects
- 10 LEADER presentations given

<ul style="list-style-type: none"> • 100 initial enquiries dealt with by LEADER group 	
Quarter 1 Milestone	Date
<ul style="list-style-type: none"> • Moray Economic Partnership established [(CPP) Gordon Sutherland] • Moray Economic Strategy and Elgin City for the Future endorsed for community engagement by the individual partners and the Community Planning Board [(TMC/HIE) David Duncan] • Mikledore Inward Investment Proposition for Moray completed [(HIE) Steven Hutcheon] 	<p>June 2011</p> <p>June 2011</p> <p>June 2011</p>
Quarter 2 Milestone	Date
<ul style="list-style-type: none"> • Explore, with UK and Scottish Governments, the scope to create an economic incentive zone or zones in Moray to target business incentives to accelerate business growth and attract inward investment [(HIE/TMC) Andrew Anderson] • Establish contact with Defence Infrastructure Organisation to discuss opportunities for the reuse or redevelopment of any redundant RAF assets [(TMC/HIE) Gordon Sutherland] 	<p>August 2011</p> <p>Sept 2011</p>
Quarter 3 Milestone	Date
<ul style="list-style-type: none"> • Programme of community consultation on the Moray Economic Programme [(TMC) John Ferguson] • Complete proposal to extend business support (Business Gateway & other partner agencies) to meet needs and demand for business start-up as well as training and advice for established businesses diversifying, seeking new markets or expanding [(TMC/BG) Pierre Masson/ Craig Robertson] • Complete key sector inward investment proposals for distribution to Global Scot network [(SDI through HIE) Steven Hutcheon] • Complete a review of HIE's account managed businesses and consider increasing support provided for all businesses in addition to increasing support for key sectors to accelerate growth [(HIE) Calum MacPherson/ Andrew Anderson] • Assist the Moray Tourism Development Group, to develop target, milestone and outcomes for activities and campaigns to increase visitors [(HIE/TMC) Steven Hutcheon] 	<p>Sept -Oct 2011</p> <p>November 2011</p> <p>November 2011</p> <p>December 2011</p> <p>December 2011</p>
Quarter 4 Milestone	Date
<ul style="list-style-type: none"> • Complete proposal for Community Capacity Building and Leadership Development [(SDS) Susan Chalmers] • Action Plan for Economic Diversification [(HIE) Calum MacPherson/Andrew Anderson] • Open discussions on the opportunities for the reuse or redevelopment of any redundant RAF assets [(TMC/HIE) Gordon Sutherland/Calum MacPherson] • Develop marketing training for tourism businesses to assist their re-orientation [(TMC(BG) Pierre Masson/Craig Robertson] • Develop a communications and stakeholder strategy to support the roll-out and implementation of the Economic Strategy which is appropriate to the way different communities will be impacted [(TMC) John Ferguson] • Business Gateway: support provided to new businesses – 115 new business start ups; 5 subgrowth pipelines; 1 business HIE account managed; 1-1 advice for 400 businesses; 14 training workshops; 	<p>Jan 2012</p> <p>March 2012</p> <p>March 2012</p> <p>March 2012</p> <p>March 2012</p> <p>March 2012</p>

<p>130 trained delegates [(TMC(BG) Pierre Masson/Craig Robertson)]</p> <ul style="list-style-type: none"> • Business Gateway: support to existing businesses – 12 subgrowth pipelines; 3 businesses HIE account managed; 1-1 advice for 700 businesses; 32 training workshops; 200 trained delegates [(TMC(BG) Pierre Masson/Craig Robertson)] • Rural Development – LEADER: £400, 000 of funding awarded; 25 FTE jobs created; 2 transnational projects will be progressed; 10 presentations to generate awareness will be given; 100 initial enquiries will have been dealt with [TMC David Watson/Reni Milburn] • Provide an annual report on the progress of the Moray Tourism Development Group [(HIE/TMC) Steven Hutcheon] 	<p>March 2012</p> <p>March 2012</p> <p>March 2012</p>
<p>Expected outcome/contribution to the local and national outcome</p>	
<p>The Scottish Government identified 4 key areas for the recovery of the Moray economy:-</p> <p>People Opportunities for creation of new, well paid jobs will be supported.</p> <p>Business The number business start-ups across Moray will increase Small businesses will be supported to re-orientate, grow and diversify Existing business supported and inward investment facilitated Business confidence will increase Skilled workers are retained in Moray LEADER will promote economic and community development within the Rural areas of Moray and will support rural community groups, social enterprises and businesses to develop their local and innovative projects</p> <p>Infrastructure Additional investment will be made in internal roads at Enterprise Park Forres to allow access to undeveloped land. Further investment is required in business accommodation in response to demand. New industrial land is required for Buckie and HIE is seeking to acquire a site for development. Land for commercial development is required in Elgin.</p> <p>Communities Communities will be supported to respond to economic opportunities and challenges Community confidence will increase</p> <p>These actions will contribute to National Outcome 1 'We live in a Scotland that is the most attractive place for doing business in Europe' and National Outcome 2 'We realise our full economic potential with more and better employment opportunities for our people.'</p>	
<p>Resources</p>	
<p>Partnership working including Moray Council, HIE, Business Gateway, Moray Tourism Development Group, Visit Scotland, Scottish Development International, Elgin BID, Federation of Small Businesses, Skills Development Scotland, Moray College, MoD, Job Centre Plus, PACE</p>	
<p>Links to other Key Actions</p>	
<p>•</p>	
<p>Lead Officer, including contact details</p>	<p>Gordon Sutherland, The Moray Council Tel: 01343 563278</p>

National Outcome 8 – We have improved the life chances for children, young people and families at risk

Local Outcome 16 – Child protection services in Moray will improve

KEY ACTION 2011-12 | Domestic Abuse.

Achievements in 2009/10

- Domestic Abuse focused media campaign held including Awareness advertisements, and Moray Against Violence Summer Campaign, Broken Rainbow, and White Ribbon campaigns.
- Domestic abuse training for 417 staff carried out.
- Ran Domestic Abuse media campaign.
- Number of repeat domestic abuse incidences reduced by 15% from 307 (2008/09) to 262 (2009/10)

Achievements in 2010/11 (100% complete)

- A domestic abuse focused media campaign within on and off sale licensed premises was held.
- Adverts were displayed highlighting domestic abuse on the large screen within the Downtown licensed premise in Elgin.
- Domestic abuse training was completed by 96 staff members from local agencies.
- A domestic abuse conference was held for 96 delegates from local agencies.
- Positive feedback was received on the conference with 66% of delegates it as excellent and 26% as very good.

SMART Targets for Key Action

Raising public and agency awareness of domestic abuse can potentially impact on the improvement of child protection services in Moray, with the following targets and actions defined –

Actions:

- Four media campaigns on varying aspects of domestic abuse (including alcohol, effects on families) to raise public awareness and promote services and facilities available.
- Complete training for 75 or more staff members from relevant local agencies to raise awareness of domestic abuse.
- Hold a conference for 60 or more delegates from relevant local agencies with key speakers to raise awareness of domestic abuse within services.

Targets:

- Reduce the number of repeat incidences of domestic abuse (x incidences 2010/12)
- Reduce the percentage of incidents of domestic abuse involving alcohol (x incidences 2010/11)

Quarter 1 Milestone	Date
<ul style="list-style-type: none"> • Run RAF Domestic Abuse awareness event incorporating the impact of alcohol 	April 2011
<ul style="list-style-type: none"> • Seek funding in order to continue the Domestic Abuse Family Support Workers project 	May 2011
Quarter 2 Milestone	Date
<ul style="list-style-type: none"> • Run RAF Domestic Abuse awareness event incorporating the impact of alcohol 	Sept 2011
Quarter 3 Milestone	Date
<ul style="list-style-type: none"> • Launch Moray Domestic Abuse Forum website 	Dec 2011

Quarter 4 Milestone	Date
<ul style="list-style-type: none"> • Complete domestic abuse training for 95 or more staff members from local agencies • Hold a domestic abuse conference for 60 or more delegates from local agencies 	<p>March 2012</p> <p>March 2012</p>
Expected outcome/contribution to the local and national outcome	
<p>The milestones above will raise public and inter-agency awareness of domestic abuse causes, effects and also the facilities and services available. Awareness raising will potentially impact on the number of repeat incidents of domestic abuse and also the percentage of domestic abuse incidents involving alcohol. By assisting families suffering from domestic abuse, this will improve the life chances for children and young people within these families by providing them with a more stable home environment. The milestones will also reduce the risk to these families as a whole by reducing incidences of violence.</p> <p>This is intended to contribute towards Local Outcome 16 - Child protection services in Moray will improve and 15 - Life chances for children, young people and families at risk in Moray will improve from National Outcome 8 – We have improved the life chances for children, young people and families at risk.</p> <p>It is inferred that this work may also contribute towards: Local Outcome 17 - There will be a reduction in alcohol related offending in Moray, National Outcome 9 – We live our lives safe from crime, disorder and danger. Local Outcome 11 - An increased number of people in Moray will be active in improving their own health and Local Outcome 13 - The impact of alcohol and substance misuse in Moray will reduce from National Outcome 6 – We live longer, healthier lives.</p>	
Resources	
<p>Resources are from the existing annual departmental budget. No additional resources are required.</p>	
Links to other Key Actions	
<p>Child Protection – Multi-agency Action Plan Adult Support and Protection Alcohol-related Offending</p>	
Lead Officer, including contact details	Adrian Moar, Grampian Police 01343 563407

National Outcome 11 – We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others

Local Outcome 20 – Our communities will be resilient to emergencies

KEY ACTION 2011-12	Multi-agency approach to address issues of national security (Government's Contest Strategy)
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Achievements in 2009/10

- 'Delphinus Group' established.
- Single points of contact within partner agencies identified.
- Briefing and awareness-raising session delivered to group by Grampian Police/Government representatives.

Achievements in 2010/11

- Risk assessment on existing Policies and Practises.
- Formation of a Key Individual Network.
- Links with local Community groups established.

SMART Targets for Key Action

As part of the multi-agency approach to address issues of national security the following actions have been agreed for 2011/12 –

- Formalise information sharing process.
- Instigate Workshops to Raise Awareness of Prevent (WRAP).
- Identification/target hardening of potentially vulnerable sites.
- Project Griffon/Argus and/or representation from Muslim Community

Quarter 1 Milestone

- Updated Information Sharing Protocol to be signed by partners.

Date

June 2011

Quarter 2 Milestone

- Instigate Workshops to Raise Awareness Of Prevent (WRAP) for local partnership staff.

Date

Sept 2011

Quarter 3 Milestone

- Review target hardening methods and partners response procedures to identified potentially vulnerable sites.

Date

October 2011

Quarter 4 Milestone

- Run a project Griffon and/or Argus
- Representation from Muslim Community to the group

Date

February 2012

Expected outcome/contribution to the local and national outcome

Increased awareness across all agencies of potential risks to National Security and issues specific to the Moray area. Increased knowledge of 'Delphinus and Contest 2 Strategy' and a partnership action plan to address key risks associated with the prevention of Islamic and domestic extremism in the Moray area. This multi-agency approach to tackling security issues will contribute to making Moray a strong, resilient and supportive community (national outcome 11) resilient to emergencies (local outcome 21).

Resources

Initial resources committed to this are likely to be minimal beyond attendance of identified representatives at briefings / awareness raising sessions delivered by Government / Police personnel. Once Action plan is developed and approved towards end of financial year additional resources may need to be identified to follow up on the Action plan in the future.

Links to other Key Actions

**Lead Officer,
including contact
details**

**Supt Mark Cooper, Grampian Police
Tel: 01224 307051**

National Outcome 9 – We live our lives safe from crime, disorder and danger

Local Outcome 17 – There is a reduction in alcohol related offending in Moray

**KEY ACTION
2011-12****Reduction in alcohol related offending.****Achievements in 2009/10**

- Report on Problem Profile Serious and Violent Crime Moray Division 2008/09 completed and produced.
- Operation Avons carried out in targeted areas.
- Campaign targeting adult alcohol related offending.
- Summer Violence Reduction campaign through utilising Taxi Marshalls and awareness raising posters.
- Ran a Safer Streets campaign.
- During 2009/10 there has been a reduction in adult alcohol related offending to 1,972 (baseline target 2,346)
- During 2009/10 there has been a reduction in juvenile alcohol related offending to 76 (baseline target 96)

Achievements in 2010/11 (100% complete)

- Run Safer Street event held for approximately 200 3rd year pupils at Joanna's in June 2010.
- 27 Operation Avons were carried out in targeted areas.
- One campaign targeting adult alcohol related offending was carried out.
- Summer 'Safer Streets' campaign was carried out.
- A domestic abuse campaign was held at RAF Lossiemouth.
- Winter Safer Streets campaign was carried out in December 2010.

SMART Targets for Key Action

The reduction in alcohol related offending in Moray will be measured through the following targets –

Targets:

- Reduction in adult alcohol related offending against established three year baseline (baseline 2006-09 – **2,346**)
- Reduction in juvenile alcohol related offending against established three year baseline (baseline 2006-09 - **96**)

Quarter 1 Milestone

- Carry out Operation Avons in targeted areas
- Run an Operation Providence Pubwatch Campaign

Date

June 2011
June 2011

Quarter 2 Milestone

- Run Summer Safer Streets Violence Reduction campaign
- Carry out Operation Avons in targeted areas

Date

August 2011
Sept 2011

Quarter 3 Milestone

- Carry out Operation Avons in targeted areas
- Run Winter Safer Streets Violence Reduction campaign
- Run a Pubwatch Campaign regarding sensible drinking

Date

Dec 2011
Dec 2011
Dec 2011

Quarter 4 Milestone

- Carry out Operation Avons in targeted areas
- Run a Pubwatch Campaign (topic to be agreed during Q3)

Date

March 2012
March 2012

Expected outcome/contribution to the local and national outcome

The work carried out through the Key Action will help meet the local outcome (17) of reducing the levels of alcohol related offending in Moray, through a programme of campaigns and operations targeting actual and potential offenders.

Resources

There are no additional resource implications resulting from the key action milestones

Links to other Key Actions

Domestic Abuse - Run RAF Domestic Abuse awareness event incorporating the impact of alcohol (April and September 2011)

**Lead Officer,
including contact
details**

**Adrian Moar, Grampian Police
01343 563407**

National Outcome 1 – We live in a Scotland that is the most attractive place for doing business in Europe

Local Outcome 3 – Moray will benefit from an improved and safer transportation infrastructure

**KEY ACTION
2011-12**

Reduce the number of road accidents in Moray.

Achievements in 2009/10

- Performance information agreed.
- Road Safety education and training established and carried out.
- 6 Operation Taurus carried out.
- Achieved reduction in the level of personal injury collisions against targets – Fatal (3), Serious (23) and Slight (143)

Achievements in 2010/11 (100% complete)

- Moray Road Safety Group Business Plan for 2010/11 agreed and implemented.
- Road safety education and training initiatives were carried out on a quarterly basis including Belt Up In Moray, Proactive Hotstrikes and Driving Ambition.
- Antisocial Driving Initiatives were carried out during quarters 1 – 3 with a total of 93 young people reported for dangerous driving; 119 for careless driving and 19 being warned for anti-social driving.
- 5 Operation Taurus carried out during quarters 1 and 2 and a further 7 during quarters 3 and 4. 600 drivers breathalysed in total and no drink drivers detected through Operation Taurus.
- The number of serious injuries and deaths as a result of road collisions has reduced between 2009/10 and 2010/11.

SMART Targets for Key Action

To develop a Road Safety Action Plan with related performance information and agreed indicators and outputs which are to be measured against the key action of reducing the number of road accidents in Moray. The following actions and targets to be achieved during 2011/12 have been set –

Actions:

- Establish and roll out a programme of education on Road Safety in Moray for young people combined with initiatives linked to enforcement of legislation in particular related to drink driving (Operation Taurus), in car safety for children (Belt Up In Moray) and antisocial driving involving those in the Young Driver group.

Targets:

- Reduce the level of personal injury road collisions in Moray across all categories

Quarter 1 Milestone

Date

- Establish a programme of Road Safety enforcement, education and training for coming year, targeting schools and general public
- Report on the outcomes of Antisocial Driving Initiatives which specifically target careless and dangerous driving by young drivers in Moray
- Report on the outcomes of Driving Ambition Initiatives at Secondary Schools in Moray

June 2011

June 2011

June 2011

Quarter 2 Milestone

Date

- Carry out Road Safety education and training initiatives as set out in programme, reporting on events and attendances
- Report on the outcomes of Belt Up In Moray which specifically targets in car safety of children in Moray
- Report on the outcomes of Antisocial Driving Initiatives which

Sept 2011

Sept 2011

Sept 2011

specifically target careless and dangerous driving by young drivers in Moray		
Quarter 3 Milestone		Date
<ul style="list-style-type: none"> • Carry out Road Safety education and training initiatives as set out in programme, reporting on events and attendances • Report on the outcomes of Operation Taurus – regards the combating of drink/drug driving in Moray following the Winter Safety Campaign. • Report on the outcomes of Antisocial Driving Initiatives which specifically target careless and dangerous driving by young drivers in Moray 		Dec 2011 Dec 2011 Dec 2011
Quarter 4 Milestone		Date
<ul style="list-style-type: none"> • Carry out Road Safety education and training initiatives as set out in programme, reporting on events and attendance • Annual report on the progress made against suite of performance indicators and outcomes agreed 		March 2012 March 2012
Expected outcome/contribution to the local and national outcome		
This Key action is contributing to the local outcome of reducing the number of road accidents in Moray through positively influencing driver behaviour through education and enforcement activity and thereby help reduce the number of Road Casualties in particular among young drivers.		
Resources		
Within current Police and Grampian Fire and Rescue resources and support of the Education Department and the Moray Road Safety Group.		
Links to other Key Actions		
Lead Officer, including contact details	Mark Cooper , Grampian Police Tel: 08456005700 / 01224 307050	

National Outcome 11 – We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others

Local Outcome 20 – Our communities will be resilient to emergencies

KEY ACTION 2011-12 **Multi-agency approach to implementing local security and emergency issues.** Operational Group.

Achievements in 2009/10

- SCG Moray Liaison Group continued to meet throughout the year delivering on the local emergency planning objectives.
- Exercise on the Control of Major Accident Hazards (COMAH) – Moray Distilleries and Maturation Warehouses took place and the plan reviewed
- “Project Argus” – 25 June - Police led counter terrorism training aimed at local businesses
- Moray Operational Team established to deal with the response to the Pandemic flu outbreak (involved NHS and Council) and met on a weekly basis for a period of approximately 6 months.
- Participation on SEPA flood alert mapping exercise (involved, Police, Fire and Moray Council)
- Flood Awareness Session held at RAF Lossiemouth on 26 January. (Involved emergency services, NHS, local authorities, voluntary organisations and the RAF)
- Responded with partner organisations to 3 severe weather events (Flooding in September and November and severe weather issues in December/January) (Involved Police, Fire, Council, etc)

Achievements in 2010/11 (82% complete)

- Care of People Workshop held.
- SCG RAF Bases Contingency Plan produced and tested.
- SCG Flooding exercise carried out in October 2010.
- COMAH Top Tier Plan was exercised in November 2010.

SMART Targets for Key Action

To deploy a multi-agency approach to implementing local security and emergency issues, the following actions have been identified for 2011/12 –

Actions:

- In order to maintain services to the Community during disruptive events, and comply with the Civil Contingencies Act, Partner organisations need to ensure they have assessed functions and implemented appropriate resilience measures e.g. Business Continuity Plans
- All partners to review and test their Operational/ Service plans and arrangements for emergency planning, reporting back to the Moray Liaison Group the outcomes.
- SCG Moray Liaison Group to meet twice a year to discuss good practice and ensure compliance with the Civil Contingencies Act 2004.
- Moray area SCG Plans to be reviewed, updated and circulated as appropriate, in particular COMAH and RAF Bases.
- SCG Flooding exercise on 5 October 2011.

Quarter 1 Milestone

Date

- Moray Liaison Group to meet to consider SOA objectives and targets
- Moray Operational Flooding plan to be reviewed

April 2011
June 2011

Quarter 2 Milestone

Date

- SCG RAF Bases Contingency Plan to be tested

July 2011

<ul style="list-style-type: none"> • Rest Centre exercise • Moray Care for People Team to meet and set targets and priorities for the group 	<p>July 2011 August 2011</p>
Quarter 3 Milestone	Date
<ul style="list-style-type: none"> • Briefing/preparation for SCG Exercise • SCG exercise planned for 5 October • COMAH Top Tier Plan to be exercised – Chivas lead 	<p>Sept 2011 Oct 2011 Nov 2011</p>
Quarter 4 Milestone	Date
<ul style="list-style-type: none"> • COMAH Top Tier Plan reviewed and updated 	<p>March 2012</p>
Expected outcome/contribution to the local and national outcome	
<p>Plans are updated and relevant in case of a local emergency. This will make Moray a stronger and resilient community (National Outcome 11) if or when a local emergency may occur.</p>	
Resources	
<p>All Services have either dedicated Emergency Planning Officer/Business Continuity Officer or Officers with a responsibility for Emergency Planning or Business Continuity.</p> <p>Links with all partners involved in emergency response including emergency services, NHS, local authority, voluntary sector and others to be maintained and developed through the Moray Liaison Group.</p>	
Links to other Key Actions	
<p> </p>	
Lead Officer, including contact details	Donna McLean, The Moray Council Tel: 562522

National Outcome 8 – We have improved the life chances for children, young people and families at risk

Local Outcome 16 – Child protection services in Moray will improve

KEY ACTION	Child Protection Multi-agency Action Plan
<p>Achievements in 2009/10</p> <ul style="list-style-type: none"> Monitoring procedures now in place and reported regularly to Moray Chief Officers Group (MCOG). Interim follow through inspection had a positive outcome. Review of child protection arrangements through the North East of Scotland Child Protection Committee completed. <p>Achievements in 2010/11</p> <ul style="list-style-type: none"> Moray Child Protection Sub Committee created with associated working groups. Multi-agency Action Plan agreed and implemented. Self-evaluation cycle established. Improvements and action taken acknowledged in HMle Report published September 2010 	
<p>SMART Targets for Action</p> <p>The Action Plan relates to five key areas:</p> <ul style="list-style-type: none"> Performance Management Information Review and Evaluation Inter-agency Training Communication and Consultation Additional Tasks that are outwith any of the above. <p>The first four of the above have an associated group responsible for progressing actions on a multiagency basis. The fifth area has named personnel who are responsible for progressing actions and reporting directly to Sub Committee. Progress on all the actions will be tracked by Moray Child Protection Sub Committee.</p>	
Quarter 1 Milestone	Date
<ul style="list-style-type: none"> Self evaluation exercise re Substance Misuse reported to Sub Committee Children and Young Persons Reference Group established Self Evaluation exercise re CP Case Conferences carried out Substance Misuse and the Impact on the Child Training carried out 	<p>April 2011</p> <p>April 2011</p> <p>Apr 2011</p> <p>May 2011</p>
Quarter 2 Milestone	Date
<ul style="list-style-type: none"> Briefing Sessions conducted with managers and Link HMle Inspector Self evaluation exercise reported to Sub Committee Twenty Five actions from Action Plan reported on to Sub committee 	<p>June 2011</p> <p>July 2011</p> <p>July 2011</p>
Quarter 3 Milestone	Date
<ul style="list-style-type: none"> Review of Action Plan Self Evaluation in respect of IRD process carried out Review of CP Procedures undertaken Preparation for Child Protection Inspection due it January 2012 commenced 	<p>Oct 2011</p> <p>Oct 2011</p> <p>Oct 2011</p> <p>Oct 2011</p>
Quarter 4 Milestone	Date
<ul style="list-style-type: none"> Self evaluation exercise reported to Sub Committee 	<p>Jan 2012</p>

<ul style="list-style-type: none"> • Child Protection Inspection • Review of Action Plan following CP Inspection 	<p>Jan 2012</p> <p>Feb 2012</p>
Expected outcome/contribution to the local and national outcome	
<p>Future HMle inspections will have a positive inspection outcome.</p> <p>This is expected to contribute to National Outcome 8 – We have improved the life chances for children, young people and families at risk, Local Outcome 16 – Child protection services in Moray will improve.</p>	
Resources	
Officer & partner agency personnel in implementing the Action Plan.	
Links to other Key Actions	
Lead Officer, including contact details	<p>John Carney</p> <p>Tel: 563534</p>

National Outcome 6 – We live longer, healthier lives

Local Outcome 12 – An increased number of elderly and vulnerable people will be able to sustain an independent quality of life

KEY ACTION 2011/12 Adult Support and Protection.**Achievements in 2009/10**

- Grampian Interagency Adult Protection Policy launched.
- Independent Chair and dedicated support officer appointed.
- Training needs analysis for all agencies involved in supporting vulnerable adults conducted.
- Training plan developed.
- Adult Protection committee constituted.

Achievements in 2010/11 (66% complete)

- Biannual report submitted to Scottish Government detailing progress made towards protecting adults at risk of harm in Moray.
- Review carried out with regards to training provided during year and training needs analysis revisited.

SMART Targets for Key Action

As part of the development of adult support and protection in Moray the following actions have been identified for 2011/12 –

- Engage with partner agencies to improve joint working
- Increase public awareness

Quarter 1 Milestone**Date**

-

Quarter 2 Milestone**Date**

- Review and rewrite existing Joint Grampian Adult Support and protection Policy, Launch new policy
- Run a Grampian-wide awareness raising campaign

September 2011

Quarter 3 Milestone**Date**

- Develop and agree a public involvement plan present draft plan to ASP Committee November 2011

November 2011

Quarter 4 Milestone**Date**

- Develop and agree procedures and protocols for adult support and protection significant case review and resent draft protocols to ASP Committee in March 2012

March 2012

Expected outcome/contribution to the local and national outcome

The Key Action will aim to support the local outcome of increasing the number of vulnerable adults being able to sustain an independent quality of life through improved multi agency working and information sharing in relation to adults at risk of harm (under the terms of the ASP Act) that will lead to increased support and protection.

Resources

All agencies to identify appropriate representative to participate and attend Adult protection Committee.

All agencies to prioritise attendance of staff at the appropriate level of Adult Protection training.

Some ring fenced Government funding available

Links to other Key Actions**Lead Officer, including contact details****Gaye Morrison
Tel: 567027**

National Outcome 8 – We have improved the life chances for children, young people and families at risk

Local Outcome 15 – Life chances for children, young people and families at risk in Moray will improve

KEY ACTION	Youth Justice Strategy Group. Partnership with Council, Police, Aberlour Trust, Scottish Children’s Reporters Administration and Children’s Panel.
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- Achievements in 2009/10**
- Youth Justice Strategy 2009-10 approved.
 - Youth Justice Evaluation report 2009 published in March 2010
 - Transitions & victim support projects presented to Youth Justice Annual Joint Meeting
 - Draft 2010-11 performance improvement objectives identified.
 - Further reduction in youth offending in Moray.
 - There has been a 33% reduction in number of charges involving young people to 1244
 - There has been a 18% reduction in number of young offenders to 511
 - There has been a 60% reduction in number of persistent young offenders to 10
 - There has been an increase of 2.6% in proportion of young offenders who offended only once in 2009/10

- Achievements in 2010/11 (92% complete)**
- 2010/12 Youth Justice Strategy complete.
 - First youth justice practitioner’s forum held in March 2011.
 - Transition project approved.
 - Support to victims/public confidence project approved.
 - Key elements of the performance management framework completed.
 - 2010 Youth Justice evaluation report received.
 - Draft revisions to the 2010/12 Youth Justice Strategy complete.

SMART Targets for Key Action

- The Youth Justice Strategy Group will ensure positive results by achieving the following targets –
- Reduce the number of charges involving young people.
 - Reduce the number of young offenders.
 - Reduce the number of persistent young offenders.
 - Reduce the number of young people offending more than once.

Quarter 1 Milestone	Date
<ul style="list-style-type: none"> • Agree 2011/12 Performance Improvement Objectives 	April 2011
Quarter 2 Milestone	Date
<ul style="list-style-type: none"> • Youth Justice Implementation Group has been established and met on four occasions 	September 2011
Quarter 3 Milestone	Date
<ul style="list-style-type: none"> • Complete the analysis of early interventions with young people who offend • Complete the analysis of current interventions that address alcohol issues • Complete the analysis of practice with young people displaying harmful sexual behaviours 	December 2011 December 2011 December 2011
Quarter 4 Milestone	Date

<ul style="list-style-type: none"> Consider the scope and use of restorative processes with a view to extending their usage 	March 2012																				
Expected outcome/contribution to the local and national outcome																					
The number of children & young people who offend will reduce. Continued reduction in key indicators 1-3 and increase in 4.																					
<table border="0"> <tr> <td>1. Number of charges</td> <td>2006/07=2711</td> <td>2007/08=1928</td> <td>2008/09=1864</td> <td>2009/10=1244</td> </tr> <tr> <td>2. Number of young offenders.</td> <td>2006/07=947</td> <td>2007/08=692</td> <td>2008/09=626</td> <td>2009/10=511</td> </tr> <tr> <td>3. Number of persistent young offenders.</td> <td>2006/07=39</td> <td>2007/08=27</td> <td>2008/09=25</td> <td>2009/10=10</td> </tr> <tr> <td>4. Proportion of young offenders who offend only once.</td> <td>2006/07=60.8%</td> <td>2007/08=65.5%</td> <td>2008/09=64.5%</td> <td>2009/10=67.1%</td> </tr> </table>		1. Number of charges	2006/07=2711	2007/08=1928	2008/09=1864	2009/10=1244	2. Number of young offenders.	2006/07=947	2007/08=692	2008/09=626	2009/10=511	3. Number of persistent young offenders.	2006/07=39	2007/08=27	2008/09=25	2009/10=10	4. Proportion of young offenders who offend only once.	2006/07=60.8%	2007/08=65.5%	2008/09=64.5%	2009/10=67.1%
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Resources																					
All resources are from existing annual departmental budget: Officer & partner agency personnel in implementing the Strategy. Youth Justice Team.																					
Links to other Key Actions																					
Alcohol related offences																					
Lead Officer, including contact details	John Carney, Head of Children & Families and Criminal Justice e-mail: john.carney@moray.gov.uk tel: 01343 563534																				

National Outcome 1 – We live in a Scotland that is the most attractive place for doing business in Europe

Local Outcome 3 – Moray will benefit from an improved and safer transportation infrastructure

KEY ACTION 2011/12 | **Elgin Traffic Management Plan.** Council actions.

Achievements in 2009/10

- Reiket Lane Bridge replacement completed.
- Consultant contract awarded.
- Carry out Initial ground investigation for Roads, High School and Housing projects.
- Design works for Edgar Road extension / Access to High School completed.
- Continuation of development of the Western Distributor Road Options A&B.

Achievements in 2010/11 (66% complete)

- Comprehensive audit of traffic model completed in June 2010.
- Western Distributor Road option appraisal presented to Economic Development & Infrastructure Committee in March 2011.

SMART Targets for Key Action

As part of the overall aim to improve and create a safer transport infrastructure in Moray the Elgin Traffic Management Plan has identified the following actions to be achieved –

- Continue the development of the Elgin Traffic Model in line with existing and proposed development.
- Continue the development of the STAG Part 2 outcomes with a view to producing a robust recommendation on a Western Distributor Road (WDR). This will follow a nationally recognised process to ensure a robust consideration of the options.
- Develop and deliver localised and specific traffic improvement schemes.

Quarter 1 Milestone

Date

Quarter 2 Milestone

Date

Agree 'preferred option' for Elgin Traffic Management Plan at ED&IS Committee
[Environmental Services SIP (1.3a)]

September 2011

Quarter 3 Milestone

Date

Engage with landowners affected by the WDR, initiate acquisition where possible and obtain approval for acquisition strategy.

December 2011

Quarter 4 Milestone

Date

Expected outcome/contribution to the local and national outcome

The work to be undertaken during 2011/12 as part of the Elgin Traffic Management Plan will focus on developing the western distributor road options and subsequent promotion of the preferred option.

Work will continue on the development of the traffic model in line with current and proposed development.

Resources

Existing Consultancy and Transportation staff together with the framework consultant.

Links to other Key Actions

Lead Officer, including contact details

**Sandy Ritchie, The Moray Council
Tel: 01343 562502**

National Outcome 2 – We realise our full economic potential with more and better employment opportunities for our people

Local Outcome 5 – People in Moray will have access to better paid employment

**KEY ACTION
2011-12**

Development of a Moray Life Sciences Centre. Moray College/NHS.

Achievements in 2009/10

- Moray Life Sciences Centre Business Case complete.

Achievements in 2010/11 (25% complete)

- Project Manager appointed and start made to appointment of Design Team.

SMART Targets for Key Action

The construction of the Moray Life Sciences Centre will be completed and opened in 2013. The following programme of actions have been developed to monitor the progress of construction –

1. Design Development RIBA Stage D
2. Technical Design RIBA Stage E
3. Pre-Construction RIBA Stage F-H
4. Construction of Centre.

Quarter 1 Milestone

Date

- Completion of appointment of Architect-led Design Team and undertaking of Stage C redesign (new team adapting existing Stage C proposals)

June 2011

Quarter 2 Milestone

Date

- Completion of Stage D Design (Scheme Design)

Sept 2011

Quarter 3 Milestone

Date

- Completion of Stage E (Detailed Design)
- Completion of Stage F (Tender Design Information)

November 2011
December 2011

Quarter 4 Milestone

Date

- Completion of planning preparation and application
- Completion of Stage G (Tender Documentation)
- Completion of Stage H (Tender) and undertake contractor interviews

January 2012
January 2012
March 2013

Expected outcome/contribution to the local and national outcome

The construction period (including demolitions) is planned to commence in May 2012 and last 60 weeks (completing in July 2013). The development of the Moray Life Sciences Centre will contribute to realising our full economic potential with more and better employment opportunities for people in Moray (National Outcome 2) through the following outcomes:

- Assistance to Construction Industry in Moray during construction phase.
- New and increased employment opportunities.
- New and greater higher education study opportunities.
- Contribution to population retention.
- Contribution to service retention in Moray.

Resources

The budget for the Moray Life Sciences Centre is £6m. Funding has been secured from ERDF and Moray College and NHS Grampian and HIE. Project Steering Group includes Moray College, UHI, NHS Grampian and HIE.

Links to other Key Actions

**Lead Officer,
including contact**

**Mike Devenney, Moray College
Tel: 01343 576221**

The following Key Actions are being monitored via Council Service Improvement Plans:-

- Waste Management
- Affordable Housing
- Housing Quality
- Homelessness
- Attainment/Wider Achievements
- Corporate Parenting Strategy

The following Key Actions are being monitored via other means:-

- MADP – monitored via MADP Performance Monitoring Plan
- Implement Equalities Legislation – monitored via Single Equality Scheme Action Plan and Moray Equalities Forum minutes
- Lifelong Learning Strategy – monitored via Lifelong Learning Forum minutes