

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

KEY ACTION	Early Years Framework
SMART Targets for Key Action	
<p>The Early Years Framework will support that more young children in Moray and the following actions and targets have been identified –</p> <p>Actions:</p> <ul style="list-style-type: none"> • Identify baseline for the actual number of age 3 and age 4 children attending pre-school education. • Identify current position for roles of all parties involved with children in their early years. • Construct action plan based on the roles of involved parties to develop multi-agency communication and roles in line with the Early Years Framework. <p>Targets:</p> <ul style="list-style-type: none"> • Capture 100% data on the number of 2009/10 Primary 1 pupils who attended pre-school education in 2008/09 • Capture 100% data from all primary schools on number of enrolled 2010/11 Primary 1 pupils currently attending pre-school education (2009/10). 	
Quarter 1 Milestone	Date
○ Identify main parties and stakeholders involved with age 3 and age 4 children.	June 2009
Quarter 2 Milestone	Date
<ul style="list-style-type: none"> ○ Contact 100% of primary schools about collection of data from Primary 1 pupils, send out form for data capture to 100% of schools. Collect data capture forms to establish how many 2009/10 Primary 1 pupils attended pre-school education in 2008/09. ○ Identify what different parties do for age 3 and age 4 children. ○ Begin work on Early Years Framework action plan based on identification of current roles of different parties. 	Sept 2009

Quarter 3 Milestone	Date
<ul style="list-style-type: none"> ○ Revise data capture form, if required, and organise inclusion in enrolment paperwork for 100% of primary schools for 2010/11 school year. ○ Complete draft action plan for Early Years Framework based on the identified roles of parties in early years. 	Dec 2009
Quarter 4 Milestone	Date
<ul style="list-style-type: none"> ○ Collect data capture forms from 100% of primary schools for number of enrolled 2010/11 Primary 1 pupils currently attending pre-school education. Establish % of enrolled Primary 1 pupils attending pre-school education and circulate data to all parties and stakeholders identified in Quarter 1. ○ Meeting of Early Years Framework Working Group. Finalise action plan with partners and delegate actions as per finalised action plan. 	March 2010
Expected outcome/contribution to the local and national outcome	
<p>More accurate monitoring of the number of children attending pre-school education (current Scottish Government measures are not wholly accurate as they include statistical estimates). Clarification of roles of different parties in children's early years and work towards improving communication between agencies.</p> <p>This key action will contribute towards Local Outcome 10 – More young children in Moray will thrive and National Outcome 5 – Our children have the best start in life and are ready to succeed.</p> <p>It also contributes towards Local Outcome 8 - More young people will succeed in school, National Outcome 4 – Our young people are successful learners, confident individuals, effective contributors and responsible citizens, and 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>	
Resources	
Resources from existing annual departmental budget: Officer / administrative time.	
Lead Officer, including contact details	John Carney and George Sinclair, The Moray Council, 01343 56 - ext 3534, ext 3519

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

Local Outcome 15 – Life chances for children, young people and families at risk in Moray will improve

KEY ACTION	Getting it Right for Every Child
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SMART Targets for Key Action

It is intended that the GIRFEC Programme in Moray will meet the needs of vulnerable children, young people and families, improving life chances through the following actions and target –

Actions:

- Finalise Work/Forward Plan for implementation of GIRFEC. Set targets for completion as milestones for Quarters 3 and 4 once Work/Forward Plan complete.
- Development of tools for reliable auditing of use of the Local Integrated Assessment and Planning process (GIRFEC compliant assessment)
- Development of tools for reliable measurement of the success of the initiative (scales to measure effectiveness of training, monitoring forms, stakeholder feedback forms)
- Monitoring, evaluation and improvement of the implementation of Local Integrated Assessment and Planning (LIAP) across children’s services in Moray
- Rationalisation of the pathways and protocols between different planning contexts
- Review requirement for and source of funding for GIRFEC coordinator by end of year
- Responding to the continuing national Getting it Right programme, including e-Care and chronologies.

Targets:

- A single integrated plan is in place for each child or young person with identified support needs.

Quarter 1 Milestone	Date
○ Report to Smarter Co-ordinating Group about LIAP implementation to date and feedback from key stakeholders	18 June 2009
○ Information sought from Local Integrated Support Officers (LISOs) about the range of planning processes being used in their areas	30 June 2009
○ Attending national workshops on e-Care Framework	

Quarter 2 Milestone	Date
<ul style="list-style-type: none"> ○ Work/Forward plan produced, finalised and submitted for approval by GIRFEC Group ○ Development of tools for reliable measurement of LIAP implementation and training effectiveness. ○ Development of tools for reliable measurement of success of the initiative (as above) ○ Report to Smarter Co-ordinating Group with proposals for revised arrangements for Reviews for Looked After Children, to bring the process into alignment with getting it Right Principles. ○ Initial Report to Smarter Co-ordinating Group, mapping the range of assessment, planning and review contexts across children's services in Moray, with key implications for service users, practitioners, managers and services and proposals for further development, for approval. ○ Provide report to Fairer Scotland Fund. ○ Attend national workshop series on chronologies. Revise milestones for Quarters 3 and 4 if any feedback received. 	<p>10 Sep 2009</p> <p>30 Sep 2009</p>
Quarter 3 Milestone	Date
<ul style="list-style-type: none"> ○ Review of progress to date and decision on continuation of staff resources to progress the Forward/Work Plan through the next financial year. Revise milestones for Quarter 4 for progress of Forward/Work Plan. ○ Report to Smarter Co-ordinating Group about LIAP implementation to date and feedback from key stakeholders, with proposals for any revision ○ Proposals regarding Looked After Children (LAC) Reviewing processes drawn up for approval by relevant service heads. ○ Review of requirement for funding for GIRFEC Coordinator post and application for funding if appropriate. ○ Action dependent on feedback from national Getting it Right programme. Revise milestones for Quarter 4 if any feedback received. 	<p>22 Oct 2009</p> <p>Dec 2009</p> <p>22 Oct 2009</p>
Quarter 4 Milestone	Date
<ul style="list-style-type: none"> ○ Report on further agreed milestones as agreed in Forward Plan 10-9-09 ○ Implement any agreed revisions to LIAP. ○ Implement agreed changes to LAC Reviewing processes ○ Action dependent on feedback from national Getting it Right programme. Revise SMART Targets for 2010/11 if any feedback received. 	<p>25 Feb 2010</p>

Expected outcome/contribution to the local and national outcome

Implementing the national GIRFEC programme in Moray is aimed at improving the effectiveness and efficiency of the work of children’s services in meeting the needs of vulnerable children, young people and families and therefore to improve their life chances.

The aims of GIRFEC are as follows:

For each child or young person with identified support needs requiring co-ordinated, multi-agency assessment, planning and support, there is –

- a single, integrated action plan,
- to which the child or young person, their parents, carers and relevant professionals have contributed,
- which is efficiently, consistently progressed, monitored and reviewed, with the child or young person and parents or carers
- which secures positive outcomes and improves their life chances

This work described in this Key Action Plan is expected to contribute towards Local Outcome 15 – Life chances for children, young people and families at risk in Moray will improve and Local Outcome 16 - Child protection services in Moray will improve from National Outcome 8 – We have improved the life chances for children, young people and families at risk. It may also contribute towards Local Outcome 10 - More young children in Moray will thrive, from National Outcome 5 - Our children have the best start in life and are ready to succeed.

Resources

- Task group members from key agencies – from existing departmental budgets
- Participation in short-life consultations and working groups from staff in key agencies – from existing departmental budgets
- Getting it Right for Every Child Development Officer – funding granted from Fairer Scotland Fund for 09-10
- Integrated Children’s Services Staff Development Officer, specifically in relation to training/staff development – from existing departmental budgets
- Link resources for working groups to review of operational groups

**Lead Officer,
including contact
details**

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

Local Outcome 15 – Life chances for children, young people and families at risk in Moray will improve

KEY ACTION	Corporate Parenting Strategy	
SMART Targets for Key Action		
<p>The corporate parenting approach should ensure study chances and opportunities to participate in work experience are improved with the following actions defined –</p> <p>Actions:</p> <ul style="list-style-type: none"> • To organise and present a seminar on Corporate Parenting to Elected Members and 1st and 2nd tier officers by end of first quarter. • To identify and match seven Looked After Children (LAC) to six members of Corporate Management Team (CMT) and one with Elected Member Anne McKay. • To produce a Moray Council written policy on Corporate Parenting by end of second quarter • To provide a minimum of one progress reports/updates for CMT on their identified LACs by end of third quarter. • To provide a minimum of two progress reports/updates for CMT on their identified LACs by end of fourth quarter • To organise suitable work experience for the seven LAC by end of fourth quarter. • To undertake and produce an evaluation of progress to date by end of fourth quarter. • To organise/plan a follow up/up-dating seminar on Corporate Parenting by end of fourth quarter. 		
Quarter 1 Milestone		Date
<ul style="list-style-type: none"> ○ Seminar on Corporate Parenting with the purpose of introducing the concept and raising awareness ○ Discussions with Social Work about possible LACs for Corporate Parenting ○ Meeting of Corporate Parenting Team (members to be defined) about content and drafting of Corporate Parenting policy 		<p>23 April 2009</p> <p>June 2009</p>
Quarter 2 Milestone		Date
<ul style="list-style-type: none"> ○ Social Work have identified LACs and matched needs of children to experiences of CMT and Elected Member. Meeting of Corporate Parents and Corporate Parenting Team to provide names (to be confirmed) of LACs, a summary of their needs and to explain the role of the Corporate Parent. ○ Finalise Policy on Corporate Parenting and submit to Children and Young People’s Committee and Full Council. 		<p>Sep 2009</p>

Quarter 3 Milestone	Date
<ul style="list-style-type: none"> ○ Presentation of first report on LACs progress to 6 members of CMT and one Elected Member ○ Meeting of Corporate Parents and Corporate Parenting Team to identify potential work experience opportunities. Consultation with schools about timetabling of work experience. Work experiences organised for appropriately aged LAC (4th year and above) by end of quarter. 	Dec 2009
Quarter 4 Milestone	Date
<ul style="list-style-type: none"> ○ Planning for follow up seminar on Corporate Parenting ○ Presentation of second report to CMT on identified LACs ○ Presentation of second report on LACs progress to 6 members of CMT and one Elected Member ○ Participation of appropriately aged children in Work Experience ○ Corporate Parenting Team meet and undertake evaluation of project. Obtain feedback from LACs, Foster Carers, Social Workers and Corporate Parents. Discuss potential for expanding project to 2nd, 3rd tier officers within Moray Council as Corporate Parents. ○ Use feedback from (7) to plan second seminar for next year of Corporate Parenting. 	March 2010
Expected outcome/contribution to the local and national outcome	
<p>Given that one of the groups most at risk, and therefore not having the best life chances, is Looked after Children the Corporate Parenting approach should ensure that for the children identified in the study chances will be enhanced because corporate professionals within the council will be contributing towards their parenting and being involved in decisions made about them. There will also be improved opportunities for LACs to participate in work experience as a result of this programme.</p> <p>This work contributes towards Local Outcome 15 – Life chances for children, young people and families at risk in Moray will improve, National Outcome 8 – We have improved the life chances for children, young people and families at risk.</p> <p>It may also contribute towards:</p> <p>Local Outcome 6 - The community will develop and improve their learning and qualifications, Local Outcome 07 More young people will remain in learning post -16, National Outcome 3. We are better educated, more skilled and more successful, renowned for our research and innovation.</p> <p>Local Outcome 8 – More young people will succeed in school, 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>Local Outcome 10 – More young children in Moray will thrive, National Outcome 5 - Our children have the best start in life and are ready to succeed.</p> <p>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>	

Resources	
Resources are from existing annual budgets of participating departments: Commitment from CMT and Elected Member; Commitment from services to provide relevant reports timeously and appropriately; funding to organise an updating seminar next financial year; Commitment from departments to provide work experience.	
Lead Officer, including contact details	Richard Donald, The Moray Council 01343 563182

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

Local Outcome 15 – Life chances for children, young people and families at risk in Moray will improve

KEY ACTION	Youth Justice Strategy Group	
SMART Targets for Key Action		
<p>The Youth Justice Strategy Group will ensure positive results by achieving the following targets –</p> <p>Targets:</p> <ul style="list-style-type: none"> • reduce the number of charges involving young people; • reduce the number of young offenders; • reduce the number of persistent young offenders; and • reduce the number of young people offending more than once 		
Quarter 1 Milestone		Date
○ Youth Justice Strategy 2009-10 prepared and approved.		June 2009
Quarter 2 Milestone		Date
<ul style="list-style-type: none"> ○ Youth Justice Implementation Group established. ○ Transitions Project Team established. ○ Agreement reached in evaluating local practice regarding sexual offenders. 		Sept 2009
Quarter 3 Milestone		Date
<ul style="list-style-type: none"> ○ Transition Project report & proposals. ○ Practice evaluation complete regarding sexual offenders. ○ Report on improving support for victims prepared. 		Dec 2009
Quarter 4 Milestone		Date
<ul style="list-style-type: none"> ○ Youth Justice evaluation report 2009-10 published. ○ Transitions & victim support projects initiated. ○ Practice improvements regarding sexual offenders implemented. ○ Draft 2010-11 strategy prepared. 		March 2010

Expected outcome/contribution to the local and national outcome

The number of children & young people who offend will reduce. Continued reduction in key indicators 1-3 and increase in 4.

1. Number of charges	2006/7=2711	2007/8=1928	2008/9=1864
2. Number of young offenders.	2006/7=947	2007/8=692	2008/9=626
3. Number of persistent young offenders.	2006/7=39	2007/8=27	2008/9=25
4. Proportion of young offenders who offend only once.	2006/7=60.8%	2007/8=65.5%	2008/9=64.5%

Other outcomes:

- To establish the Transitions Project.
- To continue annual evaluation of Youth Justice by CTC Associates.

Resources

All resources are from existing annual departmental budget:
Officer & partner agency personnel in implementing the Strategy. Youth Justice Team.

**Lead Officer,
including contact
details**

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

Local Outcome 16 – Child protection services in Moray will improve

KEY ACTION	Multiagency Action Plan	
SMART Targets for Key Action		
<p>The Action Plan relates to six recommendations following the publication of the HMle joint-inspection of services to protect children and young people in the Moray area. These recommendations are:-</p> <ul style="list-style-type: none"> • Ensure that assessments of risk are rigorous and appropriate legal measures are used, when necessary, for children in need of protection. • Fully implement agreements and guidance to ensure the effective sharing of information. • Introduce inter-agency discussions to manage effectively the investigation of suspected child abuse. • Improve assessment, planning and decision-making for children whose names are on the CPR. • Increase the involvement of children in decision-making about their lives and consult them on the development of services to protect children. • Improve the effectiveness of the NHS Protecting Children Group, the NESPC and the MCOG in protecting children and meeting their needs. <p>Each recommendation has associated tasks being progressed on the multiagency basis. Progress will be tracked by the Moray Chief Officers Group for Child Protection and a sub-committee of the Children & Young Peoples Committee of the Moray Council. Tasks are currently being prioritised and timelined.</p>		
Quarter 1 Milestone	Date	
<ul style="list-style-type: none"> ○ HMle report received ○ Action Plan Editing group set up by Moray Chief Officers Group (MCOG) ○ Action Plan created ○ Task-owners identified ○ Task sheets prepared ○ Task sheet updates begun 	<ul style="list-style-type: none"> 28 Feb 2009 31 Mar 2009 30 Apr 2009 31 May 2009 	
Quarter 2 Milestone	Date	
<ul style="list-style-type: none"> ○ Task sheet updates continue ○ Monitoring procedures investigated for Action Plan 	<ul style="list-style-type: none"> June 2009 	

Quarter 3 Milestone	Date
<ul style="list-style-type: none"> ○ Task sheet updates continue ○ Monitoring group begin providing monitoring reports ○ Monitoring report for Moray Chief Officers Group (MCOG) representatives sent ○ Monitoring report submitted to MCOG ○ MCOG's responses to Monitoring reports documented in their meeting minutes and used to itemise actions for Quarter 4 and beyond. 	Sep 2009
Quarter 4 Milestone	Date
<ul style="list-style-type: none"> ○ Task sheet updates continue ○ Monitoring group continue providing monitoring reports ○ Monitoring report for MCOG representatives sent ○ Monitoring report submitted to Moray Chief Officers Group (MCOG) ○ MCOG's responses to Monitoring reports documented in their minutes and used to itemise actions for 2010/11. ○ Preparation for return of HMle (by Oct 2010) 	March 2010
Expected outcome/contribution to the local and national outcome	
<p>Future HMle inspections will have a positive inspection outcome.</p> <p>This is expected to contribute to National Outcome 8 – We have improved the life chances for children, young people and families at risk, Local Outcome 16 – Child protection services in Moray will improve</p>	
Resources	
Officer & partner agency personnel in implementing the Action Plan.	
Lead Officer, including contact details	Alastair Keddie, Chief Executive e-mail: akeddie@moray.gov.uk tel: 01343 563001

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

Local Outcome 16 – Child protection services in Moray will improve

KEY ACTION	Domestic Abuse	
SMART Targets for Key Action		
<p>Raising public and agency awareness of domestic abuse can potentially impact on the improvement of child protection services in Moray, with the following targets and actions defined –</p> <p>Actions:</p> <ul style="list-style-type: none"> • Four media campaigns on varying aspects of domestic abuse (including alcohol, effects on families) to raise public awareness and promote services and facilities available. • Complete training for 75 or more staff members from relevant local agencies to raise awareness of domestic abuse. • Hold a conference for 80 or more delegates from relevant local agencies with key speakers to raise awareness of domestic abuse within services. • The Service Level Agreement is to be completed in relation to the two Domestic Abuse Family Support Workers funded by the Fairer Scotland Fund. <p>Targets:</p> <ul style="list-style-type: none"> • Reduce the number of repeat incidences of domestic abuse. • Reduce the percentage of incidents of domestic abuse involving alcohol. 		
Quarter 1 Milestone		Date
<ul style="list-style-type: none"> ○ Run a domestic abuse focused media campaign: <ul style="list-style-type: none"> ➢ Adverts to be placed on publicly displayed street maps and on street maps handed out via council buildings. ○ Sub-group to be formed with the task for organising the Domestic Abuse Conference in Q3. 		June 2009
Quarter 2 Milestone		Date
<ul style="list-style-type: none"> ○ Run a domestic abuse media event as part of the overall summer anti-violence campaign: <ul style="list-style-type: none"> ➢ Three different posters will be produced highlighting the medical and legal consequences of excessive drinking as well as the associations with domestic abuse. The posters will be displayed within on and off sales premises as well as at public buildings such as Libraries and Police Offices. 		July 2009

<ul style="list-style-type: none"> ➤ Adverts will be displayed highlighting domestic abuse on the large screen within the Downtown licensed premise in Elgin ○ Decide topic and components of Quarter 4 media campaign. Revise Quarter 4 milestone. ○ Complete domestic abuse training for 75 or more staff members from local agencies ○ Set date and plan for Quarter 3 domestic abuse conference. Organise key speakers / formulate list of delegates / invite delegates ○ The Service Level Agreement is to be completed in relation to the two Domestic Abuse Family Support Workers funded by the Fairer Scotland Fund. The posts will also be advertised. 	<p>July 2009</p> <p>Sep 2009</p>
<p>Quarter 3 Milestone</p>	<p>Date</p>
<ul style="list-style-type: none"> ○ Run a Broken Rainbow media campaign on the effects domestic abuse has within the lesbian, Gay, Bisexual and Transgender communities. ➤ Run a White Ribbon media campaign highlighting the need for men to make a stand against violence towards women. <ul style="list-style-type: none"> ○ White ribbons will be purchased and given away via local public buildings. ○ Local Football team are to be approach and asked whether their players would wear a white ribbon during matches and whether the referee would use a white whistle. ➤ Run a domestic abuse media campaign highlighting the unseen effects it can have on people without leaving scars during the festive period. <ul style="list-style-type: none"> ○ Posters will be produced and distributed via local licensed premises. ○ Consideration will be given to having adverts on milk cartons. ○ Articles will run over the period from victims, offenders and those agencies involved with domestic abuse. The articles will run each week and will be designed at talking the reader through the different aspects of the abuse. ○ Hold domestic abuse conference for 80 or more delegates from local agencies in line with the national 16 days of action ○ The two Domestic Abuse Family Support Workers will take up their positions within the Elgin Social Work Department. 	<p>Dec 2009</p>
<p>Quarter 4 Milestone</p>	<p>Date</p>
<ul style="list-style-type: none"> ○ Run a domestic abuse media campaign – topic and content to be decided in Quarter 2 and milestone revised to include components of campaign. ○ Assess / obtain feedback on success of conference 	<p>March 2010</p>

Expected outcome/contribution to the local and national outcome	
<p>Media campaigns, training and a conference will raise public and inter-agency awareness of domestic abuse causes, effects and also the facilities and services available. Awareness raising will potentially impact on the number of repeat incidents of domestic abuse and also the percentage of domestic abuse incidents involving alcohol. By assisting families suffering from domestic abuse, this will improve the life chances for children and young people within these families by providing them with a more stable home environment. The milestones will also reduce the risk to these families as a whole by reducing incidences of violence. This is intended to contribute towards Local Outcome 16 - Child protection services in Moray will improve and 15 - Life chances for children, young people and families at risk in Moray will improve from National Outcome 8 – We have improved the life chances for children, young people and families at risk.</p> <p>It is inferred that this work may also contribute towards: Local Outcome 17 - There will be a reduction in alcohol related offending in Moray, National Outcome 9 – We live our lives safe from crime, disorder and danger. Local Outcome 11- An increased number of people in Moray will be active in improving their own health and Local Outcome 13 - The impact of alcohol and substance misuse in Moray will reduce from National Outcome 6 – We live longer, healthier lives.</p>	
Resources	
Resources are from the existing annual departmental budget. No additional resources are required.	
Lead Officer, including contact details	Adrian Moar, Grampian Police 01343 563407