



# ***MORAY COMMUNITY PLANNING PARTNERSHIP SINGLE OUTCOME AGREEMENT***

## **Smarter**

**(National Outcomes 3, 4, 5 and 8  
Actions update Quarter 3 2008/09)**

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

### **Required Actions/commitment by local partners for these outcomes - Better trained workforce**

| Project   | Objectives/Comment – 08/09   | Lead               | Year  | Project Milestone & timescale  | Progress   | Identify Cross-Cutting issues | Contact details                          |
|---|--|--------------------|-------|--|--|-------------------------------|--|
| Development of a high quality Moray business leadership programme | Recruitment of a cohort of business leaders thereby leading to improved GVA and productivity | HIEM               | 08/11 | Cohort from Moray's business community to be recruited by December 2008. | Institute of Directors won contract. Target list of business leaders developed from HIE, and IOD working towards a cohort for training to begin in quarter 4 of 2008/09. Training cohort with IOD started Jan 09   |                               | Martin Johnson<br>Ian Fraser<br>Both HIE |
| Pilot volunteer recognition programme with Moray Council          | To be considered during 08/09  | TMC                | 08/09 |  | Action lead needs to be confirmed  |                               |  |
| Research and development in distance technology                   | Under way  | UHI / Distance Lab | 08/09 | Recruitment of Researchers, Interns and Core Staff completed             | Distance Lab progressing towards strategy and targets, now in year 2 of operations.  |                               | Mike Devenney<br>Moray College           |
| Development of an integrated workforce development plan for Moray | Draw upon the outcome of the business skills audit (07/08)                                   | UHI/MC             | 08/09 |  | Recognised problem with qualification profile of Moray workforce. Targeting approach being developed, a number of sectors have already established plans and work is being done to develop plans within other key sectors including the Care sector and Tourism. |                               | Mike Devenney<br>Moray College           |

### **Required Actions/commitment by local partners for these outcomes - Development of research and development focussing on growth sectors and areas of strength in Moray**

| Project                             | Objectives/Comment – 08/09   | Lead             | Year  | Project Milestone & timescale                       | Progress   | Identify Cross-Cutting issues | Contact details                          |
|-------------------------------------|--|------------------|-------|---|--|-------------------------------|--|
| Developing a Sustainability Cluster | Scottish Centre for Sustainable Development<br>Development of a Sustainability Group. There are a number of organisations and stakeholders active in sustainability in Moray. This is an initiative to identify these, bring them together, look for common opportunities and barriers and then do something about the opportunities and barriers, thereby leading to improved GVA and productivity. | HIEM<br><br>HIEM | 08/10 | Vision and strategy to be developed during 2008/09. | Business plan for the National Centre for Sustainable Development under development. Development of a Moray Sustainability Cluster underway. |                               | Martin Johnson<br>Ian Fraser<br>Both HIE |

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|---|---|--------------------|-------|--|--|--|--|
| Research and development in distance technology                                       | Under way. Project will deliver GVA growth, productivity and population benefits.   | UHI / Distance Lab | 08/09 | Vision and strategy to be developed during 2008/09.  | Business plan for the National Centre for Sustainable Development under development. Development of a Moray Sustainability Cluster underway. |  | Mike Devenney<br>Moray College                             |
| Institute for Food & Drink Technology   | Development of business case. Aim is to move businesses in Moray (and Scotland up the value chain through innovation (packaging, processing and marketing) and development of leadership and management thereby leading to improved GVA and productivity.   | HIEM & UHI/MC      | 08/09 | Tender for project scope to go to market in quarter 4 of 2008/09.  | On target to go to market for a commission to scope the business case.   |  | Martin Johnson<br>Ian Fraser<br>Both HIE                   |
| Development of Research Cluster   | Development of a Moray Research Group, action plan. There are a number of organisations and stakeholders active in research in Moray. This is an initiative to identify these, bring them together, look for common opportunities and barriers and then do something about the opportunities and barriers, thereby leading to improved GVA and productivity.  | HIEM & UHI/MC      | 08/10 | Research plan to be in place for end of 2008/09 with prioritised objectives for 2009/10.   | Inaugural meeting of the Moray Research Cluster has taken place. Research plan under development between UHI, NHS and HIE.                   |  | Martin Johnson<br>Ian Fraser<br>Both HIE                   |
| Realising and marketing Moray's Health and Social Care potential                      | Development of an action plan. Working with NHS Grampian and UHI/Moray College HIE are scoping and planning a potential life-sciences facility; a mix of teaching and research. This would be complementary to the Centre for Life Sciences in Inverness. Anticipate that the proposed facility will support the development of commercial activities in the sphere of life sciences, thereby new economic activity would support out growth ambitions. | NHSG               | 08/09 | If the necessary agreement and planning permission can be obtained, the end of 2009 could commence construction of a Lifescience Centre. This would form part of the redevelopment of Moray College's main campus. | Business case now being developed and is on track for completion by March 2009.<br><br>Outline plans for the building have been drawn up.    |  | Mike Devenney<br>Moray College<br><br>Andrew Fowlie<br>NHS |
| International learning centre for health and community care in remote and rural areas | Development of business case and action plan  | NHSG               | 08/09 |  | Elements of this project are being incorporated within the Life Science Centre project.  |  | Mike Devenney<br>Moray College<br><br>Andrew Fowlie<br>NHS |
| Managing integrated health and social care  | Development of business case and action plan  | NHSG               | 08/10 |  | Elements of this project are being incorporated within the Life Science Centre project.  |  | Andrew Fowlie<br>NHS                                       |

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| Chair in Food & Drink Technology                       | To be considered as part of development of Institute for Food & Drink Technology | UHI/MC | 08/09 | There is no immediate prospect of this happening.  | PhD studentship in Food to be created in the first instance. Should be able to bring this about early in 2009.     |  | Mike Devenney<br>Moray College |
| Chair in Healthcare Training in remote and rural areas | To be looked at during 08/09   | UHI/MC | 08/09 | There is no immediate prospect of this happening. However, an Honorary Professorship has been awarded by UHI to Grant Cumming of NHS Grampian. | PhD studentship in Rural Health to be created in the first instance. Should be able to achieve this early in 2009. |  | Mike Devenney<br>Moray College |
| Chair in Integrated Health Care Management             | To be looked at during 08/09   | UHI/MC | 08/09 | There is no immediate prospect of this happening. However, an Honorary Professorship has been awarded by UHI to Grant Cumming of NHS Grampian. | PhD studentship in Rural Health to be created in the first instance. Should be able to achieve this early in 2009. |  | Mike Devenney<br>Moray College |

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

### Required Actions/commitment by local partners for these outcomes - Curriculum for Excellence – Successful Learners

| Project   | Objectives/Comment – 08/09 | Lead | Year  | Project Milestone & timescale | Progress  | Identify Cross-Cutting issues | Contact details           |
|---|----------------------------|------|-------|-------------------------------|---|-------------------------------|---------------------------|
| Support staff in schools to raise attainment, particularly in under attaining schools and departments | Council priority           | TMC  | 08/11 |                               | <p>EdS08005.3 Strengthening the provision and staff development in specific areas (e.g. Autism, Challenging Behaviour, Child Protection) - Proposals for the restructuring of the Inclusion and Support Service are currently being consulted on. Staff training is ongoing.</p> <p>EdS08007.1 To improve systems for self evaluation and improvement planning across the service -Practice is shared at primary and secondary head teacher's meetings with input from HMIE District Inspector at the meetings. Further specific in-service training for primary head teachers on self-evaluation is planned for February. The review of self-evaluation in CLD and Libraries and Museums has commenced.</p> <p>EdS08007.2 To develop further the use of available data, particularly attainment data in schools, at all levels - The data working group reviewing the process of prelim analysis met in December. The format of prelim data was discussed with new format to be applied this year. UPSA inclusion to carry on this year. Inclusion of baseline data in summary sheets this year. Engaging with head teachers and staff regarding the use of data continues to be a feature during audits and visits.</p> |                               | S.I.P.<br>George Sinclair |

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| Involve parents more directly in supporting all aspects of their child's education | Council priority                  | TMC | 08/11 |  | EdS08006.1 The draft Parental Involvement Strategy has been completed. Following final discussion with the parental involvement strategy group, SMT, and Educational Services, the strategy will be sent out to stakeholders for consultation. A programme of training and meetings for representatives of Parent Councils is being arranged for session 2008-09.  | S.I.P.<br>John Trodden                      |
| Continue to address underachievement at credit level and in S5/S6                  | Service Improvement Plan priority | TMC | 08/11 |  | EdS08002.2 - Senior school staff training on analysis of examination statistics has been completed. Data working group meeting to consider the approach to examination estimates. All QIOs have met with HEDs to discuss individual schools.   | S.I.P.<br>Vivienne Cross<br>George Sinclair |
| Continue to address issues of underachievement in the lowest attaining 20%         | Service Improvement Plan priority | TMC | 08/11 |  | EdS08002.3 – The draft strategy to facilitate the planning and use of the LAC database has been completed. Looked After Children database has been revised and is being piloted with support agencies. Action Plan in development to respond to all 19-action points of "We Can And Must Do Better", the Scottish Government major initiative in relation to Looked After Children. A task group is currently revising and reworking the council's policy on Looked After Children in relation to how the Council monitors the progress of Looked After Children. Attainment Data is being analysed. The sharing of data with schools is being reviewed in order to integrate Looked After Children data with other tasks and information assigned to schools. | S.I.P.<br>Vivienne Cross<br>Mark Elvines    |

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|--|-----------------------------------|-----|-------|--|--|--|---------------------------|
| Develop strategies to achieve high standards of performance in national examinations               | Council priority                  | TMC | 08/11 |  | All other actions in this section feed into this overarching aim. Refer to all other progress updates.   |  | S.I.P.<br>George Sinclair |
| Publish a comprehensive Schools Information Report covering achievement, attainment and attendance | Council priority                  | TMC | 08/11 |  | Public Performance Report 2008 being compiled and will be complete in March 2009.  |  | S.I.P.<br>George Sinclair |
| Support schools to implement finalised Curriculum for Excellence outcomes                          | Service Improvement Plan priority | TMC | 08/11 |  | EdS08002.1 – Plans are in place for secondary schools to review their curriculum structure. Moray's response to the consultation on changes to examinations submitted to inform the national position. Initial work undertaken on the consultation with a number of bodies on the 32 period week model with full consultation by schools being undertaken between January and June 2009. |  | S.I.P.<br>George Sinclair |

**Required Actions/commitment by local partners for these outcomes - Curriculum for Excellence – Confident individuals, effective contributors & responsible citizens**

| Project  | Objectives/Comment – 08/09                             | Lead | Year  | Project Milestone & timescale | Progress   | Identify Cross-Cutting issues | Contact details   |
|--|--|------|-------|-------------------------------|--|-------------------------------|---|
| Review systems which recognise wider achievement | Educational Services Service Improvement plan priority | TMC  | 08/09 |                               | EdS08010.2 - Celebrating Success Strategy agreed by the Senior Management Team following consultation and will be pursued over the rest of the 2008/09 session.<br><br>EdS08010.3 – A Quality Improvement Officer is now a member of the Benchmarking Committee and this forms part of the discussion at this national group. Heads of Departments to be updated on regular basis. |                               | S.I.P.<br>Donald Duncan<br>Sheila Campbell<br>Vivienne Cross<br>Karen Delaney |

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|---|-----------------------------------|-----|-------|--|---|-------------------------|
| Promote engagement with CPD to improve learning experiences           | Service Improvement Plan priority | TMC | 08/09 |  | EdS08008.1 Progress in developing a shared understanding of CPD experiences for staff which impacts positively on learning and service delivery with a performance, review and development system under discussion with a limited group before wider consultation progresses  | S.I.P.<br>Lynn Whitelaw |
| Support establishments in improving practice in learning and teaching | Service Improvement Plan priority | TMC | 08/09 |  | EdS08001.1- Support packs for teachers have been produced on Writing Across the Curriculum, Reading Across the Curriculum and associated staff development courses have been delivered for the schools identified by officers. Work on the development of an authority literacy policy is ongoing and will extend beyond March 2009 as dictated by National Developments. Work will continue in schools to embed the principles of reading and writing across the curriculum. | S.I.P.<br>Paul Watson   |
| Continue to implement parental involvement act                        | Service Improvement Plan priority | TMC | 08/09 |  | EdS08006.1 The draft Parental Involvement Strategy has been completed, and following final discussion with the parental involvement strategy group, and SMT, Educational Services, the strategy will be sent out to stakeholders for consultation. A programme of training and meetings for representatives of Parent Councils is being arranged for session 2008-09.   | S.I.P.<br>John Trodden  |

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|---|--|-------------|-------|--|--|--|---|
| Promote health, well being and respect  | Service Improvement Plan priority            | TMC         | 08/09 |  | EdS08009.2 - 3 courses in the Moray Childcare Partnership Prospectus relate to healthy living. 3 Partner Providers are working with the Early Years Team to develop healthy snacks and develop opportunities for children to become more independent at snack times. Support to catering services to implement standards continuing, particularly in the promotion of school meals referencing the Be Bright, Eat Right campaign. Appointment of a Hungry for Success Dietician specifically providing guidance to schools on food and nutritional issues. |  | S.I.P.<br>Sheila Duffus<br>Jim Gibson<br>Nick Goodchild |
| All schools have a Pupil Council or equivalent  | Service Improvement Plan priority            | TMC         | 08/09 |  | All Moray Schools have Pupil Councils, while 53 of 54 have established Parent Councils.  |  | S.I.P.<br>George Sinclair                               |
| Schools and wider authority celebrate success of learners   | Service Improvement Plan priority            | TMC         | 08/09 |  | EdS08010.2 - Celebrating Success Strategy agreed by the Senior Management Team following consultation and will be pursued over the rest of the 2008/09 session.  |  | S.I.P.<br>George Sinclair                               |
| Agree target between Council and NHS Grampian for schools attaining health promoting accreditation: | Grampian Health Service priority             | NHSG / TMC  | 08/09 |  | All schools are now accredited as health promoting schools, as laid down in legislation.   |  | Jim Gibson  |
| Consider continued support of jointly funded HIO posts  | To be considered by Community Planning Board | TMC<br>NHSG | 08/09 |  | Proposals have been discussed with Sandy Riddell, Bridget Mustard and Personnel Service. Still to be finalised.  |  | Bridget Mustard   |

## **Outcome 5 – Our children have the best start in life and are ready to succeed**

### **Required Actions/commitment by local partners for these outcomes - Early Years' development, learning and care experiences**

| Project  | Objectives/Comment – 08/09                             | Lead | Year  | Project Milestone & timescale | Progress  | Identify Cross-Cutting issues | Contact details |
|--|--|------|-------|-------------------------------|---|-------------------------------|-----------------|
| Review bi-lingual support provision to take account of increased enrolment of non-English speakers | Educational Services service Improvement plan priority | TMC  | 08/09 |                               | <p>Following discussion with the Head of Educational Support Services and other senior officers, this project is being considered to be referring to EAL support as Moray does not offer a bi-lingual support provision.</p> <p>Pupil enrolment for 2009/10 school year is due out in February when a review of the number of non-English speaking pupils and required support and resources to meet the need will be carried out. A report will be submitted to Children's &amp; Young Peoples Services Committee in the summer.</p> |                               | Richard Donald  |

### **Required Actions/commitment by local partners for these outcomes - Health development**

| Project                                       | Objectives/Comment – 08/09 | Lead | Year  | Project Milestone & timescale | Progress   | Identify Cross-Cutting issues | Contact details |
|---|----------------------------|------|-------|-------------------------------|--|-------------------------------|-----------------|
| Review youth intervention initiatives         | Council priority           | TMC  | 08/09 |                               | Youth Services Review reported to Services Development Group in March. Interim recommendations have been made alongside proposals for medium term work.  |                               | Graham Jarvis   |
| All children 0-5 participating in Play @ Home | NHSG priority              | NHSG | 08/09 |                               | <p>Launch of final Play@Home programme (Pre-school) March 2009. Pre-school programme to be disseminated to children/families via nurseries/pre-school groups/developmental nurseries when children commence funded placement.</p> <p>Roll out of Play@Home training for nursery/pre-school/developmental nurseries planned Jan-March 09. (Local Trainer for Trainers programme</p> |                               | Tracey Gervaise |

|   |               |      |       |  |  |  |                 |
|---|---------------|------|-------|--|--|--|-----------------|
|   |               |      |       |  | included).<br>Play@Home approach identified as core business/approach within pre-identified pre-5 services, links with MCCP established.   |  |                 |
| Develop dental facilities in Moray        | NHSG priority | NHSG | 08/09 |  | Buckie and Keith facilities are complete and patients are being treated.<br>Still waiting for planning consent for Spynie dental development. Forecast to be complete in September 2009. Facility within the new Glassgreen Centre (replacement for Victoria crescent Health Centre) will be complete by September 2009. |  | Elaine Brown    |
| Implement Childsmile programme            | NHSG priority | NHSG | 08/09 |  | Childsmile Co-ordinator Moray, appointed. Project Plan at initial implementation stage.  |  | Tracey Gervaise |
| Implement Unicef infant feeding programme | NHSG priority | NHSG | 08/09 |  | Stage One assessments to be carried out Friday 20 <sup>th</sup> February. Stage One assessments and assessment mechanisms required to enable breastfeeding and baby friendly policies to be implemented and maintained.  |  | Tracey Gervaise |

**Required Actions/commitment by local partners for these outcomes - Children cared for and supported**

| Project  | Objectives/Comment – 08/09                             | Lead | Year  | Project Milestone & timescale | Progress  | Identify Cross-Cutting issues | Contact details                           |
|--|--|------|-------|-------------------------------|---|-------------------------------|---|
| Continue and develop the Moray Surestart Programme directed at the under 5s. | Educational Services service Improvement plan priority | TMC  | 08/09 |                               | Surestart Programme continuing. Additional resources are available to respond to a multi-agency assessment on impact of families of substance misuse.   |                               | John Carney                               |
| Strengthen provision in specific areas (autism, challenging behaviour)       | Educational Services service Improvement plan priority | TMC  | 08/09 |                               | EdS08005.3 Strengthening the provision and staff development in specific areas (e.g. Autism, Challenging Behaviour, Child Protection) - Proposals for the restructuring of the Inclusion and Support Service are currently being consulted on. Staff training is ongoing. |                               | S.I.P.<br>Richard Donald<br>Graeme Gordon |

|   |  |      |       |  |   |  |  |
|---|--|------|-------|--|---|--|--|
| Roll out Solution Oriented School Programme across Moray  | Educational Services service Improvement plan priority | TMC  | 08/09 |  | EdS08002.7 - Training continues to be offered to school staff with support provided on Solution Oriented approaches by our Outreach Team. Training for partner agencies will be provided early in 2009.   |  | S.I.P.<br>Graeme Gordon                    |
| Develop integrated work to ensure effective integrated assessment framework is in place and utilised to deliver integrated services for children and young people | Educational Services service Improvement plan priority | TMC  | 08/09 |  | EdS08005.1 - Developing integrated work with Community Services and other partners is progressing with outline of the Integrated Service Plan was approved within expected timescales with the next stage of agreeing action plans is progressing within planned timeline.  |  | S.I.P.<br>Richard Donald<br>Wendy Jamieson |
| Develop procedures and processes to ensure systematic use of Individual Learning Plans  | Educational Services service Improvement plan priority | TMC  | 08/09 |  | EdS08002.4 – Procedure proforma have been produced and implemented by the team. All adults engaged in targeted learning opportunities complete an individual; learning plan. These plans differ slightly depending on the nature of the learning however, all ILPs meet HMle Quality Assurance criteria.  |  | S.I.P.<br>Karen Delaney<br>Ian Todd        |
| Implement Moray Dental Action Plan  | NHSG priority  | NHSG | 08/09 |  | Moray response to the Grampian plan is being implemented. Progress has been made in the development of the Childsmile programme, targeting specific areas of Moray. Recruitment of dentists to Moray has been successful and is an ongoing action. Length of time on waiting lists have been reduced, with particular targeting of young people and vulnerable groups |  | Elaine Brown                               |

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

### **Required Actions/commitment by local partners for these outcomes - Children will be protected from abuse and harm**

| Project  | Objectives/Comment – 08/09                | Lead              | Year         | Project Milestone & timescale | Progress  | Identify Cross-Cutting issues | Contact details                |
|--|---|-------------------|--------------|-------------------------------|---|-------------------------------|--------------------------------|
| Develop local individual packages of care and education to reduce the number of out of area placements | Service Improvement Plan priority         | TMC               | <b>08/11</b> |                               | 75% complete with Service Managers Group meeting weekly. Appropriate packages of support actioned and monitored.  |                               | Alan Dunsire                   |
| Develop co-located Police & Social Work Child Protection Unit  | Agreed and detailed brief being developed | TMC<br>GP<br>NHSG | 08/09        |                               | The co-located unit is running effectively and is still based at the Resource Centre at Elgin Police office. All Case conferences are attended whether children or Adults At Risk.<br>There is no fixed date for completion of the new building, although draft plans have been developed and circulated. |                               | Adrian Moar<br>Gordon Sinclair |