

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

Local Outcome 6 – The community will develop and improve their learning and qualifications

<b>KEY ACTION</b>	<b>Development and Implementation of a Moray Lifelong Learning Strategy</b>	
<b>SMART Targets for Key Action</b>		
<p>To develop and implement a Moray Lifelong Learning Strategy, the following actions and targets have been determined –</p> <p>Actions:</p> <ul style="list-style-type: none"> <li>• Improve interface between employers and training providers to better determine needs of employers and how this can be met by training providers.</li> </ul> <p>Targets:</p> <ul style="list-style-type: none"> <li>• Increase the number of adult learning opportunities across Moray. In 2007/08 Moray College had an enrolment of 7,932 students.</li> <li>• Increase the number of pupils progressing to further or higher education. In 2007/08 26.2% school leavers went onto further education while 25.3% went onto higher education.</li> <li>• Increase provision and resources for essential skills services</li> <li>• Increase learning options for those pupils who are at risk of becoming MCMC.</li> </ul>		
<b>Quarter 1 Milestone</b>		<b>Date</b>
○ Publication of Employer Engagement Hospitality Skills Report		June 2009
<b>Quarter 2 Milestone</b>		<b>Date</b>
○ Establish Lifelong Learning Forum reporting to Smarter Theme Group or Smarter Co-ordinating Group		Sep 2009
○ Agree remit and membership and propose performance targets for Forum		
<b>Quarter 3 Milestone</b>		<b>Date</b>
○ Develop Lifelong Learning Strategy		December 2009
○ Agree key SMART targets for action including determination of responsible partner and baseline evidence.		
○ Publication of Employer Engagement Skills Report for identified sector		

Quarter 4 Milestone	Date
<ul style="list-style-type: none"> <li>○ Establishment of the Lifelong Learning Action/Operational Plan for 2010/11</li> </ul>	March 2010
<p><b>Expected outcome/contribution to the local and national outcome</b></p>	
<p>The partnership has identified that attainment and achievement of adults in the working population needs to improve. Through the development of the Lifelong Learning Strategy and formation of the Lifelong Learning Forum the hope is to co-ordinate and achieve an:</p> <ul style="list-style-type: none"> <li>○ Increase in lifelong learning opportunities</li> <li>○ Increase in essential skills</li> <li>○ Improvement in early intervention methods to enable adults in Moray to seek more highly skilled employment.</li> </ul> <p>This work will ultimately contribute to meeting National Outcome 3 where we are better educated, more skilled and more successful.</p>	
<p><b>Resources</b></p>	
<p>The resources required to form the Lifelong Learning Forum and develop the Lifelong Learning Strategy will come from existing resources. To achieve the 2010/11 actions to be established by the Forum future additional resources will need to be sought.</p>	
<p><b>Lead Officer, including contact details</b></p>	<p>Mike Devenney Principal, Moray College <a href="mailto:Mike.Devenney@moray.uhi.ac.uk">Mike.Devenney@moray.uhi.ac.uk</a> 01343 576222</p>

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

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

<b>KEY ACTION</b>	<b>Implement 16+ Learning Choices Action Plan</b>	
<b>SMART Targets for Key Action</b>		
<p>Implementing the 16+ Learning Choices Action Plan improves the option for an individual to remain in learning through the following actions and targets –</p> <p>Actions:</p> <ul style="list-style-type: none"> <li>Action plan devised for implementing 16+ Learning Choices in Moray and circulated to stakeholders by 30 September 2009.</li> <li>All secondary schools in Moray identifying learning choices for all 16+ leavers. Ongoing work towards target during this year, final results available after December 2010.</li> </ul> <p>Targets:</p> <ul style="list-style-type: none"> <li>No more than 12% of 2009/10 school leavers to be More Choices More Chances (MCMC) group. Percentage is for overall leavers for the year (winter and summer). Preliminary target based on performance since 2005. To be reviewed following exam results in Quarter 2 as if the number of young people not achieving 5+ Level 3 awards is much larger than previous years this would influence the number of learners liable to be in need of MCMC. Ongoing work towards target during this year. Review after results available August 2010. (Closely linked with part of the work around the Fairer Scotland Fund)</li> </ul>		
<b>Quarter 1 Milestone</b>		<b>Date</b>
<ul style="list-style-type: none"> <li>Initial work on action plan: circulate draft, discuss at 16+ Learning Choices Strategic Group meeting</li> <li>Initial work in Keith Grammar School and Pinefield Parc on identifying the needs of leavers and possible provision of offers for learning. Feedback from schools to Educational Services on work undertaken.</li> </ul>		June 2009
<b>Quarter 2 Milestone</b>		<b>Date</b>
<ul style="list-style-type: none"> <li>Action plan finalised. Circulate to stakeholders.</li> <li>Review SMART target for percentage of school leavers in MCMC group following exam results and latest Skills Development Scotland update (young people not achieving 5+ Level 3 awards). Amend SMART target if appropriate.</li> <li>Keith Grammar and Pinefield Parc submit feedback on needs of learners and possible provision of offers for learning to Educational Services. Experience gained summarised and sent to other secondary schools and also wider partners. Other schools begin planning based on Keith Grammar and Pinefield Parc experience.</li> </ul>		Sep 2009

Quarter 3 Milestone	Date
<ul style="list-style-type: none"> <li>○ Initial work undertaken from action plan – appoint secondee.</li> <li>○ Feedback from Keith Grammar and Pinefield Parc on improvements to planning and coordination of possible 16+ learning choices for winter leavers based on their initial experience and with input from partners. Compare % of winter leavers made an offer at these schools with previous years' figures.</li> </ul>	Dec 2009
Quarter 4 Milestone	Date
<ul style="list-style-type: none"> <li>○ Ongoing work undertaken from action plan.</li> <li>○ Review SMART target for percentage of school leavers in MCMC group based on experiences with winter leavers.</li> <li>○ Educational Services to obtain feedback from all secondary schools on winter leavers' experience of 16+ learning choices and use information to plan for 2010 summer leavers for all schools. Circulate recommendations to all secondary schools.</li> </ul>	March 2010
Expected outcome/contribution to the local and national outcome	
<p>From the identified needs of young people improve the options for an individual to remain in learning. 16+ Learning Choices offers to be available to all leavers by December 2010.</p> <p>This work contributes towards Local Outcome 7 – More young people will remain in learning post-16 from National Outcome 3 – We are better educated, more skilled and more successful, renowned for our research and innovation. It also contributes towards Local Outcome 9 - More young people will develop to be successful adults, from National Outcome 4 - Our young people are successful learners, confident individuals, effective contributors and responsible citizens.</p>	
Resources	
<p>16+ Learning Choices Officer: Total £70K needed. £55K already obtained from Scottish Government funding, £15K from partners is needed to fund post (Fairer Scotland Fund application likely, Educational Services and Moray College budgets to be used if funding not granted). Officer, school and wider partner time in developing plans and working on identified needs. With the exception of the Officer, all resources are from existing departmental budget.</p>	
<b>Lead Officer, including contact details</b>	<b>George Sinclair, The Moray Council, 01343 563519</b>

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

Local Outcome 8 – More young people will succeed in school

KEY ACTION	Attainment						
<b>SMART Targets for Key Action</b>							
<p>Moray schools show an improving trend in attainment over time with the following actions being defined –</p> <p>Actions:</p> <ul style="list-style-type: none"> <li>All secondary schools receive Standard Tables and Charts (STACs) data and training is used to encourage use of examination data to inform practice.</li> <li>All primary and secondary schools have Curriculum for Excellence and/or improving methodology in their plans for 2009/10.</li> <li>All primary and secondary schools are tracking pupil progress to allow intervention and more frequent achievement of targets.</li> </ul> <p>Targets:</p> <ul style="list-style-type: none"> <li>The following attainment targets have been set for 2009/10 based on the previous 3 years results: <table border="0" style="margin-left: 40px;"> <tr> <td>➤ <b>S4</b> 5+ Level 3 (91%)</td> <td><b>S5</b> 1+ Level 6 (41%)</td> </tr> <tr> <td>5+ Level 4 (82%)</td> <td>3+ Level 6 (22%)</td> </tr> <tr> <td>5+ Level 5 (37%)</td> <td>5+ Level 6 (9%)</td> </tr> </table> </li> </ul>		➤ <b>S4</b> 5+ Level 3 (91%)	<b>S5</b> 1+ Level 6 (41%)	5+ Level 4 (82%)	3+ Level 6 (22%)	5+ Level 5 (37%)	5+ Level 6 (9%)
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5+ Level 4 (82%)	3+ Level 6 (22%)						
5+ Level 5 (37%)	5+ Level 6 (9%)						
<b>Quarter 1 Milestone</b>	<b>Date</b>						
<ul style="list-style-type: none"> <li>STACs data use training scheduled.</li> <li>Tracking is made part of minimum specification for school self evaluation.</li> </ul>	June 2009						
<b>Quarter 2 Milestone</b>	<b>Date</b>						
<ul style="list-style-type: none"> <li>100% of secondary schools have received STACs training. Targets for pupils sitting Higher Grade exams distributed to 100% of secondary schools. Collect number of pupils sitting 3 Highers from 100% of secondary schools. Review percentage against anticipated figure.</li> <li>Improvement plans received from 100% of primary and secondary schools contain Curriculum for Excellence and/or improving methodology.</li> <li>Feedback from 100% of primary and secondary schools that they are working on developing and implementing tracking of pupil progress.</li> </ul>	Sep 2009						

<b>Quarter 3 Milestone</b>	<b>Date</b>
<ul style="list-style-type: none"> <li>○ (STACs training complete). 100% of secondary school head teachers to discuss exam results with departmental heads. 100% of head teachers to discuss school attainment with Educational Services.</li> <li>○ 100% of primary and secondary schools to have a pupil progress tracking system in place.</li> </ul>	Dec 2009
<b>Quarter 4 Milestone</b>	<b>Date</b>
<ul style="list-style-type: none"> <li>○ Review carried out in 100% of secondary schools whether appropriate staff in post have received STACs training.</li> <li>○ Feedback from Quality Improvement Officers (QIOs) on effectiveness of 100% of primary and secondary schools pupil tracking systems.</li> </ul>	March 2010
<b>Expected outcome/contribution to the local and national outcome</b>	
<p>Secondary schools are better equipped to assess examinations data and have improved their tracking of children's progress, where this was required. Secondary schools better placed to identify and deliver on targets for S5/6 pupils in August 2010 examinations.</p> <p>This work contributes towards Local Outcome 7 – More young people will remain in learning post-16 from National Outcome 3 – We are better educated, more skilled and more successful, renowned for our research and innovation. It also contributes towards Local Outcome 8 - More young people will succeed in school, from National Outcome 4 - Our young people are successful learners, confident individuals, effective contributors and responsible citizens.</p>	
<b>Resources</b>	
<p>Resources are from the annual departmental budget. Funding for courses for teachers and officer / school time for training in examination analysis and for tracking.</p>	
<b>Lead Officer, including contact details</b>	<b>George Sinclair, The Moray Council, 01343 563519</b>

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

Local Outcome 8 – More young people will succeed in school

KEY ACTION	Wider Achievements	
<b>SMART Targets for Key Action</b>		
<p>Wider achievement will ensure that more young people succeed in school with the actions and targets having been defined –</p> <p>Actions:</p> <ul style="list-style-type: none"> <li>• Devise action plan following receipt of results of national pilots, which are investigating means of capturing and recognising other achievements.</li> </ul> <p>Targets:</p> <ul style="list-style-type: none"> <li>• Maintain baseline for the number of pupils with a wider achievement in 2008/09, currently defined as completion of one of the following: Duke of Edinburgh Award, Dynamic Youth Award, Youth Achievement Award, Trinity College Arts Award, John Muir Award, Millennium Volunteers, work experience and community involvement.</li> </ul>		
<b>Quarter 1 Milestone</b>		<b>Date</b>
<ul style="list-style-type: none"> <li>○ Define wider achievements suitable for data capture at this stage.</li> </ul>		May 2009
<b>Quarter 2 Milestone</b>		<b>Date</b>
<ul style="list-style-type: none"> <li>○ Devise collection mechanism for capturing wider achievement. Feedback from Fiona Mackay and Karen Delaney on proposed methods of capturing data. Improvements made where required and data capture methods finalised.</li> </ul>		Sep 2009
<b>Quarter 3 Milestone</b>		<b>Date</b>
<ul style="list-style-type: none"> <li>○ Number of pupils in Moray with a wider achievement recorded for 2008/09, Baseline established.</li> <li>○ Wider Achievement Group meeting to discuss results of national pilots on additional recognition of wider achievements. Begin to devise action plan for additional data capture and recording. Revise milestone for Quarter 4 based on work to be done.</li> </ul>		Dec 2009

Quarter 4 Milestone	Date
<ul style="list-style-type: none"> <li>○ Action plan devised and initial work undertaken– dependent on results of national pilots. To be revised at Quarter 3.</li> </ul>	<p>March 2010</p>
<p><b>Expected outcome/contribution to the local and national outcome</b></p>	
<p>Development of a method for capturing of aspects of wider achievement across Moray to ensure information other than attainment is available on pupils' progress in schools. National pilot information , due to be available in Quarter 3, will potentially result in work being carried out in Quarter 4 of the current year and beyond in order to expand data capture methods to include other achievements. This will result in a more complete picture of individual achievement.</p> <p>This work contributes towards Local Outcome 8 - More young people will succeed in school, from National Outcome 4 - Our young people are successful learners, confident individuals, effective contributors and responsible citizens.</p>	
<p><b>Resources</b></p>	
<p>Resources are currently from the annual departmental budget: Officer / administrative and school time to collect data and devise plans.</p> <p>Dependent on results and recommendations from the national pilots, resources may need to be redirected to work on capturing the other achievements of young people in Moray.</p>	
<p><b>Lead Officer, including contact details</b></p>	<p><b>George Sinclair, The Moray Council 01343 563519</b></p>

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

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

<b>KEY ACTION</b>	<b>More Choices, More Chances</b>
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**SMART Targets for Key Action**

As part of More Choices, More Chances the following targets and actions have been agreed -

- Increased number of unemployed 16 to19 year old clients receiving personal support through case management to secure training, work or learning opportunities (Baseline 2008/09: Moray accounts for 2% of national total: maximum target of 3.125% - even percentage share for all local authorities).
- Increased number of unemployed young people aged 16 to19 who Skills Development Scotland supported to progress into a positive outcome i.e. employment, education or training (baseline 2008/9 = 74.2%).
- Increased number of unemployed young people aged 16 to19 Skills Development Scotland supported, who have sustained their positive outcome for at least 3 months (baseline 2008/09 = 81.6%)
- Target of no more than 12% of 2009/10 school leavers to be More Choices More Chances group (baseline currently 13.4%)

The following actions are to be complete by the end of 2009/10 as work towards the above targets (which are not measureable until 2010/11):

- Finalise Employability Action Plan
- Finalise Employability Strategy
- Development of additional flexible interventions (methods to get people into work that allows an approach tailored to the individual) for young people from the MCMC target group in line with 16+ Learning Choices and Fairer Scotland Fund.
- Hold multi agency training courses (one per quarter) as identified through the MCMC skills survey
- Complete employability tendering process, award bids.
- Hold young people’s Pathways mapping event and review results.

<b>Quarter 1 Milestone</b>	<b>Date</b>
<ul style="list-style-type: none"> <li>○ Employability Action Group (EAG) to meet and agree revised employability structure (MCMC, Workforce+). Set up Strategy Group. Draft of Employability Action Plan.</li> <li>○ EAG, 16+ Strategy Group and Fairer Scotland Fund Team investigate additional flexible interventions.</li> <li>○ Review planned training sessions for Quarters 2-4 and feedback to EAG.</li> <li>○ EAG to agree employability specification for tendering (applications for Fairer Scotland funding).</li> </ul>	<p>June 2009</p>

Quarter 2 Milestone	Date
<ul style="list-style-type: none"> <li>○ EAG to finalise Employability Action Plan. Circulate to Community Planning Partners.</li> <li>○ EAG Strategy Group draft Employability Strategy.</li> <li>○ Complete review of MCMC voucher scheme. Funding task group through EAG established. Funding task group to identify funding opportunities to develop flexible interventions for young people to support them into employment/training.</li> <li>○ Funding application submitted through 16+ group for flexible pot of funding to enhance interventions developed through 16+ developments</li> <li>○ Hold welfare benefits training for front line workers, working with vulnerable groups .</li> <li>○ FSF Employability tender process underway. Feedback to EAG.</li> <li>○ Planning for young people’s “Pathways” mapping event.</li> </ul>	<p>30 July 2009</p> <p>30 Sept 2009 30 Sept 2009</p> <p>30 Sept 2009</p> <p>30 Sept 2009</p> <p>30 Sept 2009 30 August 2009</p>
Quarter 3 Milestone	Date
<ul style="list-style-type: none"> <li>○ EAG review Employability Action Plan. Set milestones for Quarter 4. Circulate feedback to Community Planning Partners.</li> <li>○ EAG Strategy Group finalise Employability Strategy and circulate to Community Planning Partners.</li> <li>○ Feedback through EAG task group on funding proposals to FSF and development of interventions. 16+Learning Choices Development Officer appointed and developing additional flexible interventions.</li> <li>○ Employability Awareness training for front line workers working with vulnerable groups.</li> <li>○ Employability bids awarded.</li> <li>○ Implement FSF employability service. Service developed, monitored and evaluation in place.</li> <li>○ Hold young peoples “Pathways” mapping event (October 2009). Review results of young people’s “Pathways” mapping event and circulate to EAG and appropriate parties.</li> </ul>	<p>31 Dec 2009</p> <p>04 Oct 2009</p> <p>31 Dec 2009</p> <p>31 Oct 2009 (event) 31 Dec 2009 (Feedback)</p>
Quarter 4 Milestone	Date
<ul style="list-style-type: none"> <li>○ Milestones set at Quarter 3 once plan finalised. EAG review Employability Action Plan – review of all actions completed in Quarters 1-3. Set targets for 2010/11. Circulate feedback to Community Planning Partners.</li> <li>○ Feedback through EAG Funding Task Group on interventions developments</li> <li>○ 16+ Learning Choices Development Officer to feedback to EAG on flexible interventions. EAG to set targets for flexible interventions for 2010/11.</li> <li>○ Hold Disability Service Provision and Equalities/Disability Discrimination Act Awareness Training for front line workers working with vulnerable groups. Complete review of interagency training and feedback to EAG.</li> <li>○ Obtain quarterly monitoring report from FSF employability service.</li> </ul>	<p>March 2010</p>

<b>Expected outcome/contribution to the local and national outcome</b>	
<p>There will be an increase in the number of young people entering positive destinations and improved employability service provision in Moray. Local services will have improved knowledge of key areas around employability, such as welfare benefits, disabilities and legislation. Mapping exercises will identify areas for improvement in employability service provision for young people. 2010/11 targets will be more specific and better informed.</p> <p>This will contribute towards Local Outcome 9 – More young people will develop to be successful adults, National Outcome 4 – Our young people are successful learners, confident individuals, effective contributors and responsible citizens.</p> <p>It can also be considered to contribute towards Local Outcome 6 - The community will develop and improve their learning and qualifications, National Outcome 3 – We are better educated, more skilled and more successful, renowned for our research and innovation, Local Outcome 14 Inequalities in Moray will be addressed; ; National Outcome 7 – We have tackled the significant inequalities in Scottish society, Local Outcome 25- Agencies will work together and individually to improve services, National Outcome 15 – Our public services are high quality, continually improving, efficient and responsive to local people’s needs.</p>	
<b>Resources</b>	
<p>All resources are from existing departmental budget and the Fairer Scotland Fund.: Employability Action Group. Fairer Scotland Fund Team 16+ Learning Choices Development officer</p>	
<b>Lead Officer, including contact details</b>	<b>John Ferguson, The Moray Council 01343 563404</b>

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

Local Outcome 10 – More young children in Moray will thrive

<b>KEY ACTION</b>	Parenting Strategy
<b>SMART Targets for Key Action</b>	
<p>In the implementation of the parenting strategy, the following actions and target have been determined –</p> <p>Actions:</p> <ul style="list-style-type: none"> <li>• Integrate the Parenting Strategy into the Scottish Government’s Early Years Framework.</li> <li>• Develop a parenting communication strategy.</li> <li>• Evaluate previous parenting training and carry-out further training in core skills of Assessment of Parenting &amp; Engagement with Parents.</li> </ul> <p>Target:</p> <ul style="list-style-type: none"> <li>• Establish parenting sub-groups linked with Locality Management Groups (LMG’s) in each Area School Group (ASG) to engage parents in local actions plans.</li> </ul>	
<b>Quarter 1 Milestone</b>	<b>Date</b>
<ul style="list-style-type: none"> <li>○ Draft Parenting Strategy has been prepared.</li> <li>○ Evaluation completed of previous training plan and assessment of core skills programme undertaken.</li> </ul>	June 2009
<b>Quarter 2 Milestone</b>	<b>Date</b>
<ul style="list-style-type: none"> <li>○ Integration of Parenting Strategy into the Early Years Framework locally and agreement of strategy content.</li> <li>○ Agreement of communication strategy.</li> <li>○ Locality Management Groups engaged in forming sub-groups and preparing local actions plans.</li> <li>○ Core skills training programme developed.</li> </ul>	Sep 2009
<b>Quarter 3 Milestone</b>	<b>Date</b>
<ul style="list-style-type: none"> <li>○ Action plans prepared by local sub-groups.</li> <li>○ First core skills training scheduled.</li> </ul>	December 2009

Quarter 4 Milestone	Date
<ul style="list-style-type: none"> <li>○ Review outcomes for previous three quarters and develop 2010/11 strategy.</li> </ul>	March 2010
<p><b>Expected outcome/contribution to the local and national outcome</b></p>	
<ul style="list-style-type: none"> <li>• Maintain an interagency focus on the parenting agenda and incorporate activity into the Early Years Framework.</li> <li>• Improve the capacity and competency of workers in assessing parenting needs and supporting and working with parents who have additional support needs.</li> <li>• Engage parents and the wider community in developing the parenting agenda.</li> </ul> <p>The Parenting Strategy will contribute to local outcomes – more young children in Moray will thrive; our children have the best start in life and are ready to succeed; more young people will become successful adults; life chances for children, young people and families at risk in Moray will improve and child protection services will improve. These will impact particularly on National Outcomes 4 &amp; 8.</p>	
<p><b>Resources</b></p>	
<p>All resources are from existing annual department budget: Officer time in the multi-agency strategy group, Locality Management Groups and Operational staff.</p>	
<p><b>Lead Officer, including contact details</b></p>	<p>Jennifer Gordon, Placement Services Manager e-mail: <a href="mailto:jennifer.gordon@moray.gov.uk">jennifer.gordon@moray.gov.uk</a> tel: 01343 563553</p>