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Getting it Right for Every Child in Moray

The Integrated Service Plan for Children and Young People

2009-10

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## 1. Introduction

The 2009-10 Integrated Service Plan for Children and Young People in Moray builds on the progress made through its predecessor 'Investing in Children & Young People' – the integrated service plan for 2005-8. It takes forward our vision for Moray as a positive environment for children and young people.

### Vision

We want Moray to be a place where children and young people thrive: a place where they have a voice, have opportunities, learn and can get around. A place they have a home and feel secure, healthy and welcome.

We want Moray to be a place where adults and communities understand, respect and respond to the needs of children and young people.

Achieving this vision will allow our children and young people to be ambitious for themselves, to be **confident individuals, effective contributors, successful learners and responsible citizens.**

For the vision to be achieved our children and young people need to be valued by ensuring they are:-

- **Safe:** Children and young people should be protected from abuse, neglect and harm by others at home, at school and in the community.
- **Healthy:** Children and young people should enjoy the highest attainable standards of physical and mental health, with access to suitable healthcare and support for safe and healthy lifestyle choices.
- **Achieving:** Children and young people should have access to positive learning environments and opportunities to develop their skills, confidence and self esteem to the fullest potential.
- **Nurtured:** Children and young people should live within a supportive family setting, with additional assistance if required, or, where this is not possible, within another caring setting, ensuring a positive and rewarding childhood experience.
- **Active:** Children and young people should be active with opportunities and encouragement to participate in play and recreation, including sport.
- **Respected:** Children and young people should be given a voice and be involved in the decisions that affect their well being;
- **Responsible:** Children and young people should be taking an active role within their schools and communities.

- **Included:** Children, young people and their carers should have access to high quality services, when required, and should be assisted to overcome the social, educational, physical, environmental and economic barriers that create inequality.

The Plan has a strong focus on outcomes and on the collective action required to achieve them across a very wide range of services provided in Moray for children and young people, in some cases for those up to the age of 25.

It describes activities on a Moraywide and Locality basis and emphasises partnership commitment in the work that is undertaken. It is the intention of this plan to drive forward the concept of integrated and inclusive working in Moray in a very practical and straightforward manner and refine over the coming years the processes that have led to its current stage of development. This will be led centrally by the Coordinating Group of the Community Planning Partnership's Smarter theme and in localities by the 8 Locality Management Groups.

The Smarter Theme Group's responsibilities include the three national outcomes specifically referencing children and young people:

- ◆ Our young people are successful learners, confident individuals, effective contributors and responsible citizens
- ◆ Our children have the best start in life and are ready to succeed
- ◆ We have improved the life chances for children, young people and families at risk

## **2. Outcomes for Children, Young People and Families**

The first part of the plan describes the desired outcomes for children, young people and families at important stages in their lives. We know that not every child, young person or family achieves these outcomes and that different people need different levels of help at different times in their lives. The high-level outcomes are:-

- All parents and young children thrive
- All children succeed in school
- All young people become successful adults

This is the first time we have articulated such outcomes and these statements were arrived at through seminars that took place in March 2008. These meetings also generated a considerable list of outcome indicators that will help us judge whether we are on the right track. However, there was a very clear agreement that the focus should be on an agreed small number of indicators in the knowledge that experience has shown "anywhere leads to everywhere" in making progress. The decision on which these should be was subsequently made by an interagency subgroup of what is now the Smarter Coordinating Group.

While we believe these indicators are representative of the outcomes sought we anticipate that they will be subject to considerable debate and in all probability will change over time. This is inherent in outcome focused planning.

The outcome indicators were chosen in relation to:-

1. Their prominence within the outcome so when considered together they will be reflective of significant change.
2. Their coverage of areas in which:-
  - (i) we know we should do better; or
  - (ii) we are doing well but attention is still required.
3. Our ability to collect data on an ongoing basis, have a baseline and so determine trends.
4. The indicator being of significance to more than one partner agency so benefiting from collective action.
5. Their being linked to the Moray Single Outcome Agreement .

The Moray indicators for each outcome statement are as follows:-

#### **All parents and young children thrive**

1. For those referred to the police in domestic abuse incidents increase the percentage who are only referred once.

<b>Year</b>	<b>Number where no previous referrals</b>	<b>% of total referrals</b>
2005/2006	246 of 621	39.6
2006/2007	274 of 642	42.7
2007/2008	229 of 561	40.8

**Link to Outcome 9 of SOA:** We live our lives free from crime disorder and danger.

The number of Domestic Abuse incidents increased during 2006/07 but this trend did not continue in 2007/8. Over the last three year period there was a 9.7% decrease in the overall number of incidents and a 6.9% decrease in the number of incidents where there was no previous referral.

2. Increase the percentage of new mothers who are screened for perinatal mental health in the first 8 weeks post birth

Currently this data is only reported at Grampian level: a first action will be to establish a Moray baseline. It is intended to investigate how better we can collect more complete data held by Health Visitors within GP practices relating to perinatal maternal mental health and wellbeing.

**Link to Outcome 6 of SOA:** We live longer, healthier lives

3. Increase the percentage of mothers giving birth who are drug and tobacco free

(i) Drug free

All ages

Year	Drug free mothers	Rate per 1000 deliveries
2005/2006	869 of 872	996.6
2006/2007	896 of 898	997.8
2007/2008	977 of 982	994.9

Age 24 and under:

Year	Drug free mothers	Rate per 1000 deliveries
2005/2006	241 of 243	991.8
2006/2007	243 of 245	991.8
2007/2008	263 of 263	1000

(ii) Tobacco free

All ages

Year	Tobacco free mothers	%
2005/2006	618 of 872	73.2
2006/2007	664 of 898	75.4
007/2008	755 of 982	80.7

Age 24 and under:

Year	Tobacco free mothers	%
2005/2006	135 of 243	58.4
2006/2007	149 of 245	61.2
2007/2008	174 of 263	70.3

**Link to Outcome 6 of SOA: We live longer, healthier lives**

(i) Data is currently collated via NHS G Health Intelligence from Child and Family Clinical Services and provides numbers relating to those giving birth and where there is recorded drug misuse.

(ii) The data set includes mothers giving birth where it is not known for certain whether they are tobacco free: these have been included in the tobacco free mothers above. There is a lower percentage of mothers aged under 24 in the tobacco free category although this, as for the overall data, shows an encouraging upward trend.

**Children succeed in school**

1. For young people who offend increase the proportion where this occurs only once.

Moraywide figures:

Year	Offending Once	% of overall offenders
2005/2006	558 of 897	62.2
2006/2007	579 of 947	61.1
2007/2008	470 of 736	63.9

**Link to Outcome 9 of SOA:** We live our lives free from crime disorder and danger.

Over the last three years the number of youths offending has fallen and percentage of those offending only once has risen. Those young persons referred to Moray Youth Justice have reduced their re-offending on completion of their programme.

2. Reduce the rate of exclusion in school

Year	PRIMARY			SECONDARY		
	Number of incidents	exclusion rate per 1000 pupils	Number of different individuals excluded	Number of incidents	exclusion rate per 1000 pupils	Number of different individuals excluded
2005/2006	92	12	43	392	67	237
2006/2007	85	12	46	410	69	248
2007/2008	61	9	36	439	74	232

**Link to Outcome 5 of SOA:** Our children have the best start in life and are ready to succeed.

Moray's exclusion rates remain well below the national figure, as does the rate of different individuals involved. Detailed information is collected regarding exclusion and there is the opportunity to identify specific trends and indicators which can inform actions to improve the figures further. It has also been suggested that school attendance figures can offer useful related information.

2. Improve the rate of attainment by S4.

Average total tariff scores of S4 pupils in Moray:

Year	Average
2005/2006	184
2006/2007	188
2007/2008	192

**Link to Outcome 4 of SOA:** Our young people are successful learners, confident individuals, effective contributors and responsible citizens.

The average total tariff score (the total number of points gained in SQA exams by all pupils in S4 divided by the number of pupils) is increasing. More pupils are also gaining non-SQA qualifications in partnership with College and other providers and it is being considered nationally how this data can be captured as part of the school attainment statistics.

While there is improvement in the overall rate of attainment to S4, S5 continues to be an area highlighted for improvement.

**Young people become successful adults**

1. The proportion of school leavers going on to a positive destination in education, training & employment.

Year	Leavers with positive destination	% of all leavers
2005/2006	924 of 1070	86.4
2006/2007	920 of 1072	85.8
2007/2008	1182 of 1212	89.1

**Link to Outcome 2 of SOA:** We realise our full economic potential with more and better employment opportunities for our people.

Between 1997 and 2006 the annual average % of leavers entering further or higher education, work or supported training was 85.5%. The challenge will be to maintain the success of 2007 /08 in the face of an economic recession.

Although Moray has overall figures of leavers with positive destinations consistent with the Scottish average, a significantly lower percentage of leavers enter Higher / Further Education or training and a significantly higher percentage enter employment.

2. Reduce the rate of young people (under the age of 25 years) killed or seriously injured through road traffic accidents.

Year	Killed	Seriously injured
2005	5	9
2006	5	16
2007	4	10

**Link to Outcome 9 of the SOA -** We live our lives free from crime disorder and danger

The number of persons killed or seriously injured in Moray has reduced by 14% since 2004/5. Overall the numbers are relatively small when taken in the context of all drivers in Moray. However it is known that the causes of many of these accidents are male drivers under the age of 25 years. In 2006 29% of all accidents in Moray related to this category of driver.

3. Increase the rate of 11-18 year olds and 18-25year olds who self report that they are
  - (i) Alcohol;
  - (ii) Drugs; and
  - (iii) Tobacco free

The Grampian Youth Lifestyle Survey 2007 includes results from 411 (7.1%) of Secondary pupils in Moray. The Grampian Young Person's Lifestyle Survey 2007 includes results from 1394 (5%) of the age range 18-25 years old across Grampian, with no breakdown for Moray.

**Link to Outcome 6 of SOA:** We live longer, healthier lives  
**(i) Alcohol free**

### 11-18 yr olds

	Grampian			Moray
	1998	2001	2007	2007
% alcohol free	21	17	31	26

Of the young people in Moray, 74% had taken an alcoholic drink compared with 69% of everyone surveyed. As would be expected this figure varied by school year ranging from 46% for 1st year pupils in Moray to 99% for 6th year pupils.

Of those who reported that they consumed alcohol, 108 (47%) had done so in the seven days prior to the survey. For these, the mean consumption level was 20.9 units for Moray compared to 18.5 units overall in Grampian.

### 18-25yr olds

3% were alcohol free. 74% of young people had consumed alcohol in the seven days prior to the survey. The indication is that men appear to drink nearly twice as much as women (16 units for men compared to 9 units for women) for the week before completion of the survey.

#### (ii) Drug free 11-18 yr olds

	Grampian			Moray
	1998	2001	2007	2007
% drug free	75	79	86	85

Of those young people surveyed, 37% had been offered drugs and 15% of respondents had tried drugs. As would be expected, older pupils were more likely to have taken drugs. The results show cannabis is used more commonly than any other type of drug. This is also true for Grampian as a whole.

### 18-25yr olds

55% were drug free. 74% of young people surveyed had been offered drugs. The results show that the use of cannabis is more common than any other drug. In fact while most had never tried any of the other drugs only 3% had not tried cannabis

#### (iii) Tobacco free 11-18yr olds

	Grampian			Moray
	1998	2001	2007	2007
% tobacco free	55	81	88	86

In Moray 11% of males and 17% of females smoke daily or most days compared to 10% males and 14% females in Grampian. There has been a 3% decrease in males and a 5% decrease in females smoking since 2001. Grampian figures also show a 7.5% decrease in the number of young people smoking since the 2001 survey was carried out.

### 18-25yr olds

44% tobacco free. 19% of males and 17% of females smoke daily or most days. Around a third, 34% had started smoking before they were 15 years old with 46% beginning to smoke between the ages of 15 and 17.

It is recognised that the quantitative indicators such as those included above only provide one part of the story and that qualitative information also adds an important dimension to the overall picture of how we are doing and what we need to do next. Action Plans and the Annual Report on progress in respect of the three high level outcomes will reflect the context of both raw data and qualitative aspects.

### **3. Working Together**

The second part of the plan sets out how we want our services to work together. Our priorities are for:-

- Early identification and intervention – in order that help can be provided at the earliest opportunity in a proportionate manner to prevent more significant difficulties or harm. To provide children, young people and families with the help they need, when they need it.
- Sustainable solutions – to provide time-limited support wherever possible that makes best use of available resources and enables families and universal services to meet children and young people's needs to the greatest extent possible.
- Service user involvement – involving children, young people and families in every aspect of planning. To be open and accountable for everything we do to meet children & young people's needs.

Our strategy to achieve these exacting intentions is to

- a. Increase the capacity of staff and agencies to work together at a local level. In order to achieve this there is a commitment to:-
  - develop locality teams through locality management groups.
- b. Streamline planning and decision-making. This will be achieved through:-
  - implementing an Integrated Assessment & Planning Framework where the process can lead to 'one child, one meeting and one plan' and
  - Devolving responsibility for resource, planning and decision-making to a local level as far as possible
- c. Measuring and evaluating progress. This will be a very significant change in holding colleagues to account at locality and Moraywide levels for their part in how continuous improvement is achieved and will include:-
  - measuring impact for service users;

- auditing effectiveness of services and interventions; and
- monitoring the standards of services.

#### **4. Action Plans**

These will be set out in a section at the end of this document under the elements:-

- Outcomes for children, young people and families
- Working together
- Locality specific priorities

The action plans are Moraywide and also relate to each locality using the eight Locality Management Groups as planning units

- a. Moraywide action plan
- b. Buckie locality plan
- c. Keith locality plan
- d. Elgin North locality plan
- e. Elgin South locality plan
- f. Forres locality plan
- g. Speyside locality plan
- h. Fochabers locality plan
- i. Lossiemouth locality plan

#### **5. Communication and Engagement**

The third part of the plan sets out how we will promote the outcome – focused approach to service delivery in an inclusive manner. In order to achieve this aim the following objectives have been set (for each of the objectives, actions will be set out).

1. Ensure straightforward and efficient communication between the Locality Management Groups and the Co-ordinating Group of the Smarter Theme Group of the Community Planning Partnership.

SOA REF	PRIORITY	INDICATOR	MORAY BASELINE (06/07)	ACTIONS	LEAD	TIME SCALE
<p>No 5 Our children have the best start in life and are ready to succeed.</p> <p>No 6 We live longer, healthier lives.</p> <p>No 8 We have improved the life chances for children, young people and families at risk.</p> <p>No 9 We live our lives free from crime disorder and danger.</p> <p>2009 PRIORITIES</p> <p>Health</p> <p>Alcohol</p> <p>Young People</p>	<p>All parents and young children thrive</p>	<p>For those involved in domestic abuse incidents increase the percentage who are only involved once</p>	<p>42.70%</p>	<p>Develop multiagency screening of Ops 12/1 (Report of Child Protection/Adults at Risk and/or Domestic Abuse Concerns)</p> <p>Develop integrated action planning</p>	<p>Chief Inspector Grampian Police, Moray Division</p>	<p>31-Mar-10</p>
		<p>Increase the percentage of new mothers who are screened for perinatal mental health in the first 8 weeks post birth</p>	<p>Grampian only figures at present</p>	<p>Establish a baseline for Moray</p> <p>Implement the NHS Grampian work programme in respect of perinatal mental health</p>	<p>NHS Grampian Integrated Services Manager (Mental Health)</p>	<p>31/03/2010 ongoing</p>
		<p>Increase the number of mothers giving birth who are drug and tobacco free</p>	<p>Drug free: 99.8% (U24: 99.2%) Tobacco free: 75.4% (U24: 61.2%)</p>	<p>Deliver on SOA priorities relating to drug, alcohol and tobacco use</p> <p>Implement Healthy Minds pilot project</p>	<p>NHS Grampian</p>	<p>as SOA</p>

SOA REF	PRIORITY	INDICATOR	MORAY BASELINE (06/07)	ACTIONS	LEAD	TIME SCALE
No 4 Our young people are successful learners, confident individuals, effective contributors and responsible citizens.		For young people who offend increase the proportion where this occurs only once	60.80%	Implement Moray Youth Justice Strategy: in particular Performance Improvement objective: "achieve clarity in the operation of the diversionary elements of the strategy"	Chair, Youth Justice Strategy Group	ongoing
		Reduce rate of exclusion	Primary: 0.02% Secondary: 0.14%	Implement LIAP processes Review / restructure Inclusion and Support Services ensuring good fit with locality team developments and other Moray-wide provision	Chr GIRFEC Group / GIRFEC Development Officer Hd of Education Support Services /Inclusion and Support Services Manager	April 2009 + review Nov 2009 July 2009
No 5 Our children have the best start in life and are ready to succeed						
No 8 We have improved the life chances for children, young people and families at risk.	Children succeed in school			Ensure regular analysis of the lowest attaining 20% across Moray for factors which may affect attainment and develop strategy to target additional support appropriately Continue to provide and develop accredited alternative curriculum options Track attainment from Primary onward and target additional support appropriately, in particular for LAC and those with CSPs	Hd of Education Development Services Hd of Education Support Services Hd Children & Families	annual/ongoing
No 9 We live our lives free from crime disorder and danger.		Improve the average total tariff score for attainment by S4	188			
2009 PRIORITIES Achievement / Attainment Young People						

SOA REF	PRIORITY	INDICATOR	MORAY BASELINE (06/07)	ACTIONS	LEAD	TIME SCALE
<p>No 3 We are better educated, more skilled and more successful, renowned for our research and innovation</p> <p>No 6 We live longer, healthier lives.</p> <p>No 8 We have improved the life chances for children, young people and families at risk.</p> <p>No 9 We live our lives free from crime disorder and danger.</p> <p>2009 PRIORITIES Health Alcohol Young People Economic Development</p>	<p>Young people become successful adults</p>	<p>Increase the proportion of school leavers going on to a positive destination in education, training or employment</p>	85.80%	Implement 16+ Learning Choices strategy	MCMC Group	pilots: June 2009/ implement April 2010
		<p>Reduce the number of young people (under 25) killed or seriously injured through road traffic accidents</p>	<p>killed: 4 serious injury: 10</p>	Continue to learn from the analysis of the profile of road accidents and those young people involved	Chief Inspector Grampian Police, Moray Division	31-Mar-10
		<p>Increase the rate of 11-18 year olds and 18-25 year olds who self report that they are alcohol, drug and tobacco free</p>	<p>alcohol free: 26% drug free: 3% drug free: 85% / 55% tobacco free: 60% / 44%</p>	<p>Deliver on SOA priorities relating to drug, alcohol and tobacco use Implement Healthy Minds pilot project</p>	NHS Grampian	as SOA

SOA REF	PRIORITY	INDICATOR	MORAY BASELINE (06/07)	ACTIONS	LEAD	TIME SCALE
<p>No 5 <i>Our children have the best start in life and are ready to succeed.</i></p> <p>No 6 <i>We live longer, healthier lives.</i></p> <p>No 8 <i>We have improved the life chances for children, young people and families at risk.</i></p> <p>No 9 <i>We live our lives free from crime disorder and danger.</i></p> <p>2009 PRIORITIES Health Alcohol Young People</p>	<p>All parents and young children thrive</p>	<p>For those involved in domestic abuse incidents increase the percentage who are only involved once</p>	<p>42.70%</p>	<p>Develop multiagency screening of Ops 12/1 (Report of Child Protection/Adults at Risk and/or Domestic Abuse Concerns)</p> <p>Develop integrated action planning</p>	<p>Chief Inspector Grampian Police, Moray Division</p>	<p>31-Mar-10</p>
		<p>Increase the percentage of new mothers who are screened for perinatal mental health in the first 8 weeks post birth</p>	<p>Grampian only figures at present</p>	<p>Establish a baseline for Moray Implement the NHS Grampian work programme in respect of perinatal mental health</p>	<p>NHS Grampian Integrated Services Manager (Mental Health)</p>	<p>31/03/2010 ongoing</p>
		<p>Increase the number of mothers giving birth who are drug and tobacco free</p>	<p>Drug free: 99.8% (U24: 99.2%) Tobacco free: 75.4% (U24: 61.2%)</p>	<p>Deliver on SOA priorities relating to drug, alcohol and tobacco use Implement Healthy Minds pilot project</p>	<p>NHS Grampian</p>	<p>as SOA</p>

OUTCOMES FOR CHILDREN, YOUNG PEOPLE AND FAMILIES

**DRAFT**

SOA REF	PRIORITY	INDICATOR	MORAY BASELINE (06/07)	ACTIONS	LEAD	TIME SCALE
<p>No 4 Our young people are successful learners, confident individuals, effective contributors and responsible citizens.</p> <p>No 5 Our children have the best start in life and are ready to succeed</p> <p>No 8 We have improved the life chances for children, young people and families at risk.</p> <p>No 9 We live our lives free from crime disorder and danger.</p> <p>2009 PRIORITIES Achievement / Attainment Young People</p>	<p>Children succeed in school</p>	<p>For young people who offend increase the proportion where this occurs only once</p>	<p>60.80%</p>	<p>Implement Moray Youth Justice Strategy: in particular Performance Improvement objective: "achieve clarity in the operation of the diversionary elements of the strategy"</p>	<p>Chair, Youth Justice Strategy Group</p>	<p>ongoing</p>
		<p>Reduce rate of exclusion</p>	<p>Primary: 0.02% Secondary: 0.14%</p>	<p>Implement LIAP processes Review / restructure Inclusion and Support Services ensuring good fit with locality team developments and other Moray-wide provision</p>	<p>Chr GIRFEC Group / GIRFEC Development Officer Hd of Education Support Services /Inclusion and Support Services Manager</p>	<p>April 2009 + review Nov 2009 July 2009</p>
		<p>Improve the average total tariff score for attainment by S4</p>	<p>188</p>	<p>Ensure regular analysis of the lowest attaining 20% across Moray for factors which may affect attainment and develop strategy to target additional support appropriately Continue to provide and develop accredited alternative curriculum options Track attainment from Primary onward and target additional support appropriately, in particular for LAC and those with CSPs</p>	<p>Hd of Education Development Services Hd of Education Support Services Hd Children &amp; Families</p>	<p>annual/ongoing</p>

SOA REF	PRIORITY	INDICATOR	MORAY BASELINE (06/07)	ACTIONS	LEAD	TIME SCALE
<p>No 3 We are better educated, more skilled and more successful, renowned for our research and innovation</p> <p>No 6 We live longer, healthier lives.</p> <p>No 8 We have improved the life chances for children, young people and families at risk.</p> <p>No 9 We live our lives free from crime disorder and danger.</p> <p>2009 PRIORITIES</p> <p>Health</p> <p>Alcohol</p> <p>Young People</p> <p>Economic Development</p>	<p>Young people become successful adults</p>	<p>Increase the proportion of school leavers going on to a positive destination in education, training or employment</p>	85.80%	Implement 16+ Learning Choices strategy	MCMC Group	pilots: June 2009/ implement April 2010
		<p>Reduce the number of young people (under 25) killed or seriously injured through road traffic accidents</p>	killed: 4 serious injury: 10	Continue to learn from the analysis of the profile of road accidents and those young people involved	Chief Inspector Grampian Police, Moray Division	31-Mar-10
		<p>Increase the rate of 11-18 year olds and 18-25 year olds who self report that they are alcohol, drug and tobacco free</p>	alcohol free: 26% / 3% drug free: 85% / 55% tobacco free: 60% / 44%	<p>Deliver on SOA priorities relating to drug, alcohol and tobacco use</p> <p>Implement Healthy Minds pilot project</p>	NHS Grampian	as SOA

SOA REF	PRIORITY	INDICATOR	MORAY BASELINE (08/07)	BUCKIE BASELINE	BUCKIE ACTIONS	KEITH BASELINE	KEITH ACTIONS
<p>No 5 Our children have the best start in life and are ready to succeed.</p> <p>No 6 We live longer, healthier lives.</p> <p>No 8 We have improved the life chances for children, young people and families at risk.</p> <p>No 9 We live our lives free from crime disorder and danger.</p> <p>2009 PRIORITIES Health Alcohol Young People</p>	<p>All parents and young children thrive</p>	<p>For those involved in domestic abuse incidents increase the percentage who are only involved once</p>	42.70%		<p>Obtain and analyse locality DALO data on a monthly basis</p> <p>Develop multiagency screening of Ops 12/1 (Report of Child Protection/Adults at Risk and/or Domestic Abuse Concerns)</p>		<p>Obtain and analyse locality DALO data on a monthly basis</p> <p>Develop multiagency screening of Ops 12/1 (Report of Child Protection/Adults at Risk and/or Domestic Abuse Concerns)</p>
		<p>Increase the percentage of new mothers who are screened for perinatal mental health in the first 8 weeks post birth</p>			<p>Establish data over a 3 year period</p>		<p>Establish local data over a 3 year period</p>
		<p>Increase the number of mothers giving birth who are drug and tobacco free</p>	<p>Drug free: 99.8% (U24: 99.2%) Tobacco free: 75.4% (U24: 61.2%)</p>		<p>Establish baseline by tracking number of strategy meetings and pre-birth child protection conferences held</p> <p>Continue health education programmes in schools &amp; nurseries</p> <p>Support national and local initiatives</p>		<p>Establish baseline by tracking number of strategy meetings and pre-birth child protection conferences held</p> <p>Continue health education programmes in schools &amp; nurseries.</p> <p>Support national and local initiatives</p>

SOA REF	PRIORITY	INDICATOR	MORAY BASELINE (06/07)	BUCKIE BASELINE	BUCKIE ACTIONS	KEITH BASELINE	KEITH ACTIONS
<p>No 4 Our young people are successful learners, confident individuals, effective contributors and responsible citizens.</p> <p>No 5 Our children have the best start in life and are ready to succeed</p> <p>No 8 We have improved the life chances for children, young people and families at risk.</p> <p>No 9 We live our lives free from crime disorder and danger.</p>	<p>Children succeed in school</p>	<p>For young people who offend increase the proportion where this occurs only once</p>	<p>60-80%</p>		<p>Analyse local trends and establish a baseline for Buckie</p> <p>Establish a tracking system for young people who offend.</p> <p>Produce a breakdown of disposals</p>		<p>Analyse local trends and establish a baseline for Keith.</p> <p>Establish a tracking system for young people who offend.</p> <p>Produce a breakdown of disposals.</p>
		<p>Reduce rate of exclusion</p>	<p>Primary: 0.02%</p> <p>Secondary: 0.14%</p>	<p>Primary 0.02%</p> <p>Secondary 0.15%</p>	<p>Implement LIAP processes and analyse data</p> <p>Continue to develop alternatives to exclusion provision within locality</p>	<p>Primary 0.01%</p> <p>Secondary 0.21%</p>	<p>Continue to develop locality support programme.</p> <p>Implement LIAP processes and analyse data.</p> <p>Identify and monitor second start individuals</p>
<p>2009 PRIORITIES Achievement / Attainment Young People</p>		<p>Improve the average total tariff score for attainment by S4</p>	<p>188</p>	<p>204</p>	<p>Develop courses based on CfE</p> <p>Continue to provide and develop accredited alternative curriculum options</p> <p>Track attainment from Nursery onwards - target support appropriately, in particular for LAC and those with CSPs</p> <p>Identify individual students at risk of not achieving individual tariff score and deploy relevant resources to support them</p>		<p>Ensure regular analysis of the lowest attaining 20% across Keith for factors which may affect attainment and develop strategy to target additional support appropriately.</p> <p>Continue to provide and develop accredited alternative curriculum options.</p> <p>Track attainment from Primary onward and target LAC and those with CSPs.</p> <p>Develop courses based on CfE</p>

SOA REF	PRIORITY	INDICATOR	MORAY BASELINE (06/07)	BUCKIE BASELINE	BUCKIE ACTIONS	KEITH BASELINE	KEITH ACTIONS
<p>No 3 We are better educated, more skilled and more successful, renowned for our research and innovation</p> <p>No 6 We live longer, healthier lives.</p> <p>No 8 We have improved the life chances for children, young people and families at risk.</p> <p>No 9 We live our lives free from crime disorder and danger.</p>	<p>Young people become successful adults</p>	<p>Increase the proportion of school leavers going on to a positive destination in education, training or employment</p>	85.80%	87%	<p>Implement 16+ Learning Choices strategy</p> <p>Continue to develop multi-agency support for young people</p>	93.00%	<p>Implement 16+ Learning Choices strategy.</p> <p>Monitor and compare local data with other ASGs</p>
		<p>Reduce the number of young people (under 25) killed or seriously injured through road traffic accidents</p>	<p>killed: 4 serious injury: 10</p>		<p>Support Grampian initiatives</p> <p>Implement local initiatives where appropriate</p>		<p>Support Grampian initiatives.</p> <p>Where appropriate implement local initiatives</p>
		<p>Increase the rate of 11-18 year olds and 18-25 year olds who self report that they are alcohol, drug and tobacco free</p>	<p>alcohol free: 26% 3% / 3% drug free: 85% / 65% tobacco free: 60% / 44%</p>	<p>S2 Alcohol free 9% Drug free 83% Tobacco free 54%</p>	<p>Support local and national initiatives</p> <p>Continue to develop programmes in school to address health lifestyles</p>	<p>S2 Alcohol free 9% Drug free 98% Tobacco free 76%</p>	<p>Support local and national initiatives</p> <p>Continue to develop programmes in schools</p>

SOA REF	PRIORITY	INDICATOR	MORAY BASELINE (06/07)	ELGIN NORTH BASELINE	ELGIN NORTH ACTIONS	ELGIN SOUTH BASELINE	ELGIN SOUTH ACTIONS
<p>No 5 Our children have the best start in life and are ready to succeed.</p> <p>No 6 We live longer, healthier lives.</p> <p>No 8 We have improved the life chances for children, young people and families at risk.</p> <p>No 9 We live our lives free from crime disorder and danger.</p> <p>2009 PRIORITIES Health Alcohol Young People</p>	<p>All parents and young children thrive</p>	<p>For those involved in domestic abuse incidents increase the percentage who are only involved once</p>	42.70%		<ul style="list-style-type: none"> <li>Develop a system to get the DALO document to the correct location, making staff aware.</li> <li>To support and work in conjunction with the Grampian Police Co-located Unit.</li> <li>To raise awareness of domestic abuse with the staff and client group with whom we work.</li> </ul>	<p>Elgin 31%</p>	<ul style="list-style-type: none"> <li>Explore and expand how we can develop our responses to the DALO document.</li> <li>To support and work in conjunction with the Grampian Police Co-located Unit.</li> <li>To raise awareness of domestic abuse with the staff and client group with whom we work.</li> </ul>
		<p>Increase the percentage of new mothers who are screened for perinatal mental health in the first 8 weeks post birth</p>	<p>Grampian only figures at present</p>		<p>This item is to be left for the moment.</p>		
		<p>Increase the number of mothers giving birth who are drug and tobacco free</p>	<p>Drug free: 99.8% (U24: 99.2%) Tobacco free: 75.4% (U24: 61.2%)</p>		<ul style="list-style-type: none"> <li>To review and coordinate preventative initiatives at a local level.</li> </ul>	<p>Define number of parents</p>	<ul style="list-style-type: none"> <li>To review and coordinate preventative initiatives at a local level.</li> </ul>

SOA REF	PRIORITY	INDICATOR	MORAY BASELINE (06/07)	ELGIN NORTH BASELINE	ELGIN NORTH ACTIONS	ELGIN SOUTH BASELINE	ELGIN SOUTH ACTIONS
<p>No 4 Our young people are successful learners, confident individuals, effective contributors and responsible citizens.</p> <p>No 5 Our children have the best start in life and are ready to succeed</p> <p>No 8 We have improved the life chances for children, young people and families at risk.</p> <p>No 9 We live our lives free from crime disorder and danger.</p>		<p>For young people who offend increase the proportion where this occurs only once</p>	60.80%		<ul style="list-style-type: none"> <li>To utilise the Multi Agency meetings to develop responses and support the individuals concerned.</li> </ul>		<ul style="list-style-type: none"> <li>To use the multi agency meetings as a trigger for the child/young person as soon as the first offence is identified.</li> </ul>
		<p>Reduce rate of exclusion</p>	<p>Primary: 0.02% Secondary: 0.14%</p>		<ul style="list-style-type: none"> <li>To work closely with the Inclusion and Support Services.</li> <li>Develop appropriate multi agency responses for pupils identified at risk of exclusion at an early stage.</li> </ul>		<ul style="list-style-type: none"> <li>To work in conjunction with the Inclusion and Support Service.</li> </ul>
<p>2009 PRIORITIES Achievement / Attainment Young People</p>		<p>Improve the average total tariff score for attainment by S4</p>	188		<ul style="list-style-type: none"> <li>To continue the implementation of the Curriculum for Excellence.</li> <li>To develop a strategic approach and broaden horizons by considering good practice elsewhere and building on existing good practice.</li> <li>To develop early intervention at a much earlier stage.</li> <li>To build and develop methodologies on the Critical Skills training.</li> </ul>		<ul style="list-style-type: none"> <li>To continue the implementation of the Curriculum for Excellence.</li> <li>To develop a strategic approach and broaden horizons by considering good practice elsewhere and building on existing good practice.</li> <li>To develop early intervention at a much earlier stage.</li> </ul>

SOA REF	PRIORITY	INDICATOR	MORAY BASELINE (06/07)	ELGIN NORTH BASELINE	ELGIN NORTH ACTIONS	ELGIN SOUTH BASELINE	ELGIN SOUTH ACTIONS
<p><b>No 3 We are better educated, more skilled and more successful, renowned for our research and innovation</b></p> <p><b>No 6 We live longer, healthier lives.</b></p> <p><b>No 8 We have improved the life chances for children, young people and families at risk.</b></p> <p><b>No 9 We live our lives free from crime disorder and danger.</b></p>	<p>Young people become successful adults</p>	<p>Increase the proportion of school leavers going on to a positive destination in education, training or employment</p>	85.80%		<ul style="list-style-type: none"> <li>To continue the implementation of the Curriculum for Excellence.</li> <li>To develop a strategic approach and broaden horizons by considering good practice elsewhere and building on existing good practice.</li> <li>To develop early intervention &amp; transition activities at all stages.</li> <li>To enhance &amp; develop working relationships with local employers.</li> <li>To build on &amp; develop Alternative Curriculum provision already embedded in secondary schools.</li> <li>To identify and target support at the earliest stage for vulnerable children.</li> </ul>		<ul style="list-style-type: none"> <li>To continue the implementation of the Curriculum for Excellence.</li> <li>To develop a strategic approach and broaden horizons by considering good practice elsewhere and building on existing good practice.</li> <li>To develop early intervention &amp; transition activities at all stages.</li> </ul>
		<p>Reduce the number of young people (under 25) killed or seriously injured through road traffic accidents</p>	killed: 4 serious injury: 10			<p>Work in conjunction with and support the work of Moray Road Safety.</p>	
<p><b>2009 PRIORITIES</b></p> <p><b>Health</b></p> <p><b>Alcohol</b></p> <p><b>Young People</b></p> <p><b>Economic Development</b></p>		<p>Increase the rate of 11-18 year olds and 18-25 year olds who self report drug free that they are alcohol, drug and tobacco free</p>	<p>alcohol free: 26% 3% drug free: 85% / 55% tobacco free: 60% / 44%</p>		<ul style="list-style-type: none"> <li>To review and coordinate preventative initiatives at a local level.</li> <li>To develop diversionary activities for young people.</li> <li>To raise awareness with parents/carers and educate and support them.</li> <li>To support harm reduction sub-groups.</li> </ul>		<ul style="list-style-type: none"> <li>To review and coordinate preventative initiatives at a local level.</li> <li>To develop diversionary activities for young people.</li> <li>To raise awareness with parents/carers and educate and support them.</li> <li>To develop harm reduction sub-groups.</li> </ul>

SOA REF	PRIORITY	INDICATOR	MORAY BASELINE (06/07)	FORRES BASELINE	FORRES ACTIONS	SPEYSIDE BASELINE	SPEYSIDE ACTIONS
<p>No 5 Our children have the best start in life and are ready to succeed.</p> <p>No 6 We live longer, healthier lives.</p> <p>No 8 We have improved the life chances for children, young people and families at risk.</p> <p>No 9 We live our lives free from crime disorder and danger.</p>	<p>All parents and young children thrive</p>	<p>For those involved in domestic abuse incidents increase the percentage who are only involved once</p>	<p>42.70%</p>		<ul style="list-style-type: none"> <li>Develop multi agency screening of Ops 12/1 (Report of Child Protection/Adults at Risk and/or Domestic Abuse Concerns)</li> <li>SW to respond to Ops 12/1 within 24hrs</li> <li>Implement domestic abuse training for staff and young people</li> <li>Ongoing LIAP Training for Staff</li> <li>Ongoing LIAP Training for Chairpersons</li> <li>Monitor LIAP processes and meetings</li> <li>Undertake evaluation of LIAP 6 months after implementation</li> </ul>		<ul style="list-style-type: none"> <li>Develop multi agency screening of Ops 12/1 (Report of Child Protection/Adults at Risk and/or Domestic Abuse Concerns)</li> <li>SW to respond to Ops 12/1 within 24hrs</li> <li>Further develop local information sharing processes</li> <li>Implement domestic abuse training for staff and young people</li> <li>Ongoing LIAP Training for Staff</li> <li>Ongoing LIAP Training for Chairpersons</li> <li>Monitor LIAP processes and meetings</li> <li>Undertake evaluation of LIAP 6 months after implementation</li> </ul>
		<p>Increase the percentage of new mothers who are screened for perinatal mental health in the first 8 weeks post birth</p>	<p>Grampian only figures at present</p>		<ul style="list-style-type: none"> <li>Develop Forres SMS Service</li> <li>Develop support programmes for parents</li> <li>To support wife's Network at RAF Kinloss</li> <li>Improve links with the Psychology services</li> <li>Develop preventative approaches as standard practice</li> </ul>		<ul style="list-style-type: none"> <li>Collate local statistics</li> <li>Explore strategies to develop support options</li> <li>Provide access to Parenting Groups</li> <li>Provide 1:1 Support for parents</li> <li>Undertake preventative work with senior pupils</li> <li>Set up training for Police staff on early identification of vulnerable individuals</li> </ul>
		<p>Increase the number of mothers giving birth who are drug and tobacco free</p>	<p>Drug free: 99.8% (U24: 99.2%) Tobacco free: 75.4% (U24: 61.2%)</p>		<ul style="list-style-type: none"> <li>Deliver on SOA priorities relating to drug, alcohol and tobacco use</li> <li>Implement Healthy Minds pilot project</li> <li>To provide smoking cessation programmes</li> <li>To support school based initiatives; HPS, PSD, Baby Sitting Programme</li> <li>To facilitate locality events such as Health Events; Family Fun Day, Kinloss Health Event etc</li> <li>To further develop Solution Oriented Schools approaches</li> </ul>		<ul style="list-style-type: none"> <li>Deliver on SOA priorities relating to drug, alcohol and tobacco use</li> <li>Implement Healthy Minds pilot project</li> <li>Target mothers requiring support</li> <li>Undertake a review what Currently takes place</li> <li>Provide multi agency staff training</li> <li>Provide mothers with information, advice and support – information events / 1:1 sessions</li> <li>Run Smoking Cessation programmes (2 per year)</li> <li>Support school based initiatives such as HPS and PSD</li> <li>Continue to run parenting groups</li> <li>Set up an information event / discussion with local retailers</li> <li>Set up a Speyside parent befriending project</li> <li>Continue to run annual 'Family Fun Days'</li> <li>Develop the school nurse role</li> </ul>

2009 PRIORITIES  
Health  
Alcohol  
Young People

SOA REF	PRIORITY	INDICATOR	MORAY BASELINE (06/07)	FORRES BASELINE	FORRES ACTIONS	SPEYSIDE BASELINE	SPEYSIDE ACTIONS
<p>No 4 Our young people are successful learners, confident individuals, effective contributors and responsible citizens.</p> <p>No 5 Our children have the best start in life and are ready to succeed</p> <p>No 8 We have improved the life chances for children, young people and families at risk.</p> <p>No 9 We live our lives free from crime disorder and danger.</p>	<p>Children succeed in school</p>	<p>For young people who offend increase the proportion where this occurs only once</p>	60-80%		<ul style="list-style-type: none"> <li>To implement Moray Youth Justice Strategy</li> <li>To Sustain MYA Worker Post</li> <li>To develop a project focusing on P4 –P7 age range</li> <li>To increase the range of support opportunities for Parents</li> <li>To further develop agency links with the CBO / Community</li> <li>Develop LIAP Process</li> </ul>		<ul style="list-style-type: none"> <li>Implement Moray Youth Justice Strategy.</li> <li>Develop local information sharing processes</li> <li>Develop programmes to target early intervention strategies for all ages/stages</li> <li>Utilise the YORG information process</li> <li>Develop a local system to track young people offending behaviour</li> <li>Implement LIAP process</li> </ul>
		<p>Reduce rate of exclusion</p>	<p>Primary: 0.02%</p> <p>Secondary: 0.14%</p>		<ul style="list-style-type: none"> <li>Implement LIAP processes</li> <li>Review / restructure Inclusion and Support Services ensuring good fit with locality team developments and other Moray-wide provision</li> <li>Move towards zero exclusion schools</li> <li>Sustain Hut 9 provision</li> <li>Sustain EYSW project</li> <li>Develop Connexions Project</li> <li>To further develop restorative work</li> <li>To further develop specific projects that support parents of excluded children</li> </ul>		<ul style="list-style-type: none"> <li>Develop a support centre / hub in a Primary and Secondary location</li> <li>Develop early stage / proactive based interventions</li> <li>Develop a clear multi agency support structure</li> <li>Review / restructure Inclusion and Support Services ensuring good fit with locality team developments and other Moray-wide provision</li> <li>Target key transitional stages</li> <li>Pre-school to primary P7 to S1</li> <li>School to Post School</li> <li>Implement LIAP processes</li> <li>Develop a range of alternative activity options for targeted and universal groups</li> <li>Develop groupwork based support initiatives</li> <li>Develop 1:1 support based initiatives</li> <li>Develop support programmes for parents</li> <li>Implement LIAP Process</li> </ul>
<p>2009 PRIORITIES Achievement / Attainment Young People</p>		<p>Improve the average total tariff score for attainment by S4</p>	188		<ul style="list-style-type: none"> <li>Ensure regular analysis of the lowest attaining 20% across Moray for factors which may affect attainment and develop strategy to target additional support appropriately</li> <li>Continue to provide and develop accredited alternative curriculum options</li> <li>Track attainment from Primary onward and target additional support appropriately, in particular for LAC and those with CSP's</li> <li>Develop programmes through the Curriculum for Excellence</li> <li>Enhance vocational learning opportunities</li> <li>Develop Skill Force provision</li> </ul>		<ul style="list-style-type: none"> <li>Ensure regular analysis of the lowest attaining 20% across Moray for factors which may affect attainment and develop strategy to target additional support appropriately</li> <li>Continue to provide and develop accredited alternative curriculum options</li> <li>Track attainment from Primary onward and target additional support appropriately, in particular for LAC and those with CSP's</li> <li>Prioritise programmes of support to target specific groups of children therefore reducing low level disruption and increase individual pupil and whole class attainment</li> </ul>

SOA REF	PRIORITY	INDICATOR	MORAY BASELINE (08/07)	FORRES BASELINE	FORRES ACTIONS	SPEYSIDE BASELINE	SPEYSIDE ACTIONS
<p>No 3 We are better educated, more skilled and more successful, renowned for our research and innovation</p> <p>No 6 We live longer, healthier lives.</p> <p>No 8 We have improved the life chances for children, young people and families at risk.</p> <p>No 9 We live our lives free from crime disorder and danger.</p>		<p>Increase the proportion of school leavers going on to a positive destination in education, training or employment</p>	85.80%		<ul style="list-style-type: none"> <li>Implement 16+ Learning Choices strategy</li> <li>To support CLD initiatives</li> <li>Develop this aspect of Hut 9 programme</li> <li>Enhance links with Moray College</li> <li>Develop work experience opportunities</li> <li>Develop access to Moray College programmes</li> <li>Further develop vocational learning opportunities</li> </ul>		<ul style="list-style-type: none"> <li>Implement 16+ Learning Choices strategy</li> <li>Identify additional learning and vocational opportunities</li> <li>Develop further social skills programmes</li> <li>Involve parents in supporting their child through the school – post school process</li> <li>Focus on key targeted individuals</li> </ul>
		<p>Young people become successful adults</p>	<p>Reduce the number of young people (under 25) killed or seriously injured through road traffic accidents</p>	<p>killed: 4 serious injury: 10</p>		<ul style="list-style-type: none"> <li>Continue to learn from the analysis of the profile of road accidents and those young people involved</li> <li>To develop Safe Drive Stay Alive programme</li> <li>To support Choices for Life programme</li> <li>To support Ready Steady Bike and Cycling Proficiency programmes</li> <li>To support Pedal Skills programme</li> <li>To support Police led interventions</li> </ul>	
<p>2009 PRIORITIES Health Alcohol Young People Economic Development</p>		<p>Increase the rate of 11-18 year olds and 18-25 year olds who self report that they are alcohol, drug and tobacco free</p>	<p>alcohol free: 26% 3% drug free: 85% / 55% tobacco free: 60% / 44%</p>		<ul style="list-style-type: none"> <li>Deliver on SOA priorities relating to drug, alcohol and tobacco use</li> <li>Implement Healthy Minds pilot project</li> <li>To develop SMS Drop In</li> <li>To develop CBO initiatives within schools</li> <li>To support Health promoting events</li> <li>To support HPS programmes</li> <li>To implement Healthy Minds project</li> </ul>		<ul style="list-style-type: none"> <li>Deliver on SOA priorities relating to drug, alcohol and tobacco use</li> <li>Implement Healthy Minds pilot project</li> <li>Identify young people requiring support and support</li> <li>Provide young people with information, advice and support</li> <li>Provide alternative activity options</li> <li>Review how we contact parents when issues are raised</li> <li>Facilitate information events / sessions</li> </ul>

SOA REF	PRIORITY	INDICATOR	MORAY BASELINE (06/07)	FOCHBERS BASELINE	FOCHBERS ACTIONS (still awaiting Health input)	LOSSIE BASELINE	LOSSIEMOUTH ACTIONS
<p>No 5 Our children have the best start in life and are ready to succeed.</p> <p>No 6 We live longer, healthier lives.</p> <p>No 8 We have improved the life chances for children, young people and families at risk.</p> <p>No 9 We live our lives free from crime disorder and danger.</p> <p>2009 PRIORITIES Health Alcohol Young People</p>	<p>All parents and young children thrive</p>	<p>For those involved in domestic abuse incidents increase the percentage who are only involved once</p>	42.70%		<p>Establish sub group to provide recommendations/exchange information/Ensure co-ordination with child protection Complementary programme to profile domestic abuse</p>		<p>Create sub group to take this forward Complementary programme to discuss issues of domestic abuse To investigate linkage with Child protection</p>
		<p>Increase the percentage of new mothers who are screened for perinatal mental health in the first 8 weeks post birth</p>			<p>Establish Early intervention interagency group Establish focus group re those previously referred</p>		<p>Establish early intervention multi agency sub group</p>
		<p>Increase the number of mothers giving birth who are drug and tobacco free</p>	<p>Drug free: 99.8% (U24: 99.2%) Tobacco free: 75.4% (U24: 61.2%)</p>		<p>Multi agency promotion of the benefits of healthy lifestyle Incorporate into PSHE curriculum Implement NESPC inter agency procedures Ensure Co-ordination with DAT Ensure FASD material made available through all agencies</p>		<p>Incorporate within PSHE curriculum Implement NESPC inter agency procedures for substance abusing pregnant mothers Ensure co-ordination with DAT</p>

SOA REF	PRIORITY	INDICATOR	MORAY BASELINE (06/07)	FOCHBERS BASELINE	FOCHABERS ACTIONS (still awaiting Health input)	LOSSIE BASELINE	LOSSIEMOUTH ACTIONS
<p>No 4 Our young people are successful learners, confident individuals, effective contributors and responsible citizens.</p> <p>No 5 Our children have the best start in life and are ready to succeed</p> <p>No 8 We have improved the life chances for children, young people and families at risk.</p> <p>No 9 We live our lives free from crime disorder and danger.</p> <p>2009 PRIORITIES Achievement / Attainment Young People</p>	<p>Children succeed in school</p>	<p>For young people who offend increase the proportion where this occurs only once</p>	60.80%		<p>Police to attend all YORG Meetings.</p> <p>OPS 12 screening/review reporting and referral system. Identify one time offenders/at risk of offending</p> <p>Work with partners to provide support programmes</p>		<p>Police implement local co-ordination Support programmes</p> <p>Improve communications and information sharing</p> <p>Provide holiday programmes for offenders or those likely to offend</p> <p>Sharing of information OPS 12 screening</p>
		<p>Reduce rate of exclusion</p>	<p>Primary: 0.02% Secondary: 0.14%</p> <p>Primary 0.04% Sec 0.07%</p> <p>Pan Grampian data sharing</p> <p>Implement ESS proposals to provide effective programmes as alternatives to exclusion</p> <p>Establish Early intervention multi agency group</p> <p>Monitor and service LIAP as appropriate</p> <p>Review and develop transition programmes and investigate S2/S3 transition</p>	<p>0.04% 0.11%</p>	<p>Provide alternatives to exclusion</p> <p>Implement LIAP</p>		
		<p>Improve the average total tariff score for attainment by S4</p>	188	184	<p>Proactive support packages. (ESS)</p> <p>Implement local Plan (school) elements</p> <p>Improve and develop the range of study support programmes</p> <p>Develop accredited alternative curriculum options</p>	176	<p>Proactive support packages</p> <p>Develop alternative accredited curriculum options</p>

SOA REF	PRIORITY	INDICATOR	MORAY BASELINE (06/07)	FOCHTBERS BASELINE	FOCHABERS ACTIONS (still awaiting Health input)	LOSSIE BASELINE	LOSSIEMOUTH ACTIONS
<p>No 3 We are better educated, more skilled and more successful, renowned for our research and innovation</p> <p>No 6 We live longer, healthier lives.</p> <p>No 8 We have improved the life chances for children, young people and families at risk.</p> <p>No 9 We live our lives free from crime disorder and danger.</p>	<p>Young people become successful adults</p>	<p>Increase the proportion of school leavers going on to a positive destination in education, training or employment</p>	85.80%	92.00%	<p>Multi agency sub group to provide targeted support (Support 16+ Learning Choices)</p> <p>Early careers intervention</p>	86.00%	<p>Investigate outside funding sources</p> <p>Increase the range of options for young people</p> <p>Approach RAF re: funding /initiatives</p>
		<p>Reduce the number of young people (under 25) killed or seriously injured through road traffic accidents</p>	<p>killed: 4 serious injury: 10</p>		<p>Momentum Course – Police to monitor Stats. PSHE curriculum</p>		<p>Continue with awareness raising PSHE curriculum</p> <p>Investigate opportunities for driver awareness courses</p> <p>Momentum course</p>
		<p>Increase the rate of 11-18 year olds and 18-25 year olds who self report that they are alcohol, drug and tobacco free</p>	<p>alcohol free: 28% 3% drug free: 85% / 65% tobacco free: 60% / 44%</p>		<p>Investigate what projects/initiatives available for this age group. Co-ordinate with LOFT Liaison with DAT PSHE curriculum</p>		<p>develop Healthy Minds project</p>
<p>2009 PRIORITIES Health Alcohol Young People Economic Development</p>							

THEME	PRIORITY	ACTIONS	STRATEGIC LEAD	OPERATIONAL LEAD	TIME SCALE
Increase the capacity of staff and agencies to work together at a local level	develop locality teams through Locality Management Groups	Ensure that a clear remit for Locality Management Groups (LMGs) which also defines the scope of their responsibilities is in place	Smarter Coordinating Group	LCN Manager	Oct-08
	Implement an Integrated Assessment & Planning Framework	Deliver first tranche of SO training for meeting chairs Deliver LIAP training in each locality Implement LIAP process Plan for further training and development Review initial implementation	Smarter Coordinating Group	Chr/Dev Off GIRFEC Group	Jan 09 Mar 09 Apr 09 from Apr 09 Nov 09
Streamline planning and decision-making	Devolve responsibility for resource, planning and decisionmaking to a local level as far as possible	Review current centrally controlled resources and plan for the maximum appropriate deployment to localities Ensure there is clarity of central responsibility and at the interface with localities	ALL PARTNERS	Lead Officers	Mar-10
	measure impact for service users	Monitor and evaluate performance against the three high level outcomes of the ICSP	Smarter Coordinating Group	Lead Officer, Smarter theme Group	Mar-10
Measure and evaluate progress	audit effectiveness of services and interventions	Implement rolling programme of self evaluation	ALL PARTNERS	Chr / QI Group	from Apr 09
	monitor the standards of services	Implement LIAP audit tool	Smarter Coordinating Group	Chr/Dev Off GIRFEC Group	Ongoing
Ensure effective communication and engagement strategies are in place	Ensure straightforward and efficient communication between the Locality Management Groups and the Smarter Theme Co-ordinating Group	Develop Communications Strategy	Smarter Coordinating Group	Lead Officer, Smarter theme Group	Oct-09
	Improve the accessibility of information about children & young people's services	Promote and regularly update Central Services Directory Review and integrate relevant websites Continue coordinated programme of "Getting It Together" interagency events	Smarter Coordinating Group	Libraries & Museums Lead Officer, Smarter Theme Group	Ongoing Jun 09 ongoing
	Improve reporting on the high-level outcomes	Collate and produce annual report	Smarter Coordinating Group	Lead Officer, Smarter Theme Group	from Jun 09
	Promote stakeholder participation in the evaluation and development of integrated working	Implement LIAP feedback tool Work with the Community Engagement Group to develop stakeholder involvement	Smarter Coordinating Group	Chr/Dev Off GIRFEC Group Lead Officer, Smarter Theme Group	from Apr 09 ongoing

THEME	PRIORITY	TARGET OUTPUTS
<p>Increase the capacity of staff and agencies to work together at a local level</p>	<p>develop locality teams through Locality Management Groups</p>	<p>Statement of remit and responsibilities agreed and circulated to LMGs</p>
<p>Streamline planning and decision-making</p>	<p>Implement an Integrated Assessment &amp; Planning Framework</p>	<p>Intro SO day for 90 staff delivered+ 8 dys x max 12 staff each on SO meetings delivered half day training x max 50 in each locality (8) delivered LIAP pack available to all GIRFEC action Plan updated Review of LIAP undertaken</p>
<p>Measure and evaluate progress</p>	<p>Devolve responsibility for resource, planning and decisionmaking to a local level as far as possible</p>	<p>Reviews undertaken by services as appropriate Services provide clear statement of centrally held responsibility for LMGs</p>
<p>Ensure effective communication and engagement strategies are in place</p>	<p>measure impact for service users audit effectiveness of services and interventions monitor the standards of services</p>	<p>Monitoring and evaluation reports Self evaluation evidence / reports Regular audit reports</p>
<p>Ensure effective communication and engagement strategies are in place</p>	<p>Ensure straightforward and efficient communication between the Locality Management Groups and the Smarter Theme Co-ordinating Group Improve the accessibility of information about children &amp; young people's services Improve reporting on the high-level outcomes Promote stakeholder participation in the evaluation and development of integrated working</p>	<p>Communications Strategy in place Directory kept up to date Websites up to date and link with one another 2 x GIT interagency seminars annually annual report generated feedback noted and acted upon as required stakeholders involved in evaluation and development on a regularised basis</p>

THEME	PRIORITY	BUCKIE	KEITH
<p>Increase the capacity of staff and agencies to work together at a local level</p>	<p>develop locality teams through Locality Management Groups</p>	<p>Establish and develop multi-agency locality teams Establish co-located staff base Identify and provide multi-agency training in locality</p>	<p>Establish and develop multi-agency locality teams Establish co-located staff base Identify and provide multi-agency training in locality</p>
<p>Streamline planning and decision-making</p>	<p>Implement an Integrated Assessment &amp; Planning Framework</p> <p>Devolve responsibility for resource, planning and decisionmaking to a local level as far as possible</p>	<p>Implement LIAP processes Monitor LIAP processes to ensure a consistent approach</p>	<p>Implement LIAP processes Monitor LIAP processes to ensure a consistent approach</p>
<p>Measure and evaluate progress</p>	<p>measure impact for service users</p> <p>audit effectiveness of services and interventions</p> <p>monitor the standards of services</p>	<p>Establish procedures for tracking impact on service users</p> <p>Establish procedures for monitoring effectiveness of services</p>	<p>Establish procedures for tracking impact on service users</p> <p>Establish procedures for monitoring effectiveness of services</p>
<p>Ensure effective communication and engagement strategies are in place</p>	<p>Ensure straightforward and efficient communication between the Locality Management Groups and the Smarter Theme Co-ordinating Group</p> <p>improve the accessibility of information about children &amp; young people's services</p> <p>improve reporting on the high-level outcomes</p> <p>Promote stakeholder participation in the evaluation and development of integrated working</p>	<p>Improve communication between partner agencies. Develop a local communication strategy in line with Pan Grampian Information Sharing Protocols</p>	<p>Ensure straightforward and efficient communication both within the Locality Management Group and between the LMG and the Smarter Theme Co-ordinating Group</p> <p>Produce locality information leaflets for service users</p>

THEME	PRIORITY	ELGIN NORTH	ELGIN SOUTH
<p><b>Increase the capacity of staff and agencies to work together at a local level</b></p>	<p>develop locality teams through Locality Management Groups</p>	<p>(1) The LMG will seek clarity from the Smarter Theme Group regarding their view of the Locality Group remit.                      (2) Identify potential membership of a core locality team.                      (3) To ensure that the Locality Team meet regularly eg. fortnightly.                      (4) To provide regular multi-agency training opportunities.</p>	<p>(1) The LMG will seek clarity from the Smarter Theme Group regarding their view of the Locality Group remit.                      (2) Identify potential membership of a core locality team.                      (3) To ensure that the Locality Team meet regularly eg. fortnightly.                      (4) To provide regular multi-agency training opportunities.</p>
<p><b>Streamline planning and decision-making</b></p>	<p>Implement an Integrated Assessment &amp; Planning Framework</p>	<p>(1) Deliver LIAP training in each locality.                      (2) Implement the LIAP process.                      (3) Plan for further training and development.                      (4) Review initial implementation.</p>	<p>(1) Deliver LIAP training in each locality.                      (2) Implement the LIAP process.                      (3) Plan for further training and development.                      (4) Review initial implementation.</p>
<p><b>Measure and evaluate progress</b></p>	<p>Develop responsibility for resource, planning and decisionmaking to a local level as far as possible</p>	<p>(1) Determine what resources are to be devolved to the LMG, what responsibilities the LMG has and thereafter develop planning/decision making mechanisms.                      (2) Ensure there is clarity of responsibility of LMGs at local level.</p>	<p>(1) Determine what resources are to be devolved to the LMG, what responsibilities the LMG has and thereafter develop planning/decision making mechanisms.                      (2) Ensure there is clarity of responsibility of LMGs at local level.</p>
<p><b>Ensure effective communication and engagement strategies are in place</b></p>	<p>measure impact for service users                      audit effectiveness of services and interventions                      monitor the standards of services                      Ensure straightforward and efficient communication between the Locality Management Groups and the Smarter Theme Co-ordinating Group</p>	<p>(1) Develop an acceptable set of data which can be measured, and also implement regular monitoring and evaluations.                      (1) Utilise and implement guidance on evaluating services for Children and Young People.                      (1) Implement LIAP audit tool.</p>	<p>(1) Develop an acceptable set of data which can be measured, and also implement regular monitoring and evaluations.                      (1) Utilise and implement guidance on evaluating services for Children and Young People.                      (1) Implement LIAP audit tool.</p>
<p><b>Ensure effective communication and engagement strategies are in place</b></p>	<p>Improve the accessibility of information about children &amp; young people's services                      Improve reporting on the high-level outcomes                      Promote stakeholder participation in the evaluation and development of integrated working</p>	<p>(1) Develop communications strategy.                      (1) Keep the Elgin Service Directory up to date.                      (2) Set up an Information Subgroup to deal with the accessibility of information relating to YP/Children.                      (3) Develop public communications mechanisms.                      (1) Collate and produce an annual report.</p>	<p>(1) Develop communications strategy.                      (1) Keep the Elgin Service Directory up to date.                      (2) Set up an Information Subgroup to deal with the accessibility of information relating to YP/Children.                      (3) Develop public communications mechanisms.                      (1) Collate and produce an annual report.</p>

THEME	PRIORITY	FORRES	SPEYSIDE
<p>Increase the capacity of staff and agencies to work together at a local level</p>	<p>develop locality teams through Locality Management Groups</p>	<p>Regular LMG meetings Develop interagency Training Opportunities Develop a 'shadowing' programme allowing staff to shadow staff members from other agencies.</p>	
<p>Streamline planning and decision-making</p>	<p>Implement an Integrated Assessment &amp; Planning Framework</p>	<p>Implement LIAP process</p>	
<p>Measure and evaluate progress</p>	<p>Devolve responsibility for resource, planning and decisionmaking to a local level as far as possible</p> <p>measure impact for service users</p> <p>audit effectiveness of services and interventions</p> <p>monitor the standards of services</p> <p>Ensure straightforward and efficient communication between the Locality Management Groups and the Smarter Theme Co-ordinating Group</p>		
<p>Ensure effective communication and engagement strategies are in place</p>	<p>Improve the accessibility of information about children &amp; young people's services</p> <p>Improve reporting on the high-level outcomes</p> <p>Promote stakeholder participation in the evaluation and development of integrated working</p>		

THEME	PRIORITY	FOCHABERS	LOSSIEMOUTH
Increase the capacity of staff and agencies to work together at a local level	develop locality teams through Locality Management Groups	Facilitate and monitor LMG sub groups; Develop co-location/co-working; develop operational protocols	Facilitate and monitor LMG sub groups; Develop co-location/co-working; develop operational protocols
Streamline planning and decision-making	Implement an Integrated Assessment & Planning Framework	support LIAP training locally; support implementation of LIAP	support LIAP training locally; support implementation of LIAP
Measure and evaluate progress	Devolve responsibility for resource, planning and decision making to a local level as far as possible	identify and clarify existing resources Identify and evaluate existing multi agency groups	identify and clarify existing resources Identify and evaluate existing multi agency groups
	measure impact for service users	monitor and evaluate performance against the action plan	monitor and evaluate performance against the action plan
	audit effectiveness of services and interventions	Implement the self evaluation framework 'evaluating Services for Children and Young People'	Implement the self evaluation framework 'evaluating Services for Children and Young People'
	monitor the standards of services	Implement LIAP audit tool	Implement LIAP audit tool
Ensure effective communication and engagement strategies are in place	Ensure straightforward and efficient communication between the Locality Management Groups and the Smarter Theme Co-ordinating Group	LMG establish a communication system within and between agencies and with the Smarter Theme Co-ordinating Group	LMG establish a communication system within and between agencies and with the Smarter Theme Co-ordinating Group
	Improve the accessibility of information about children & young people's services	Review current methods of promoting and informing including network events	Review current methods of promoting and informing including network events
	Improve reporting on the high-level outcomes	Produce annual report	Produce annual report
	Promote stakeholder participation in the evaluation and development of integrated working	Implement LIAP feedback tool; Take lead and co-ordinate work with community engagement group. Investigate feasibility of school focus groups	Implement LIAP feedback tool; Take lead and co-ordinate work with community engagement group. Investigate feasibility of school focus groups

**LOSSIEMOUTH LOCALITY PRIORITIES**

**DRAFT**

PRIORITY	INDICATOR OR THEME	BASELINE (for any indicator)	ACTIONS	LEAD	TIMESCALE
All parents and young children thrive	More parents of vulnerable young children being able to access support for their children's development	CLD SW Educ Health	Establish a cross agency sub group with a remit to gather intelligence in terms of current provision, how this can be accessed and conduct needs analysis and make recommendations. Focus on Locality Team base. Establish satellite bases	LCNSO	
Children succeed in school	Develop and co-ordinate out of school provision for children and young people		Establish and maintain a directory of provision Multi agency sub group to increase provision	LCN CLD	
Young people become successful adults					

**FOCHABERS LOCALITY PRIORITIES**

**DRAFT**

PRIORITY	INDICATOR OR THEME	BASELINE (for any indicator)	ACTIONS	LEAD	TIMESCALE
Parenting			Identify through service providers parenting needs Use LIAP analysis to identify where there is a need for targeted parenting intervention		
Children and young people thrive	Effective reporting and positive outcomes on safety issues regarding children and young people		Obtain and analyse Ops12 and CPR1s on a monthly basis		

**KEITH LOCALITY PRIORITIES**

**DRAFT**

PRIORITY	INDICATOR OR THEME	BASELINE (for any indicator)	ACTIONS	LEAD	TIMESCALE
Parenting			Identify through service providers parenting needs Use LIAP analysis to identify where there is a need for targeted parenting intervention		
Children and young people thrive	Effective reporting and positive outcomes on safety issues regarding children and young people		Obtain and analyse Ops12 and CPR1s on a monthly basis		

2. Improve the accessibility of information about children & young people's services and reporting on the high-level outcomes to promote a wider stakeholder involvement.
3. Develop stakeholder participation in the evaluation and development of integrated working.

## **6. Links to other Strategies and Plans**

The following list is not exhaustive.

### **Local Strategies and Plans**

Adult Literacy and Numeracy Action Plan  
Antisocial Behaviour Action Plan  
ASN Implementation Group Timeline  
Careers Scotland Statement  
Community Learning and Development Strategy  
Community Safety Action Plan  
Community Safety Strategy  
Community Services Department, Services to Children and Families, Development and Improvement Plan  
Corporate Development Plan  
Educational Services Improvement Plan  
Educational Services Action Plans  
Fairer Scotland Strategy  
Grampian Child Protection Strategy  
Grampian Health Board Oral Health Strategy Exec summary  
Grampian Police: Platform for Success  
Grampian Police Moray Division Action Plans  
Moray Arts Strategy  
Moray Community Health and Social Care Partnership Plan  
Moray Domestic Abuse Forum Action Plan  
Moray Drug and Alcohol Corporate Action Plan  
Moray Homelessness Strategy 2003/08  
Moray Joint Health Improvement Plan  
Moray Learning Disability Strategy  
Moray Local Housing Strategy  
Moray Physical and Sensory Strategy  
Moray Road Safety Plan  
Moray Sports Strategy  
Moray Youth Justice Strategy  
Moray Youth Strategy – The Place To Be  
More Choices, More Chances Strategy  
NHS Grampian Child Health Plan  
NHS Grampian Food and Health Improvement Strategy  
NHS Grampian Sexual Health Strategy  
NHS Grampian Tobacco Profile and Action Plan  
Parenting Strategy  
Schools Out Framework for Out of School Care for Moray  
Shifting the Balance: The Mental Health Framework for Moray  
Supporting People Action Plans

### **Other associated documents**

ASB Youth Strategy and process  
Audit of Parenting Work in Moray  
Child Protection Records Audit

Children 1<sup>st</sup> Children and Young Peoples Rights Officer Annual Report  
Children 1<sup>st</sup> Cooper Park Abuse Recovery Annual Report  
Community Planning Chief Executive's briefing  
Community Planning report  
Community safety survey collation  
Consultation reports: ex Looked After Children; Education and ASN; Education and  
Consultation paper on ASD for service providers  
For Moray's Children / Getting it Together Seminar Reports  
Health Promoting Schools update report  
Learning Disability - Needs Assessment Audit  
Learning with Care Recall day papers  
Listening to Learners Action Research report  
Looked After Children action Plan  
MIDAS evaluation report  
Moray Childcare Partnership Training Audit  
Moray Inclusion File – Accessibility for All  
Moray Inclusion File – Race Equality  
Moray Inclusion File – Integrated Working  
Moray Youth Justice Evaluation Report  
NHS Grampian framework for reducing health inequalities:  
Race Equality Policy Document and action plan  
Standards for public library Services for Young People  
Surestart Spend Committee Report

## 7. Glossary

<b>CLD</b>	Community Learning and Development
<b>CSP</b>	Coordinated Support Plan (Additional support needs)
<b>EYSW</b>	Early Years Support Worker
<b>GIRFEC</b>	Getting it Right for Every Child
<b>GIT</b>	Getting it Together (Slogan used for the regular interagency training organised by the Smarter Coordinating Group)
<b>HPS</b>	Health Promoting Schools
<b>HUT 9</b>	Multi agency support facility on Campus of Forres Academy
<b>ICSP</b>	Integrated Children's Service Plan
<b>LAC</b>	Looked after Children
<b>LIAP</b>	Local Integrated Assessment and Planning
<b>LMG</b>	Locality Management Group
<b>MCMC</b>	More Choices More Chances
<b>MYA</b>	Moray Youth Action
<b>MYJ</b>	Moray Youth Justice
<b>OPS12/1</b>	(Police) report of Child Protection / Adults at Risk / Domestic Abuse Concerns
<b>SMS</b>	Drop in for Young People providing sexual health services and lifestyle support and advice
<b>SO</b>	Solution Oriented
<b>SOA</b>	Single Outcome Agreement