









2008 – 09 : UNMET ACTIONS


Continuous improvement

<p>Identify & Implement Council's efficiency savings programme</p> <p>SOA 2009-10</p>	<p>Lead: TMC Contact: Mark Palmer</p>	<p>31/03/2011</p>	<p>In November 2008 the Council agreed to invest in the development of the DBS programme. Work has commenced on the detailed design phase, which is due to be completed in February 2010.</p> <p>One of the outputs of DBS Phase 1 was the identification of efficiency savings. The council has agreed that efficiency saving in excess of £4.5M is to be targeted from the next phase of DBS.</p> <p>In addition all services are given an efficiency target to reach. Quarterly monitoring reports are submitted to committee against progress of the savings and these are also used within the budget process.</p>	<p>The DSB project's aim to is look across the council to identify opportunities to simply, standardise or share processes to deliver service improvement and release financial efficiencies.</p>	
<p>Develop use of webcasting</p> <p>Will not continue to monitor</p>	<p>Lead: TMC Contact: Bridget Mustard</p>	<p>31/03/2011</p>	<p>The CPP has not agreed to expand the webcasting service to its meetings. However within the same technology the community engagement group investigated the use of e-petitioning. The group did not feel able to agree these proposals at this stage but may re-consider the service later in the year.</p>	<p>There has been no progress achieved in developing webcasting facilities and therefore no additional contribution to the scrutiny of performance.</p>	

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Greener


<p>Consider requiring developers to provide football pitches in new developments</p> <p>Will not continue to monitor</p>	<p>Lead: TMC Contact: Stewart Halkett</p>	<p>31/03/2011</p>	<p>A report was submitted to Audit & Performance committee in February regarding developer contributions. The type of development which were subject to consultation on developer contributions in 2007 and 2008 were those based on criteria agreed by the council several years ago and include development which have at least 10 houses, 500 sqm of offices, industry or retail. Examples of developer contributions obtained include affordable housing, road infrastructure and a subsidised bus services. In previous years similar types of developer contribution have been obtained towards children's play areas, school accommodation, pedestrian linkages and community or recreational facilities.</p> <p>A procedure for securing Developer Contributions (which <u>may</u> include provision of football pitches, depending on case assessment) is to be reported to the Council's Planning and Regulatory Services Committee in April 2009.</p>	<p>This objective has not been specifically met though a review of the developer contributions has now begun.</p> <p>2 Football pitches have been developed as part of a recent Springfield Development</p>	
<p>Continue to work with Scottish Water to improve surface water drainage throughout the area</p> <p>Will not continue to monitor</p>	<p>Lead: TMC Contact: Sandy Ritchie</p>	<p>31/03/2011</p>	<p>Policies for drainage infrastructure in association with new developments are contained within the Moray Local Plan, adopted in December 2008. All new road developments are being investigated on a case by case basis. As this action only relates to new developments further steps will need to be taken to resolve the problem in areas of existing developed.</p>	<p>The policies set out in the Local Plan will make a contribution to alleviating future flooding.</p>	
<p>Encourage and assist local people, organisations and businesses to protect and improve the environment</p> <p>Will not continue to monitor</p>	<p>Lead: TMC Contact: Donald Lunan</p>	<p>31/03/2011</p>	<p>It is anticipated that the recently launched LEADER Programme will provide the opportunity for projects to be brought forward to protect and improve the environment. The first round of funding has not yet been approved.</p>	<p>This objective has not yet been met, although there is scope for future projects to be brought forward by community organisations and businesses during the period of the LEADER Programme (2008/13).</p>	
<p>Work with Community Panning partners in the shaping of rural communities in conjunction with the Local Plan</p> <p>Will not continue to monitor</p>	<p>Lead: TMC Contact: Donald Lunan</p>	<p>31/03/2011</p>	<p>The completion of Moray's first Rural Development Strategy and the successful application for LEADER funding should enable this work to progress over the next few years. The infrastructure for the LEADER Programme is now in place with a Project Manager appointed, the Local Action Group established and Council match funding in place for the next 5 years. The Adoption of the Moray Local Plan and Action Plan associated with it (December 2008) will have a significant impact in shaping rural communities over its lifespan.</p>	<p>The putting in place of the infrastructure around the LEADER Programme and Local Plan has made a partial contribution to improving and protecting the natural and built environment of Moray.</p>	
<p>Use Tree Preservation Orders to protect the natural environment</p> <p>Will not continue to monitor</p>	<p>Lead: TMC Contact: Donald Lunan</p>	<p>31/03/2011</p>	<p>A programme of Tree Preservation Orders to be served throughout Moray is contained within the Moray Local Plan, adopted in December 2008.</p>	<p>The drawing up of this programme has made a partial contribution to the outcome with further contributions anticipated as the programme is rolled out over the next few years.</p>	
<p>Finalise Core Paths Plans to identify and agree</p>	<p>Lead: TMC Contact: Donald</p>	<p>31/03/2009</p>	<p>The formal period of consultation on the Draft Core Paths Plan was completed in February 2009 with significant contributions from the public and local access</p>	<p>The Plan was developed and was on target for delivery. However this</p>	

through the Local Outdoor Access Forum suitable walks which have minimal environmental impact SOA 2009-10	Lunan, Ian Bruce		groups in identifying the core paths to be included in the Plan. 24 objections have been received, 12 of which were on the River Spey having been included as a Core Path. The Council's Access Manager is currently speaking to objectors in an effort to negotiate out the objections to avoid a local enquiry. Once in place, the project is also expected to promote further walking opportunities throughout the area with attendant health benefits and tourism opportunities.	project has been delayed due to objections.	
Undertake modifications to vehicles in the Council Fleet to run on greener and more efficient fuels Will not continue to monitor	Lead: TMC Contact: Leslie Thompson, Ian Bruce	30/04/2009	Our staff at the Ashgrove maintenance depot in Elgin purchased a conversion kit for £742.00, modified it, and then fitted it to one on the Environmental Health vans. The savings per annum in terms of diesel costs will be in the region of £2,595.00. The team then designed a fuel conversion system using unwanted component parts, including a redundant heating system which had been removed from a council house which was then fitted to a Kerbside Collection vehicle enabling it to run on used cooking oil from school kitchens. The initial conversion cost was £2,178.00 but future conversion costs will be substantially less than this as much of the original costs involved design time. Projected annual diesel savings arising from this conversion is in the region of £1,200.00. The cooking oil was previously transported down south so there will be a saving in distribution costs as well. Moray is one of the few local authorities in Britain that have been experimenting with using cooking oil as a substitute for fuel and the conversion of the 2 vehicles has reduced our carbon footprint by 29 tonnes. Both vehicles performed fine during cold weather they just required a little longer to heat up. Than Environmental Health van has covered 20,000 miles and the Kerbside Collection vehicle 10,000 miles.	This project has made a limited contribution to date in reducing carbon emissions.	
Prepare a Climate Change Action Plan SOA 2009-10	Lead: TMC Contact: Emma Gordon	31/03/2010	Preparation of the Climate Change Action Plan has been delayed by completion of the Carbon Management Plan. The Plan will include a commitment to the reduction of greenhouse gas emissions and the promotion and development of renewable energy sources.	Addressing the potential impact of climate change is one of the overarching future priorities for the Partnership, but work on preparing the Action Plan is not yet underway.	
Innovative ways of reducing the creation of waste will be supported SOA 2009-10	Lead: TMC Contact: Ian Bruce	31/03/2011	Innovative ways of reducing waste can only be addressed at a national level and the Scottish Government is currently undertaking this. The Council are tracking national developments. Investigations by the Council's waste section on the way forward have concluded and we are now waiting on a Council Committee decision on these proposals. In addition the council agreed to install a biomass heating system at Speyside High school in a desire to reduce its carbon footprint and to investigate renewable energy sources. This project would reduce greenhouse gas emissions and have the potential to stimulate local wood supply businesses	Achieving this objective is largely outwith the Council's control, being dependant on decisions taken at the national level. However the agreement to investigate the installation of a biomass heating system is a move forward.	

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Healthier






Increase pro-active work with people at risk of admission to hospital SOA 2009-10	Lead: CPP Contact: Jane Mackie	31/03/2009	A contract has been agreed with ATOS (Development Consultants), specialising in analysing the patient journey to make their pathway through healthcare services more personalised and effective. Training days have also taken place and further consultations held over the last few months.	This initiative is in the early stages of development and made a partial contribution to the outcome.	
Support action in "towards a mentally flourishing Scotland" Continue to monitor	Lead: MCHSCP Contact: Mike Perera	31/03/2009	A pilot with LEAD Scotland commenced in January 09 to facilitate access to further education for people disadvantaged by mental illness. The pilot is due for completion in June 09.	Given that the pilot has just commenced it has not yet had the opportunity to contribute to the outcome.	
Build on the Scotland's Health at Work programme, and in particular mental health and wellbeing policies Continue to monitor	Lead: MCHSCP Contact: Mike Perera	31/03/2009	Wellbeingworks in a new online and offline personal programme offering information, support and counselling as well as an interactive health portal. Online components include a comprehensive healthcare portal, health bytes, health and wellness newsletter and a personal health risk assessment. As part of addressing health at work, the Council recently re-tendered for their occupational health services. The new service was launched at the beginning of the year offering an employee assistance programme (EAP). The EAP is a 24/7 service which provides free access to a range of specialist support and information including telephone and face-to-face counselling. Moray Health and Social Care Partnership are working together to help Moray Council and NHS staff improve and maintain wellbeing in the workplace and reduce the effects of stress. They are currently carrying out a follow-up survey focusing on stress highlighted in the larger staff survey.	As the successor to Scotland's Health at Work this initiative contributes to overall health and has focused on stress to improve the mental wellbeing of staff.	
Implement DAAT action plan SOA 2009-10	Lead: DAAT Contact: Robin Paterson	31/03/2009	In February 2009 the CPP approved the restructuring of the Moray Drug & Alcohol Partnership (MDAAT) to Moray Alcohol and Drug Partnership (MADP) to ensure robust strategic links between the Healthier Strategic Group, the Safer & Stronger Strategic Group, the Safer Co-ordinating Group and Northern Community Justice Authority. It will also that moray benefits from and contributes towards the Grampian-wide Forum.	Although preparatory work has progressed, the DAAT Action Plan has not yet been finalised or implemented as planned.	
Develop Policy on alcohol issues for the Licensing Board Will not continue to monitor	Lead: CPP Contact: Peter Adamson	31/03/2011	The Forum provides advice and makes recommendations to the Board on alcohol related issues on an ongoing basis. The Local Licensing Forum can play a crucial role in representing the views of the community in relation to alcohol policy to the Licensing Board and through the community planning structure.	This action has not been carried out and therefore not contributed to the outcome of reducing excessive alcohol consumption.	
Develop a strategy to tackle alcohol-related issues SOA 2009-10	Lead: CPP Contact: Sandy Riddell	31/03/2011	A needs assessment is underway based on guidance within the Scottish Advisory Committee on Drug Misuse report on integrated care for drug and alcohol users. The needs assessment will be presented to the DAAT strategy group early in April for consideration and prioritising of areas for inclusion in the action plan. The strategy will now be taken forward as a priority of the new Moray Drug and Alcohol Partnership.	This relates to the DAAT Action Plan, highlighted in the last but one comment.	
Continue to provide Smoking Advice Service	Lead: NHSG Contact: Tracy Gervaise	31/03/2009	The Smoking Advice Service has continued to operate throughout the year. A review of Grampian wide Smoking Advice Services is at the discussion stage with a view to being completed in Sept 2009.	This project has made a partial contribution to reducing the number of people in Moray who smoke. It is felt	

Continue to monitor			A multi-agency Local Tobacco Alliance is to be established later this year in Moray.	that the involvement of other agencies in the proposed Tobacco Alliance will make a greater impact over the next year.	
Implement maternal tobacco use initiative Continue to monitor	Lead: NHSG Contact: Tracy Gervaise	31/03/2009	This project was recently launched to seek to reduce the number of mothers smoking during pregnancy. A postholder was appointed to lead the initiative, Health Visitors have completed smoking cessation training and the number of referrals is steadily increasing. A work plan for 2009/10 has been completed.	This initiative has only recently been launched and has thusfar only made a partial contribution to addressing the problem.	




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Safer and Stronger

Develop & support engagement for people experiencing disadvantage SOA 2009-10	Lead: TMC Contact: John Ferguson	31/03/2009	A Community Support Unit will be in place by August 2009. Proposals regarding the role and operation of the Unit are currently out for consultation. The unit would provide support and capacity building assistance to area forums, community councils, village halls and other community groups and organisations. It would also support new community based initiative. Fairer Scotland Fund (FSF) priority setting is in place and decisions about to be made on first round of funding applications.	Though work has progressed work has concentrated mainly on process. Therefore this action has only partially contributed to the outcome.	
Further develop and implement process to identify and target health inequalities Will not continue to monitor	Lead: NHSG Contact: Elaine Brown	31/03/2009	Following an unsuccessful funding bid, Moray is continuing to follow the principles of the Equally-Well test site model with the aim to achieve a whole system integrated approach to More Choice More Chances in the short term but in the longer term to develop into other areas of the service. There is a need to look at the pathways for young people accessing appropriate public services to support their needs.	Since the unsuccessful funding bid, limited work has been undertaken and therefore this action has not contributed to tackling deprivation.	
Fairer Scotland Fund SOA 2009-10	Lead: TMC Contact: John Ferguson	31/03/2009	Fairer Scotland Fund (FSF) priority setting is in place and decisions about to be made on first round of funding applications. The focus of the FSF is targeted at <ul style="list-style-type: none"> ➢ Regenerating the most disadvantaged areas ➢ Improving life chances for individuals and groups experiencing poverty and disadvantage ➢ Improving employability All proposals approved for the funding will address one or more of these targeted areas.	Though work has progressed no projects were completed and work has concentrated mainly on process. Therefore this action has only partially contributed to the outcome.	
Training in Racial Incidents Monitoring Form (RIMF) SOA 2009-10	Lead: TMC Contact: Fiona Simpson	31/03/2009	It has been agreed that the RIMF be renamed as Equality Incidents Monitoring Form (EIMF) and launched in April. Guidance will be available in how to complete the EIMF. A roll-out plan for EIMF is currently being drawn up.	As this action was not completed within this year it has not contributed to the outcome.	
Develop a Corporate Equality Strategy SOA 2009-10	Lead: TMC Contact: Fiona Simpson	31/03/2009	The strategy has been drafted and will be used to establish the Single Equality Scheme, where areas of multiple-discrimination can be focussed.	As this action was not completed within this year it has not contributed to the outcome.	
Implement the recommendations of the Moray Learning Disability Strategy Will not continue to monitor	Lead: TMC Contact: Ann Slee	31/03/2011	The Learning Disability Strategy (2007-2010) contains 11 Themes. <ol style="list-style-type: none"> 1. Enabling and sustaining independence- Of the 8 sub sections, 3 are complete and 5 partially completed with work ongoing. 2. Promoting Inclusion – Of the 14 sections, 7 are complete and 7 partially completed with work ongoing. 3 Meeting specialist healthcare needs – Of the 4 sections, 2 are complete and 2 partially complete with work ongoing. 4. Safety and Protection – Of the 5 sections, 3 are complete and 2 partially completed and near completion. 5. Record Keeping and Communication – Of the 8 sections, 1 is complete and 7 are partially completed. 6. Meeting staff needs – Of the 10 sections 5 are complete, 4 partially 	The actions within the learning disability strategy tackled inequalities for this equality group. However the actions did not specifically contribute to reducing literacy and numeracy and there is further work required to enable people with learning disabilities to be included in their community, such as access to buildings, changing facilities, and appropriate signage. Therefore this action has only partially	








			<p>completed and 1 not completed. This final section relates to the ability of providers to use each other's training resources to increase efficiency of training programmes. We will continue to try and address this through our Providers meetings.</p> <p>7. Developing Partnership Working – Of the 8 sections, 2 are complete, 5 partially and 1 not complete.</p> <p>8. Leadership and Direction – Of the 4 sections 2 are complete, 1 partially and 1 not complete</p> <p>9. Financial Resources and Information Management-Of the 3 sections, 2 are complete and 1 is well underway to completion</p> <p>10. Lifelong Learning – Of the 2 sections, 1 is complete and the other simply requires to be audited to ensure the outcome has been achieved.</p> <p>11. Capacity for Improvement – Of the 2 sections, both are partially completed. It should be noted that work is ongoing nationally to agree performance measures for LD services.</p>	contributed to the outcome.	
<p>Develop the Moray Lifelong Learning Strategy</p> <p>SOA 2009-10</p>	<p>Lead: TMC Contact: Mike Devenney, Graham Jarvis</p>	31/03/2009	<p>The Lifelong Learning Strategy has been developed in draft and implementation is due to commence by February 2009.</p> <p>The strategy has been developed but discussions continuing on how Lifelong Learning Forum is to be located within new planning structures. In the meantime, important aspects of the strategy are being progressed outwith these arrangements.</p>	As this action was not completed within this year it has not contributed to the outcome.	
<p>Develop joint working on accidental injury prevention, including the provision of robust local health data on injuries requiring health treatment, to allow measurement and targeting of effective interventions</p> <p>Continue to monitor</p>	<p>Lead: CPP Contact: Tracy Gervaise, Kevin Leckie</p>	31/03/2009	<p>A number of actions have been carried out during 2008-9 such as :</p> <ul style="list-style-type: none"> ➤ Pre 5` s Accident Prevention action plan is in place. ➤ Training to be delivered to Health Visitors and Sure Start Nursery Nurses in Spring 2009. ➤ Health Visitors integrate home safety into existing parenting programmes and initiatives. ➤ Provision of home safety starter packs provided to vulnerable families identified by Health Visiting teams Moray-wide. ➤ Healthpoint Service provides accident prevention information, advice and support on an on-going basis. ➤ Healthpoint Service also links and supports Ward 2 Dr Grays on accident prevention advice and provides support to patients and carers. 	<p>Though some work has progressed work has concentrated mainly on process. Therefore this action has only partially contributed to the outcome.</p> <p>Does not match outcome.</p>	
<p>Develop a strategy on domestic abuse - particularly repeat offenders</p> <p>SOA 2009-10</p>	<p>Lead: TMC Contact: Adrian Moar</p>	31/03/2009	<p>The strategy has been delayed pending a strategic assessment, the recommendations from which will not be known until the beginning of May. Once this has been completed a strategy on domestic abuse will be developed. The issue of repeat offenders is being address, the subject formed a large part of the recent Domestic Abuse Forum Conference and projects elsewhere are still being looked into.</p>	As this action was not completed within this year it has not contributed to the outcome.	
<p>Development of a revised youth justice strategy for Moray</p> <p>SOA 2009-10</p>	<p>Lead: CPP Contact: Jane Murphy</p>	31/03/2011	<p>This strategy has not been developed.</p>	As this action was not completed within this year it has not contributed to the outcome.	
<p>Implementation of the Northern Criminal Justice Authority 3-year Plan</p> <p>Will not continue to monitor</p>	<p>Lead: TMC Contact: Blair Dempsey</p>	31/03/2011	<p>Moray Council Criminal Justice Team continues to work within the framework of the Northern Community Justice Authority Three Year (2008-2011) Plan. A one year plan indicating how this will be achieved during 09-10 is being prepared and will be completed and implemented on 27 April 2009.</p>	As this action was not completed within this year it has not contributed to the outcome.	








<p>Improve signage in public buildings to enable adults with limited literacy skills</p> <p>Will not continue to monitor</p>	<p>Lead: CPP Contact: Sally Chisholm</p>	31/03/2009	<p>The signage is still not in place. Discussions are taking place with Enable to progress the project over the next year.</p>	<p>As this action was not completed within this year it has not contributed to the outcome.</p>	
<p>Work towards the review of the LHS for 2009</p> <p>SOA 2009-10</p>	<p>Lead: CPP Contact: Jill Stewart</p>	31/03/2009	<p>Scottish Government Guidance on LHS received during 2008/09. and the timescale for updating LHS was agreed in December 2008. Draft Revised LHS to be presented to Council during 2009/10 following discussion with partners through the Housing Strategy Group.</p>	<p>The revised LHS will detail actions that will contribute to the achievement of this outcome.</p>	
<p>Review / implement the affordable housing guidance to enable affordable housing contributions from developers</p> <p>SOA 2009-10</p>	<p>Lead: CPP Contact: Jill Stewart</p>	31/03/2009	<p>Draft Consultation document considered by Council's Planning and Regulatory Committee and Communities Committee in January 2009. The guidance proposed to increase the amount of affordable housing that should be provided in new housing developments from 20% to 25%. Outcome of consultation to be presented to Council's Planning and Regulatory Services and Communities Committees in May 2009.</p>	<p>This action contributes to the achievement of the outcomes as it will affect the percentage of affordable housing to be sought from developers.</p>	
<p>Implement Housing (Scotland) Act 2006</p> <p>SOA 2009-10</p>	<p>Lead: CPP Contact: Jill Stewart</p>	31/03/2009	<p>Guidance for implementation received from Scottish Government during 2008/09. Implementation Plan agreed by the Council to take forward preparation for implementation by April 2010. In 2008-09 it contributed to the cost of 38 disabled adaptations and 95 care and repair requests.</p>	<p>This action contributes to the outcome as it will affect the quality of housing in Moray.</p>	
<p>Implement a Common Housing Register with Aberdeenshire Council and RSLs In Aberdeenshire and Moray</p> <p>SOA 2009-10</p>	<p>Lead: CPP Contact: Jill Stewart</p>	31/03/2009	<p>Work is progressing on the development of a CHR. Report was presented to the Council's Communities Committee in January 2009 with a revised timescale for completion by November 2009 due to software related issues.</p>	<p>Implementation of a CHR will assist applicants for housing by obviating the need for applications to be made to each housing provider.</p>	
<p>Revise and implement Community Learning and Development Strategy</p> <p>Will not continue to monitor</p>	<p>Lead: TMC Contact: Graham Jarvis</p>	31/03/2010	<p>This strategy has not been revised.</p>	<p>As this action was not completed within this year it has not contributed to the outcome.</p>	
<p>Implement CPP Community Engagement Strategy</p> <p>Will not continue to monitor</p>	<p>Lead: TMC Contact: John Ferguson</p>	31/03/2010	<p>This will be developed by Sept 09 as part of Community Engagement Action Plan, agreed by Community Engagement Strategy Group on April 23.</p>	<p>As this action was not completed within this year it has not contributed to the outcome.</p>	
<p>Ensure the implementation of the National Standards for community engagement</p>	<p>Lead: TMC Contact: John Ferguson</p>	31/03/2009	<p>The National Standards will be re-launched by September 09 as one of the actions within the Community Engagement Action Plan</p>	<p>As this action was not completed within this year it ahs not contributed to the outcome.</p>	

Will not continue to monitor					
Provide training for staff in Community Engagement Activity	Lead: TMC Contact: John Ferguson	31/03/2011	Community Engagement Action Plan contains proposals for training needs analysis, a training programme for staff and an annual gathering of stakeholders.	As this action was not completed within this year it has not contributed to the outcome.	
Continue to monitor					
Ensure that all young people have access to a youth worker	Lead: TMC Contact: Karen Delaney, Ian Todd	31/03/2011	Youth workers are available in each ASG, but in extremely limited capacity. However it has enabled some young people to become part of the youth council core group.	Though work has progressed it has had limited capacity. Therefore this action has only partially contributed to the outcome.	
Will not continue to monitor					
Implement the Youth Strategy	Lead: TMC Contact: Roddy Burns	31/03/2011	Progress on the Youth Strategy was reviewed in Feb 09 - good progress being made against majority of actions, although some outstanding actions, relating to transport and availability of community facilities remain to be addressed.	The youth council is using this strategy to build their priorities for the future.	
Will not continue to monitor				Though work has progressed it has concentrated mainly on process. Therefore this action has only partially contributed to the outcome.	

2008 – 09 : UNMET ACTIONS






Smarter

Developing a Sustainability Cluster Will not continue to monitor	Lead: HIEM Contact: Martin Johnson, Ian Fraser	31/03/2010	Meetings have taken place with local organisations and stakeholders active in sustainability in Moray, who are keen to be involved in a Sustainability Cluster. This is an initiative to examine and address common opportunities and barriers to progress for businesses, leading to improved GVA and productivity. Further work in progressing the project will continue this year. Discussions are still ongoing with Higher Education partners and the Forestry Commission regarding the establishment of the National Centre for Sustainability to be sited in Moray. Site options have been provisionally explored. Much of the anticipated benefits from the development of a sustainability cluster hinge on the success of this National Centre, and it is recognised that this is a complex area to resolve	This project is still at the early stages of development and therefore has not contributed to improving the skills of the workforce.	
Institute for Food & Drink Technology Will not continue to monitor	Lead: HIEM Contact: Martin Johnson, Ian Fraser	31/03/2009	This project is aimed at moving businesses in Moray up the value chain through innovation and development and management training. It is no longer proceeding in terms of a stand alone facility in Moray, but options of collaboration with similar activity in Grampian are being explored.	This project has changed course during the year, but has not contributed to the outcome.	
Development of Research Cluster Will not continue to monitor	Lead: HIEM Contact: Martin Johnson, Ian Fraser	31/03/2010	Two meetings of potential members of a Moray Research Group were held in early 2008/09. A conscious decision was taken not to meet again until individual agendas have been clarified. Meetings will resume early in 2009/10 with a view to progressing the project further.	The development of a Moray Research Cluster has been out on hold and not yet contributed to the outcome	
Realising and marketing Moray's Health and Social Care potential Will not continue to monitor	Lead: NHSG Contact: Andrew Fowlie, Mike Devenney	31/03/2009	The Masterplan and Business Case in respect of taking this project forward are being progressed and are due to be completed in June 2009. The proposed Moray Lifesciences Centre now forms phase 1 part of the campus master plan.	Though work has progressed work has concentrated mainly on process. Therefore this action has only partially contributed to the outcome.	
International learning centre for health and community care in remote and rural areas Will not continue to monitor	Lead: NHSG Contact: Andrew Fowlie, Mike Devenney	31/03/2009	Elements of this project are now being incorporated within the Life Science Centre project.	Though work has progressed work has concentrated mainly on process. Therefore this action has only partially contributed to the outcome.	
Managing integrated health and social care Will not continue to monitor	Lead: NHSG Contact: Andrew Fowlie	31/03/2010	Elements of this project are now being incorporated within the Life Science Centre project.	Though work has progressed work has concentrated mainly on process. Therefore this action has only partially contributed to the outcome.	
Chair in Food & Drink Technology Will not continue to monitor	Lead: UHI Contact: Mike Devenney	31/03/2009	Creating a Chair in Food and Drink Technology is a longer-term vision, being considered as part of a potential Food and Drink research facility. In the meantime a PhD studentship in Food is to be created as a step towards that goal. This opportunity has now been advertised.	Though the original action was not achieved, they have put in place interim measure which has contributed to research and development within the food industry.	

Chair in Healthcare Training in remote and rural areas Will not continue to monitor	Lead: UHI Contact: Mike Devenney	31/03/2009	Creating a Chair in Healthcare Training is again a longer-term vision. linked to the proposed Life Sciences facility. In the meantime, a PhD studentship in Rural Health is to be created. It is expected that an appointment will be made by June 2009.	Though the original action was not achieved, they have put in place interim measure which has contributed to research and development within the food industry.	
Chair in Integrated Health Care Management Will not continue to monitor	Lead: UHI Contact: Mike Devenney	31/03/2009	Creating a Chair in Integrated Health Care Management is a longer-term vision, linked to the proposed Life Sciences facility. In the meantime, a PhD studentship in Rural Health is to be created with an appointment expected by June 2009.	Though the original action was not achieved, they have put in place interim measure which has contributed to research and development within the food industry.	
Promote engagement with CPD to improve learning experiences Will not continue to monitor	Lead: TMC Contact: Lynn Whitelaw	31/03/2009	Paperwork on the Professional Review and Development system is ready to be reviewed by the Local Negotiating Committee for Teachers. Arrangements for implementation are expected to be agreed in the near future.	This action has not yet contributed to meeting the outcome.	
Support establishments in improving practice in learning and teaching Complete	Lead: TMC Contact: Paul Watson	31/03/2009	Work is now complete in all identified schools to embed the principles of writing across the curriculum and work is ongoing with the development of a support pack. This will continue into session 2009/10. Work on the development of an authority literacy policy is ongoing and will extend beyond March due to national advice. This will be taken forward at a later date in line with national developments.	Schools have been supported over the year to improve their practices for the benefit of the pupils' learning.	
Review youth intervention initiatives Complete	Lead: TMC Contact: Graham Jarvis	31/03/2009	Youth Services Review has been reported to Full Council in April. In this report interim recommendations have been made alongside proposals for medium term work that will remodel the initiatives of the service. At the moment these recommendations and proposals are confidential to enable further investigations into their impact.	This review has made a partial contribution to date but until the full impact of the proposals are explored this cannot be progressed further.	
Implement Childsmile programme Will not continue to monitor	Lead: NHSG Contact: Tracy Gervaise	31/03/2009	The implementation of the Childsmile Programme has been held up by the resignation of the Co-ordinator Moray. The Project Plan is still in its initial stages. The project is now managed by the Public Health Lead and Assistant Clinical Dental Director of MCHSCP.	The delay in implementing the Programme has meant that it has made little contribution to the outcome.	
Implement Unicef infant feeding programme Continue to monitor	Lead: NHSG Contact: Tracy Gervaise	31/03/2009	Stage One assessments have been completed. Stage One assessments and assessment mechanisms are required to enable breastfeeding and baby friendly policies to be implemented and maintained.	This Programme has made a partial contribution to date in improving the health of young children.	

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Wealthier and Fairer

<p>Make available land at Chanonry Industrial Estate for business units in anticipation of necessary relocations to make way for the Elgin Flood Scheme.</p> <p>Continue to monitor</p>	<p>Lead: TMC Contact: Donald Lunan, John Black</p>	31/03/2009	<p>Work has started in upgrading of Chanonry land to accommodate replaced businesses from Grampian Road. There is no completion date set yet for this project.</p>	<p>As this action was not completed within this year it has not contributed to the outcome.</p>	
<p>Monitor and accelerate where we can, infrastructure projects that emanate from transport studies and assessments</p> <p>SOA 2009-10</p>	<p>Lead: TMC Contact: Sandy Ritchie</p>	31/03/2009	<p>The strategic focus this year has been on addressing traffic congestion in Elgin. A case was prepared and submitted in support of an Elgin Bypass but this was not included in Government programme for the next few years. However, a recent meeting with the Transport Minister has promised closer working relations between the Council and Government to address Elgin's traffic congestion. Work has progressed to investigate route options and funding opportunities to improve the flow of traffic round the south side of Elgin. Developer contributions have made a valuable contribution in progressing this project. A decision has been taken to defer a start date for Edgar Road extension road to maximise the opportunity for EU funding.</p> <p>Work with statutory bodies and local and regional stakeholders to develop transportation strategies to improve and extend the transport infrastructure within and serving Moray. Edgar Rd extension project provides connectivity for roads improvement, sports hall development and future housing provision</p>	<p>By progressing transport projects they will contribute to the improved transport infrastructure. Though work has progressed no projects were completed and work has concentrated mainly on process. Therefore this action has only partially contributed to the outcome.</p>	
<p>Monitor the construction of the Reiket Lane Railway Bridge and ensure completion on target</p> <p>SOA 2009-10</p>	<p>Lead: TMC Contact: Sandy Ritchie, Neil Fotheringham</p>	31/03/2009	<p>Contract started in Jan 2009 on this integral link in improving flow of traffic on south side of Elgin. Demolition, piling, bridge bases are now all complete with earthworks half completed and concrete bridge beams to be placed by mid May. Revised completion date of 31 August 2009.</p>	<p>The project which will improve transport in and around Elgin has begun and is anticipated to complete in August 2009. However it was not completed within the timescales of this SOA and therefore is only partially complete and contributing to the outcome.</p>	
<p>Buckie – acquisition of harbour-side land and the development of an iconic office</p> <p>Continue to monitor</p>	<p>Lead: TMC, HIEM Contact: Sandy Ritchie, Ian Fraser, Martin Johnson</p>	31/03/2009	<p>Council committee of 31/03/09 agreed that officers should identify interest in marina facilities, establish business case, investigate potential conflict in harbours uses & funding mechanisms for developments. No progress on development of iconic office, pending decision on harbour developments. Land to be acquired by HIEM from TMC.</p> <p>Detailed planning and costing to be undertaken. Planning permission sought and granted Need for TMC and HIE to collaborate in finding appropriate solution but TMC to take initial actions.</p>	<p>As this action was not completed within this year it has not contributed to the outcome.</p>	
<p>Buckie - Business Park with Speculative office.</p> <p>SOA 2009-10</p>	<p>Lead: HIEM Contact: Ian Fraser, Martin Johnson, Donald Lunan, John Black</p>	31/03/2010	<p>The nature of the proposed land deal was complex, but has simplified towards the end of 08/09.</p> <p>It is anticipated that a conditional deal to acquire the land will be struck in quarter 1 of 2009-10 and that costing and application for planning permission will follow.</p>	<p>As this action was not completed within this year it has not contributed to the outcome.</p>	

Elgin – Business Park SOA 2009-10	Lead: HIEM Contact: Ian Fraser, Martin Johnson, Donald Lunan	31/03/2009	HIE seeking to purchase West site from the Council. Consultants currently engaged on technical site survey and investigating access costs - not due for completion until Jul 2009. Thereafter HIE will seek to negotiate with Moray council over a conditional purchase with costing and an application for planning permission to follow	As this action was not completed within this year it has not contributed to the outcome.	
Elgin - Development of University Campus Continue to monitor	Lead: UHI Contact: Mike Devenney	31/03/2009	The Masterplan and Business Case in respect of taking this project forward are being progressed and are due to be completed in June 2009. Master plan to be developed, business case made. The proposed Moray Lifesciences Centre now forms phase 1 part of the campus master plan.	Though work has progressed work has concentrated mainly on process. Therefore this action has only partially contributed to the outcome.	
Moray Towns economic transformation project. SOA 2009-10	Lead: TMC Contact: Donald Lunan	31/03/2009	Moray Towns Partnership (amended title) has been established with Steering Group and local groups in place in each of four towns to take forward the action plans which have been drawn to address a variety of business, tourism and environmental projects. Project currently seeking to match fund into LEADER and National Town Regeneration Fund for 2009/10 - match funding must be in place before action plans are implemented. Conservation Area Regeneration scheme in Keith set up with Moray Council and Historic Scotland requires to apply for funding bid.	Though work has progressed work has concentrated mainly on process. Therefore this action has only partially contributed to the outcome.	
Moray the Brand Will not continue to monitor	Lead: HIEM Contact: Martin Johnson	31/03/2010	Prior to taking forward the "Brand" it was agreed that a tourism strategy was required to set the direction.	Though work has progressed work has concentrated mainly on process. Therefore this action has only partially contributed to the outcome.	
Complete the Rural Development Strategy Will not continue to monitor	Lead: TMC Contact: Donald Lunan	31/03/2009	Moray's first Rural Development Strategy was finalised and approved to inform the bid for LEADER European funding. Application and Business Plan for LEADER was approved for 2008-13. Local Action Group set up. Project Manager appointed and Council match funding in place for 5 years. Over the five years of the Programme it is anticipated over £1m will be generated in delivering actions.	Though work has progressed work has concentrated mainly on process. Therefore this action has only partially contributed to the outcome.	
Elgin – Development of Moray Lifescience Centre Continue to monitor	Lead: UHI Contact: Mike Devenney	31/03/2009	This is an ambitious project, led by Moray College and NHS Grampian seeking to deliver a research facility around the wider health and social care agenda. The Business Case has been completed and over £30m of European funding secured. Vision and Master Plan to be developed, leading to an action plan Business case nearing completion and will be considered by various agencies by end of May 200	Though work has progressed work has concentrated mainly on process. Therefore this action has only partially contributed to the outcome.	
Development and implementation of a Tourism Strategy Will not continue to monitor	Lead: TMC Contact: Donald Lunan	31/03/2010	A tourism strategy has been completed and reported to Tourism Group. A private sector led Direct Marketing Organisation which will take forward the strategy, has been established, steering group is in place and currently recruiting the Executive team to lead the implementation of the strategy.	Though work has progressed work has concentrated mainly on process. Therefore this action has only partially contributed to the outcome.	
Promoting the Moray area as a place in which to live, work and visit. Will not continue to monitor	Lead: HIEM, TMC Contact: Ian Fraser, Martin Johnson, Donald Lunan	31/03/2010	The action to promote the Moray area is related to two actions within this plan i.e. Moray the Brand and the tourism strategy. This action as well as the previous actions rely on the tourism strategy to set the direction.	Though work has progressed work has concentrated mainly on process. Therefore this action has only partially contributed to the outcome.	
Marketing communications plan to be developed. SOA 2009-10	Lead: HIEM Contact: Ian Fraser, Martin Johnson	31/03/2009	This project has not been progressed.	As this action was not completed within this year it has not contributed to the outcome.	

