

<b>Learning and Qualifications</b>			
NO3 LO6 608779	Key Action 1	Lifelong Learning Strategy	MC
			<b>X</b>
<b>Learning Post-16</b>			
NO3 LO7 612596	Key Action 1	Implement 16+ Learning Action Plan	George Sinclair
			<b>✓</b>
<b>Young People Succeed in School</b>			
NO4 LO8 612597	Key Action 1	Attainment and Achievement Agenda	George Sinclair
			<b>✓</b>
612598	Key Action 2	Wider Achievements	George Sinclair
			<b>✓</b>
<b>Successful Adults</b>			
NO4 LO9 612600	Key Action 1	More Choices, More Chances	John Ferguson
			<b>✓</b>
<b>Young Children Will Thrive</b>			
NO5 LO10 612610	Key Action 1	Parenting Strategy	Jennifer Gordon
			<b>✓</b>
612613	Key Action 2	Early Years Framework	George Sinclair
			<b>✓</b>
<b>Life Chances</b>			
NO8 LO15 608875	Key Action 1	Getting It Right For Every Child (GIRFEC)	Jeremy Akehurst
			<b>✓</b>
613017	Key Action 2	Corporate Parenting Strategy	Richard Donald
			<b>✓</b>
613031	Key Action 3	Youth Justice Strategy	John Carney
			<b>✓</b>
<b>Child Protection</b>			
NO8 LO16 608879	Key Action 1	Child Protection Action Plan	Susan Maclaren
			<b>✓</b>
613034	Key Action 2	Domestic Abuse	Adrian Moar
			<b>✓</b>

NO = National Outcome; LO = Local Outcome; MC = Moray College; TMC = The Moray Council  
618090

**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**

<b>KEY ACTION</b>	<b>Implement 16+ Learning Action Plan</b>	
<b>SMART Targets for Key Action</b>		
<ol style="list-style-type: none"> <li>1. Action plan devised for implementing 16+ Learning Choices in Moray.</li> <li>2. Initial preparatory work undertaken in Keith Grammar School and Pinefield Parc on 16+ Learning Choices.</li> <li>3. All secondary schools and Pinefield Parc involved in identifying offers of educational provision for 16+ leavers.</li> </ol>		
<b>Quarter 1 Milestone</b>		<b>Date</b>
<ol style="list-style-type: none"> <li>1. Initial work on action plan undertaken.</li> <li>2. Initial work in Keith Grammar School and Pinefield Parc on identifying the needs of leavers and possible provision.</li> <li>3. N/A.</li> </ol>		
<b>Quarter 2 Milestone</b>		<b>Date</b>
<ol style="list-style-type: none"> <li>1. Action plan complete.</li> <li>2. Experience gained shared with other schools and wider partners.</li> <li>3. Other schools begin planning based on Keith Grammar and Pinefield Parc experience. Other partners involved.</li> </ol>		
<b>Quarter 3 Milestone</b>		<b>Date</b>
<ol style="list-style-type: none"> <li>1. Initial work undertaken from action plan.</li> <li>2. Keith Grammar and Pinefield Parc have improved planning and coordination of possible 16+ offers for winter leavers based on their initial experience and with input from partners.</li> <li>3. All secondary schools identify needs and in some cases are able to identify offers for leavers.</li> </ol>		
<b>Quarter 4 Milestone</b>		<b>Date</b>
<ol style="list-style-type: none"> <li>1. Ongoing work undertaken from action plan.</li> <li>2. Review of winter leavers experience.</li> <li>3. Review of winter leavers experience across Moray and plan for 2010 summer leavers.</li> </ol>		
<b>Expected outcome/contribution to the local and national outcome</b>		
From the identified needs of young people improve their options to remain in learning. 16+ Learning Choices offers to be available to all leavers by December 2010.		
<b>Resources</b>		
16+ Learning Choices Officer, mainly from Scottish Government funding. Officer, school and wider partner time in developing plans and working on identified needs.		
<b>Lead Officer, including contact details</b>	<b>George Sinclair x3519</b>	

**National Outcome 4 – Our young people are successful learners, confident individuals, effective contributors and responsible citizens**

Local Outcome 8 – More young people will succeed in school

<b>KEY ACTION</b>	<b>Attainment and Achievement Agenda</b>	
<b>SMART Targets for Key Action</b>		
<ol style="list-style-type: none"> <li>All schools make more appropriate use of data.</li> <li>All schools working on improving classroom methodology in order to help improve attainment.</li> <li>All schools track pupil progress in order to allow for intervention and more frequent achievement of targets.</li> </ol>		
<b>Quarter 1 Milestone</b>		<b>Date</b>
<ol style="list-style-type: none"> <li>Arrangements for training available.</li> <li>All schools have Curriculum for Excellence and/or improving methodology in their plans for 2009/10.</li> <li>All schools have a tracking system in place. A few are suitably robust and rigorous.</li> </ol>		
<b>Quarter 2 Milestone</b>		<b>Date</b>
<ol style="list-style-type: none"> <li>Training begins.</li> <li>Training on methodology underway.</li> <li>Targets distributed to schools. Improvements made in systems in identified schools.</li> </ol>		
<b>Quarter 3 Milestone</b>		<b>Date</b>
<ol style="list-style-type: none"> <li>Training continues.</li> <li>Training on methodology continues for staff cohorts.</li> <li>On-going tracking allows appropriate intervention and support. Improvements made in identified schools.</li> </ol>		
<b>Quarter 4 Milestone</b>		<b>Date</b>
<ol style="list-style-type: none"> <li>Training complete.</li> <li>Training continues for staff cohorts.</li> <li>Tracking continues.</li> </ol>		
<b>Expected outcome/contribution to the local and national outcome</b>		
Where appropriate, schools have improved their tracking of children's progress. Secondary schools better placed to identify and deliver on targets for S5/6 pupils in August 2010 examinations.		
<b>Resources</b>		
Funding for courses for teachers and officer / school time for training in examination analysis and for tracking.		
<b>Lead Officer, including contact details</b>	<b>George Sinclair x3519</b>	

**National Outcome 4 – Our young people are successful learners, confident individuals, effective contributors and responsible citizens**

Local Outcome 8 – More young people will succeed in school

<b>KEY ACTION</b>	<b>Wider Achievements</b>	
<b>SMART Targets for Key Action</b>		
<ol style="list-style-type: none"> <li>1. Establish baseline for recording wider achievement.</li> <li>2. Devise action plan following receipt of results of national pilots.</li> </ol>		
<b>Quarter 1 Milestone</b>		<b>Date</b>
<ol style="list-style-type: none"> <li>1. Identify aspects of wider achievement suitable for capture in terms of initial baseline.</li> <li>2. N/A as results of pilots not available.</li> </ol>		20 May 2009
<b>Quarter 2 Milestone</b>		<b>Date</b>
<ol style="list-style-type: none"> <li>1. Set up collection mechanism for capturing wider achievement.</li> <li>2. N/A.</li> </ol>		
<b>Quarter 3 Milestone</b>		<b>Date</b>
<ol style="list-style-type: none"> <li>1. Baseline established for Moray based on 2008/09 information.</li> <li>2. Action plan devised following results of national pilots.</li> </ol>		
<b>Quarter 4 Milestone</b>		<b>Date</b>
<ol style="list-style-type: none"> <li>1. As quarter 3.</li> <li>2. Initial work undertaken from action plan.</li> </ol>		
<b>Expected outcome/contribution to the local and national outcome</b>		
Initial capturing of aspects of wider achievement across Moray to ensure information other than attainment available.		
<b>Resources</b>		
Officer / administrative and school time to collect data and devise plans.		
<b>Lead Officer, including contact details</b>	<b>George Sinclair x3519</b>	

**National Outcome 4 – Our young people are successful learners, confident individuals, effective contributors and responsible citizens**

Local Outcome 9 – More young people will develop to be successful adults

<b>KEY ACTION</b>	<b>More Choices, More Chances</b>
<b>SMART Targets for Key Action</b>	
Set key priorities for the next 12 months Review and update Employability (MCMC) Action Plan on a quarterly basis. Agree Employability Strategy Develop additional flexible interventions for young people from the target group in line with 16+ and Fairer Scotland Fund. Increase volunteering opportunities for young people. Implement multi agency training courses (one per quarter) as identified through the MCMC skills survey.	
<b>Quarter 1 Milestone (April – June)</b>	<b>Date</b>
Agree & distribute employability specification for tendering	June
Agree revised MCMC Structure	June
Draft employability Action plan produced	June
<b>Quarter 2 Milestone (July- September)</b>	<b>Date</b>
Implement revised MCMC structure	August
Complete review of voucher scheme	August
Implement welfare benefits training	September
Award Employability tenders linked to target group	September
Finalise employability strategy and Action Plan Agreed	September
Implement young peoples "Pathways" mapping event.	October
<b>Quarter 3 Milestone (October – December)</b>	<b>Date</b>
Implement employability awareness training	December
<b>Quarter 4 Milestone</b>	<b>Date</b>
Implement disability service provision and legislation awareness training	March
Complete review of employability interventions	March
Complete review of interagency training	February
Complete review of employability strategy	March
<b>Expected outcome/contribution to the local and national outcome</b>	
Increase in number of young people leaving school into positive destinations	
<b>Resources</b>	
Employability Action Group. Fairer Scotland Fund Team Fairer Scotland Fund 16+ Learning Choices Development officer	
<b>Lead Officer, including contact details</b>	<b>John Ferguson The Moray Council x 3404</b>

**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

<b>KEY ACTION</b>	Parenting Strategy
<b>SMART Targets for Key Action</b>	
<ol style="list-style-type: none"> <li>1. Re-establish mandate from SMARTER Theme Group</li> <li>2. Communication Strategy devised and implemented</li> <li>3. The establishment of a parenting sub-group in each locality to consider, audit and develop parenting needs.</li> <li>4. To promote to partner agencies a shared understanding of the definition of parenting as defined in the Moray Parenting Strategy.</li> <li>5. Plan and maximise involvement of parents in relevant forums.</li> <li>6. Implement and evaluate staff training plan.</li> <li>7. Ensure that services can be responsive within a specific timeframe to meet the requirements of any Parenting Order.</li> </ol>	
<b>Quarter 1 Milestone</b>	<b>Date</b>
Working towards Targets 1 to 7	June 2009
<b>Quarter 2 Milestone</b>	<b>Date</b>
Working towards Targets 1 to 5	September 2009
<b>Quarter 3 Milestone</b>	<b>Date</b>
Targets 1 to 5 completed	December 2009
<b>Quarter 4 Milestone</b>	<b>Date</b>
Targets 6 & 7 completed	March 2010
<b>Expected outcome/contribution to the local and national outcome</b>	
Improved support to parents.	
<b>Resources</b>	
Officer time in the multiagency strategy group, Locality Management Groups and operational staff.	
<b>Lead Officer, including contact details</b>	Jennifer Gordon, Placement Services Manager e-mail: <a href="mailto:jennifer.gordon@moray.gov.uk">jennifer.gordon@moray.gov.uk</a> tel: 01343 563553

**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**

<b>KEY ACTION</b>	<b>Early Years Framework</b>	
<b>SMART Targets for Key Action</b>		
<ol style="list-style-type: none"> <li>1. Identify baseline position for age 3 and age 4 attending pre-school education.</li> <li>2. Identify baseline for multi-agency roles and involvement with early years.</li> <li>3. Construct action plan based on baseline.</li> </ol>		
<b>Quarter 1 Milestone</b>		<b>Date</b>
<ol style="list-style-type: none"> <li>1. N/A</li> <li>2. Identify main parties and stakeholders.</li> <li>3. N/A</li> </ol>		
<b>Quarter 2 Milestone</b>		<b>Date</b>
<ol style="list-style-type: none"> <li>1. Baseline established.</li> <li>2. Baseline position identified.</li> <li>3. N/A</li> </ol>		
<b>Quarter 3 Milestone</b>		<b>Date</b>
<ol style="list-style-type: none"> <li>1. N/A</li> <li>2. N/A</li> <li>3. Construct action plan for Early Years Framework.</li> </ol>		
<b>Quarter 4 Milestone</b>		<b>Date</b>
<ol style="list-style-type: none"> <li>1. N/A</li> <li>2. N/A</li> <li>3. Implement actions as per plan.</li> </ol>		
<b>Expected outcome/contribution to the local and national outcome</b>		
More children attend pre-school provision. Better meeting of needs through multi-agency work.		
<b>Resources</b>		
Officer / administrative time.		
<b>Lead Officer, including contact details</b>	George Sinclair x3519	

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

<b>KEY ACTION</b>	Getting it Right for Every Child	
<b>SMART Targets for Key Action</b>		
<ol style="list-style-type: none"> <li>1. Monitoring, evaluation and improvement of the implementation of Local Integrated Assessment and Planning across children's services in Moray</li> <li>2. Development of tools and processes to enable GIRFEC-compliant assessment, planning and review across the range of specialist contexts in which integrated assessment and planning for children is required</li> <li>3. Rationalisation of the pathways and protocols between different planning contexts</li> <li>4. Responding to the continuing national Getting it Right programme, including e-Care</li> </ol>		
<b>Quarter 1 Milestone</b>		<b>Date</b>
Report to Smarter Co-ordinating Group about LIAP implementation to date and feedback from key stakeholders		18-6-09
<b>Quarter 2 Milestone</b>		<b>Date</b>
<ul style="list-style-type: none"> <li>• Report to Smarter Co-ordinating Group with proposals for revised arrangements for Reviews for Looked After Children, to bring the process into alignment with getting it Right Principles</li> <li>• Report to Smarter Co-ordinating Group, mapping 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, for approval.</li> <li>• Forward plan approved by Co-ordinating Group</li> </ul>		30-7-09
		10-9-09
		10-9-09
<b>Quarter 3 Milestone</b>		<b>Date</b>
<ul style="list-style-type: none"> <li>• Report to Smarter Co-ordinating Group about LIAP implementation to date and feedback from key stakeholders, with proposals for any revision</li> <li>• Review of progress to date and decision on continuation of staff resources to progress the Forward Plan through the next financial year</li> </ul>		22-10-09
		22-10-09
<b>Quarter 4 Milestone</b>		<b>Date</b>
Report on further agreed milestones as agreed in Forward Plan 10-9-09		25-2-09
<b>Expected outcome/contribution to the local and national outcome</b>		
<p>For each child or young person with additional support needs requiring co-ordinated, multi-agency assessment, planning and support, there is –</p> <ul style="list-style-type: none"> <li>• a single, integrated action plan,</li> <li>• to which the child or young person, their parents, carers and relevant professions have contributed,</li> <li>• which is efficiently, consistently progressed, monitored and reviewed, with the child or young person and parents or carers</li> <li>• which secures positive outcomes and improves their life chances</li> </ul>		
<b>Resources</b>		
<ul style="list-style-type: none"> <li>• Task group members from key agencies</li> <li>• Participation in short-life consultations and working groups from staff in key agencies</li> <li>• Getting it Right for Every Child Development Officer</li> <li>• Integrated Children's Services Staff Development Officer</li> </ul>		
<b>Lead Officer, including contact details</b>	Jeremy Akehurst e-mail: <a href="mailto:jeremy.akehurst@moray.gov.uk">jeremy.akehurst@moray.gov.uk</a> tel: 01343 563608	

**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

<b>KEY ACTION</b>	Youth Justice Strategy Group	
<b>SMART Targets for Key Action</b>		
<ol style="list-style-type: none"> <li>1. Implement a more comprehensive planning and performance improvement framework.</li> <li>2. Establish and implement a communication strategy.</li> <li>3. Achieve clarity on the operation of diversionary elements of the strategy.</li> <li>4. Assess the cost-benefit of investment in the 'gap' between the Children's Hearing System and Adult Criminal Justice.</li> <li>5. To improve local practice regarding young people with problematic sexual behaviours.</li> <li>6. Improve support to victims &amp; increase public confidence.</li> </ol>		
<b>Quarter 1 Milestone</b>		<b>Date</b>
Working towards Targets 1-6.		June 2009
<b>Quarter 2 Milestone</b>		<b>Date</b>
Working towards Targets 1, 2 and 6. Targets 3, 4 & 5 completed.		September 2009
<b>Quarter 3 Milestone</b>		<b>Date</b>
Working towards Targets 1, 2 & 6.		December 2009
<b>Quarter 4 Milestone</b>		<b>Date</b>
Targets 1, 2 & 6 completed.		March 2010
<b>Expected outcome/contribution to the local and national outcome</b>		
Youth offending in Moray has reduced over the last three years and the Strategy aims to maintain that positive picture.		
<b>Resources</b>		
Officer & partner agency personnel in implementing the Strategy. Youth Justice Team.		
<b>Lead Officer, including contact details</b>	John Carney, Head of Children & Families and Criminal Justice e-mail: <a href="mailto:john.carney@moray.gov.uk">john.carney@moray.gov.uk</a> tel: 01343 563534	

**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

<b>KEY ACTION</b>	Multiagency Action Plan
<b>SMART Targets for Key Action</b>	
<p>The Action Plan relates to six recommendations following the publication of the HMle joint-inspection of services to protect children and young people in the Moray area. These recommendations are:-</p> <ol style="list-style-type: none"> <li>1. Ensure that assessments of risk are rigorous and appropriate legal measures are used, when necessary, for children in need of protection.</li> <li>2. Fully implement agreements and guidance to ensure the effective sharing of information.</li> <li>3. Introduce inter-agency discussions to manage effectively the investigation of suspected child abuse.</li> <li>4. Improve assessment, planning and decision-making for children whose names are on the CPR.</li> <li>5. Increase the involvement of children in decision-making about their lives and consult them on the development of services to protect children.</li> <li>6. Improve the effectiveness of the NHS Protecting Children Group, the NESPC and the MCOG in protecting children and meeting their needs.</li> </ol> <p>Each recommendation has associated tasks being progressed on the multiagency basis. Progress will be tracked by the Moray Chief Officers Group for Child Protection and a sub-committee of the Children &amp; Young Peoples Committee of the Moray Council. Tasks are currently being prioritised and timelined.</p>	
<b>Quarter 1 Milestone</b>	<b>Date</b>
Tasks identified for completion in Action Plan.	June 2009
<b>Quarter 2 Milestone</b>	<b>Date</b>
Tasks identified for completion in Action Plan.	September 2009
<b>Quarter 3 Milestone</b>	<b>Date</b>
Tasks identified for completion in Action Plan.	December 2009
<b>Quarter 4 Milestone</b>	<b>Date</b>
Tasks identified for completion in Action Plan.	March 2009
<b>Expected outcome/contribution to the local and national outcome</b>	
Positive inspection outcome	
<b>Resources</b>	
Officer & partner agency personnel in implementing the Action Plan.	
<b>Lead Officer, including contact details</b>	Alastair Keddie, Chief Executive e-mail: <a href="mailto:akeddie@moray.gov.uk">akeddie@moray.gov.uk</a> tel: 01343 563001

**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	Domestic Abuse	
<b>SMART Targets for Key Action</b>		
<p>Reduction in the number of domestic abuse incidences.</p> <p>Reduction in the number of repeat incidences of domestic abuse.</p>		
<b>Quarter 1 Milestone</b>	<b>Date</b>	
Run a domestic abuse alcohol focused media campaign.		
<b>Quarter 2 Milestone</b>	<b>Date</b>	
<p>Run a domestic abuse media event as part of the overall summer anti-violence campaign.</p> <p>Hold a domestic abuse training event.</p>		
<b>Quarter 3 Milestone</b>	<b>Date</b>	
<p>Run a domestic abuse media campaign.</p> <p>Hold a domestic abuse conference.</p>		
<b>Quarter 4 Milestone</b>	<b>Date</b>	
Run a domestic abuse media campaign.		
<b>Expected outcome/contribution to the local and national outcome</b>		
<p>The milestones stated will contribute towards Local Outcome 16 by reducing the number of repeat incidences of domestic abuse one of the three indicators.</p> <p>The milestones stated will contribute towards National Outcome 8 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>		

<b>Resources</b>	
There are no additional resource implications resulting from the key action milestones.	
<b>Lead Officer, including contact details</b>	<b>Adrian Moar x3407</b>