

moray

2026

a plan for the future

2016 edition



**Moray
Community Planning
Partnership**

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Executive Summary

Moray is an area of diverse natural beauty where people choose to live, learn, work and enjoy. The Moray Community Planning Partnership is committed to delivering the five priorities to underpin this and enable its citizens to reach their full potential.

The Partnership's overarching aim and purpose for this plan is 'to improve life for those living and working in Moray'.

With an understanding of the challenges and opportunities facing Moray, the Partnership considered the statistical information about Moray and engaged with the people of Moray to review the local outcomes and priorities for this plan.

The local outcomes focus on the wide range of issues which need to be addressed to meet the overarching aim and purpose 'to improve life for those living and working in Moray'. The local outcomes are ambitious and long term; they reflect the national outcomes that the Scottish Government has set. The Partnership structure is organised to reflect the local outcomes to ensure there is an ongoing focus to deliver on these outcomes. This plan covers the next 10 years to reflect that achieving the local outcomes is a long-term strategy.

The Board has identified five priorities as follows:

1. **A growing, diverse and sustainable economy** – this is our top priority at the heart of the future success of Moray. It covers business, employment, infrastructure, public services and the third sector developing sustainable communities.
2. **Healthier Citizens** – the main areas identified for improvement are: to reduce incidence of obesity, reduce the number of smokers, reduce alcohol dependency and improve mental health and wellbeing.
3. **Ambitious and confident young people** – the focus under this heading is to improve the life chances of children by supporting them and their families at the earliest possible stages and as required thereafter to give all children in Moray the best possible opportunities to achieve their potential.
4. **Adults living healthier, sustainable independent lives safeguarded from harm** – the main areas identified are:
 - i. Reshaping the support available for older people to ensure their needs are met to sustain active lives in the community; and
 - ii. Reduce the number of households in fuel poverty.
5. **Safer communities** – whilst recognising that Moray is a safe place to live, we need to do more to protect those most vulnerable and at risk and be proactive to ensure that communities feel safer in the years ahead.

Six Partnership Groups have been established to oversee the implementation of the priorities and these groups each take responsibility for identifying the actions necessary to achieve the outcome targets assigned to them. There are 49 outcome targets and these are regarded as the core purpose of the Partnership. In addition to the strategic partnerships, there is the Community Engagement Group which guides the way the Board and the strategic partnerships communicate with the wider Moray community.



Introduction

This is the updated 10 year plan produced by the public service providers, together with tsiMORAY, and it aims to describe what Moray will look like 10 years from now. The public service providers and tsiMORAY are referred to as the “Partners” throughout this document.

The first 10 year plan, [Moray 2023](#), provided a description of Moray’s trends as at 2013 to give an understanding of our communities. This assisted the partners to establish what Moray is like as a place to live and work. From the wide range of information available, the Partners assessed the strengths and weaknesses to identify the issues that needed to be addressed and the aspects of life in our communities that should be maintained. Other significant factors that assisted in developing the plan included changes in population, direction from national governments, technological and international changes.

For this revision of the plan, one of the main drivers of change is to support individuals to manage with the minimum amount of support and intervention from the Partners. The [Prevention section](#) in the report therefore describes our approach to prevention and how we are aiming to shift the focus of our attention to prevention to achieve better quality of life for residents.

The [Community Engagement and Participation section](#) looks at the importance of engaging with our communities. The Partners recognise the need to coordinate our engagement activities to better enable communities to influence how services are shaped and, where appropriate, participate in the development and delivery of services. This is regarded as an essential element of improving future 10 year plans and communities should experience a significant change in engagement with public service providers, resulting in plans that properly reflect the needs and aspirations of our communities.

The [Where we aim to be section](#) of the plan is subdivided between the six strategic partnerships that have been established to oversee the collective work of the Partners.

- Moray Economic Partnership
- Health & Social Care Partnership
- Employability Moray
- Children & Young People’s Partnership
- Public Protection Partnership
- Sustainability & Communities Partnership

Each of the six strategic partnerships set out their targets which they aim to achieve to address the local outcomes.

The Partners will aim to review, update and extend the 10 year plan on an annual basis for 2016 and 2017 then every two years thereafter.

Annual progress reports are published against the targets.

Any changes in the targets will be based on the latest evidence available and in particular on the feedback obtained from community engagement.

Prevention

Moray's Community Planning Partnership is fully committed to prevention and expects all partners to adopt a preventive approach to intervention to ensure we are aiming towards the following outcomes:

- A reduced need for public services in future by having helped people to retain their independence in the face of age, ill health, disability and other such circumstances.
- A more resilient and self-sustaining population which requires little or no public intervention in relation to unemployment, crime, domestic violence and so on.

Our overarching aim is to create the conditions where individuals, families and communities are more resilient with less need for universal services to be provided by the public sector. To achieve this, we need to invest in certain areas and shift resources or shift our focus. This may include stopping doing things in certain places as there is a greater need elsewhere. It is also likely to include moving from doing certain things to supporting communities to take control and responsibility for doing it themselves. This is most likely to happen through the 'third sector', i.e. community groups, voluntary organisations and social enterprises. Our efforts as a Community Planning Partnership must be needs and aspirations led.

Current local examples of preventive intervention include supporting parents in their children's early years through the Parents Early Education Partnership (PEEP) programme or recycling services which prevent waste going to landfill. Within Health and Social Care we are seeing a major shift towards maintaining the elderly's independence in their own homes rather than in residential settings. The Career Ready scheme is aimed at ensuring young people, some of whom lack confidence, gain experience of the workplace and high quality mentoring ahead of leaving school. There are other current examples and they can all be classed as preventive interventions. Focussing on and investing in the things which can make a real difference to the right people, in the right place at the right time will have a positive impact on how we work together as public services to best meet the needs of local communities across Moray.



Community Engagement and Participation

The first 10 year plan, [Moray 2023](#), drew upon all of the evidence available at the time, including statistical evidence and a substantial amount of input from engagement with communities and individuals. The Partners recognise the need to improve engagement with communities to ensure that public resources are directed towards meeting the priorities of our communities and that we find new ways of doing so.

Towards the end of 2015 there was some engagement with communities on the 10 year plan and the feedback obtained has been reported to the Community Planning Partners to assist with the preparation of this updated 10 year plan, Moray 2026. It was apparent from the engagement work in 2015 that not many members of the community understand or feel able to contribute to the community planning priorities by either influencing the Partnership's plans or taking a leading role in helping identify and meet their own needs and aspirations. This is a major area of focus for engagement during 2016 and will reflect the aims of the Scottish Government Community Empowerment Act 2015 as it comes into force.

Given this we are reviewing the way the Partnership engages with the community to enable meaningful two-way discussion. All partners are agreed that identifying the public's priorities and new ways of addressing them is our priority. It is also essential to inform the public that change is coming and that there are a number of services that public agencies are obliged to provide.

We want to enable communities to influence us and lead on helping identify and, where appropriate, helping meet their own needs and aspirations. We need to define what is realistic and establish a clear understanding of expectations on both sides.

Our community engagement outcomes are:

- More engaged, better informed, more resilient, sustainable communities.
- Coordinated, effective, sustainable community engagement and participation.

We want a better informed, more engaged, more active community, capable of leading on identifying and where appropriate help meet its own needs and aspirations. We recognise that communities already come together in community groups, voluntary associations and social enterprises to address issues they have identified and we will support this approach. We will have evidence through our engagement work of a community's needs, how they're responding to what they've been told; and we will be responsive (not reactive) to them. We will involve services and service users to redesign and, where appropriate, deliver services to help improve them and manage expectations. Services will be better informed about communities' needs, and communities and services will be better informed about our capacity.

To achieve this, the 2016 community engagement arrangements will aim to:

- Rationalise community engagement activities into a consolidated plan for the year
 - Promote the plan widely with community groups
 - Encourage community groups to invite relevant community planning partners to their meetings to discuss their areas of interest and priorities
 - Encourage the use of participatory budgeting
 - Recognise that local public sector employees represent a significant proportion of the adult population in Moray and, therefore, promote engagement through internal mechanisms
 - Highlight that public services need to change and a number of services will need to contract, be met in different ways or be removed
- Highlight that community groups need to take early action to influence priorities and also to identifying what more could be done by communities, as well as the support they may need to do so
 - To support communities particularly those communities whose voices are least often heard to participate effectively

The challenge of obtaining a representative view in this regard is huge and the improvements in community engagement and participation should, therefore, be regarded as an ongoing programme. Whatever improvements we make in 2016, there will be further improvements to make in 2017 and beyond.



Where we aim to be: Our structure



Community Planning Board

In order to facilitate Community Planning in Moray the Partners have agreed to establish a Community Planning Board to oversee and direct the activities and performance of the agreed objectives and priorities, as set out in this 10 year plan, which is our Single Outcome Agreement with the Scottish Government.

The role of the Board is to:

- Provide leadership within the revised Community Planning structure to enable the Partnership to address successfully issues within the 10 year plan.
- Develop a strategic vision for Partnership, which will enable partners to work together effectively to achieve common goals.
- Scrutinise the performance of the Partnership in achieving its strategic priorities.

The partners acknowledge that the objectives and priorities may change over time as a consequence of developments at a local level and national level and they will therefore be kept under review.

The partners who are members of the Community Planning Board are:

- HIE Moray
- HITRANS
- Moray College UHI
- Moray Integration Joint Board
- NHS Grampian
- Police Scotland
- Scottish Fire and Rescue Service
- Scottish Government
- Skills Development Scotland
- The Moray Council
- tsiMORAY



Cllr Allan Wright
The Moray Council


Chair



Cllr Lorna Creswell
The Moray Council /
IJB



Anthony Standing
Skills Development
Scotland




Don Vass
tsiMORAY



Cllr Stewart Cree
The Moray Council



Cllr John Cowe
The Moray Council /
HITRANS



Susan Webb
NHS Grampian



Mike Palmer
Scottish Government

Ex officio




Cllr John Divers
The Moray Council



David Oxley
HIE Moray



Campbell Thomson
Police Scotland




Roddy Burns
The Moray Council


Ex officio



Cllr Garry Coull
The Moray Council



Megan Palmer-Abbs
Moray College UHI



David Rout
Scottish Fire &
Rescue Service

Strategic Partnerships

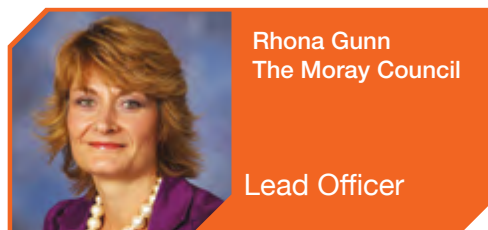
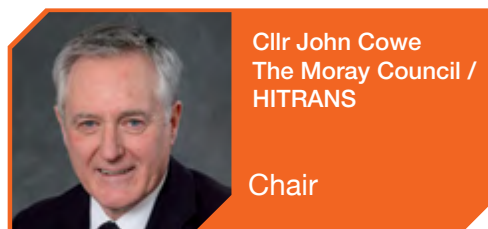
The Board has established six strategic partnerships to oversee improvements in relation to the five priorities. The partnerships each use a number of targets to measure progress in delivering improved outcomes.

The work of the six partnerships is summarised below:

► Moray Economic Partnership

The focus of this partnership is on **Priority 1 – a growing and diverse economy**.

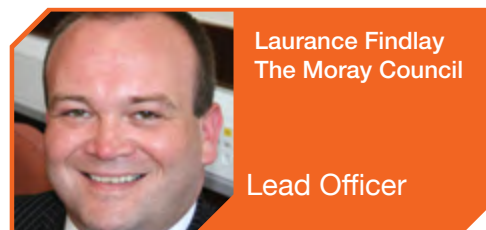
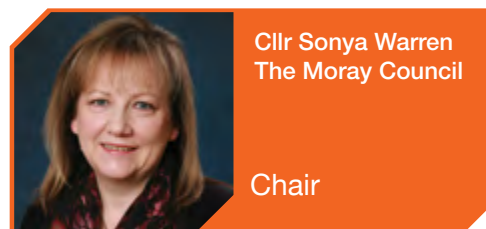
This partnership is coordinating activities that aim to support growth in the population and a range of drivers to develop the economy.



► Employability Moray

The focus of this partnership is on **Priority 1 – a growing and diverse economy** and **Priority 3 – ambitious and confident young people**.

This partnership is coordinating activities to support school leavers and adults to gain employment.



► Moray Integration Joint Board

The focus for this partnership is **Priority 2 – healthier citizens** and **Priority 4 – adults living healthier, sustainable independent lives safeguarded from harm**.

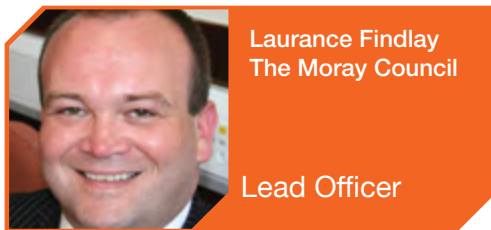
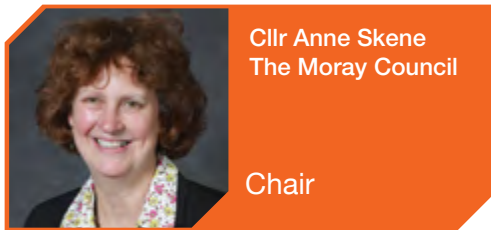
The partnership coordinates activities aimed at improving the health of Moray citizens and improving the care provided for those in need of support.



► **Children & Young People's Partnership**

The focus of this partnership is on **Priority 3 – ambitious and confident young people.**

The partnership coordinates the activities aimed at improving the life chances for all young people in Moray.



► **Public Protection Partnership**

The focus for this partnership is **Priority 5 – safer communities.**

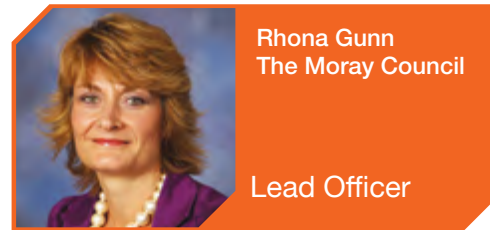
The partnership coordinates the activities relating to reducing crime and other aspects of community safety, such as, reducing accidental fires.



► **Sustainability & Communities Partnership**

The focus of this partnership is on **Priority 1 – a growing and diverse economy.**

The partnership coordinates activities relating to climate change and local housing.



Community Engagement Group

To facilitate community engagement and participation, the board established the Community Engagement Group. The role of the Community Engagement Group is a key element of the Community Planning Partnership structure. The purpose of the group is to make sure that Moray has the right people, right skills and sets the right standards for effective community engagement.



Cllr Stewart Cree
The Moray Council

Chair



Fabio Vallani
tsiMORAY

Lead Officer

The membership of the Community Engagement Group is made up of representatives from:

- Area Forums
- Community Planning Officer Group
- Equalities Forum
- Highlands & Islands Enterprise
- HITRANS
- Joint Community Council
- Moray College UHI
- Moray Disability Forum
- Moray Federation of Community Halls & Associations
- Moray Health & Social Care Partnership
- Moray Youth Council
- NHS Grampian
- Patient Participation Forum
- Police Scotland
- Scottish Fire & Rescue Service
- Tenants Forum
- The Moray Council
- tsiMORAY

Where we aim to be: Our targets

Moray Community Planning Board

The Community Planning Board has focused its attention on identifying the issues that they believe need to be addressed and then setting measurable targets for the improvements sought. In overall terms the board would like people to see Moray as an enviable place to live and use the following target to assess progress in this regard:

Chart 1 – % adults who rate their neighbourhood is a very good place to live

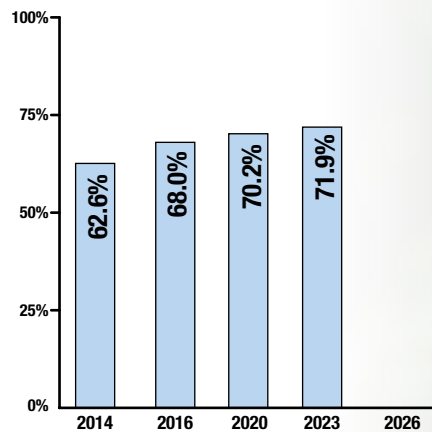


Chart 1 – % adults who rate their neighbourhood is a very good place to live



Moray Economic Partnership

Moray Economic Partnership (MEP) was formed with the aim of facilitating sustainable economic growth and diversification of the Moray economy. The route map for this process is the Moray Economic Strategy.

This strategy is based on three overarching objectives:

- encouraging growth in the population,
- creating high quality jobs, and
- raising earnings levels.

The strategy is delivered through a number of groups which report to MEP including the Culture and Tourism, Transportation and Joint Inward Investment and Development groups.

The partnership also works closely with the private sector through the Moray Strategic Business Forum and with the third sector through tsiMORAY.

Chart 2 – how we want to see our population grow

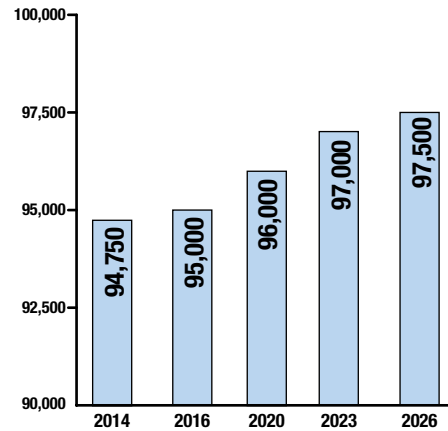


Chart 2 – How we want to see our population grow

Chart 3 – median gross full-time weekly wage

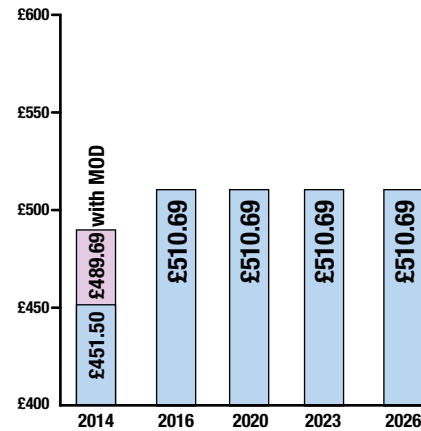


Chart 3 – Median gross full-time weekly wage

Chart 4 – % workforce in private sector

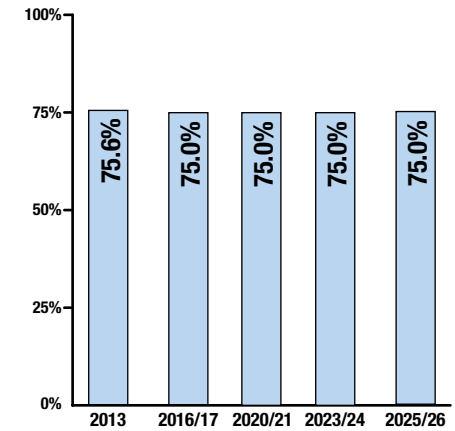


Chart 4 – % workforce in private sector

Chart 5 – how long it takes to process planning applications

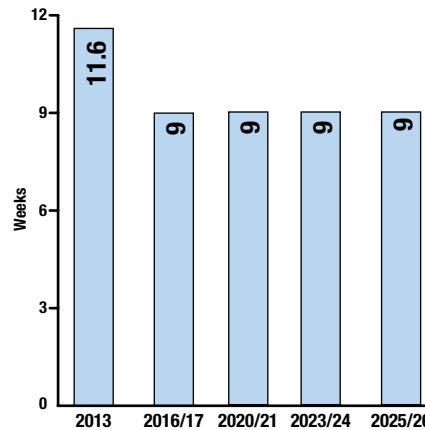


Chart 5 – how long it takes to process planning applications

Chart 6 – % progress in dualling

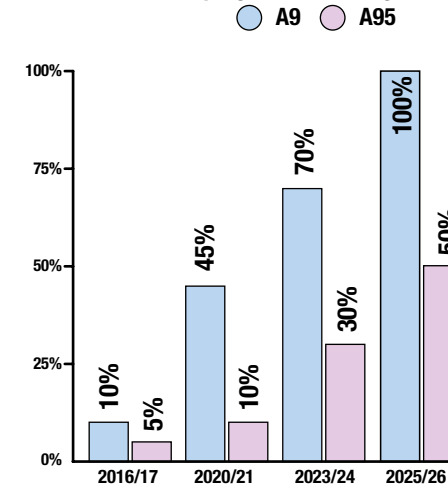


Chart 6 – progress in dualling A9 & A96

Chart 7 – business start-ups

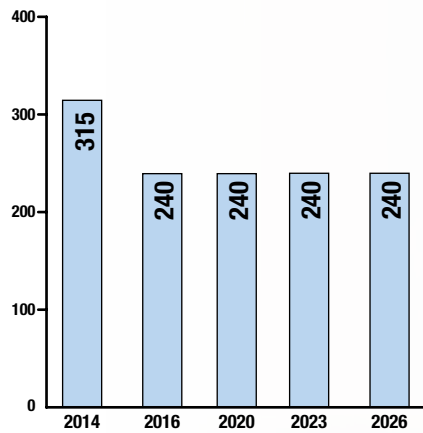


Chart 8 – % 3 year survival rate

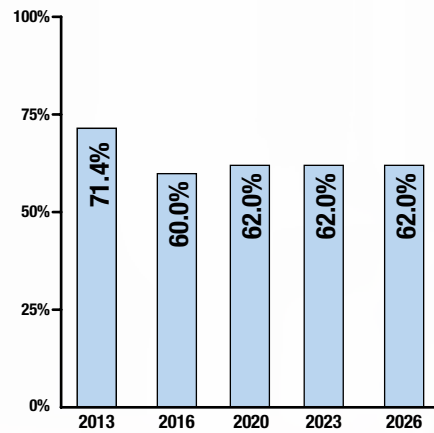


Chart 7 – business start-ups

Chart 8 – % 3yr survival rate

Chart 9 – % of premises with next generation broadband

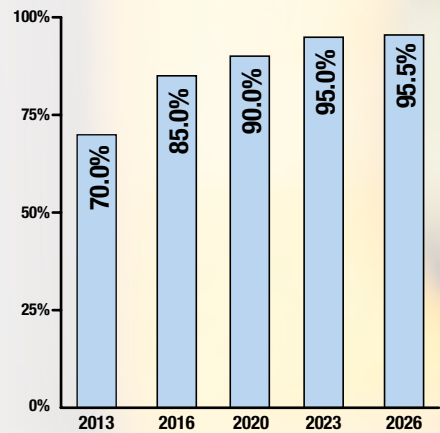


Chart 9 – % of premises with next generation broadband



Health & Social Care Partnership

The landscape for the future delivery of health and social care services for adults in Moray is changing. The new legislation progressed through the Scottish Parliament in April 2014; The Public Bodies (Joint Working) Scotland Act 2014, sets a new legal framework for the future of these services. For Moray, this means that the Moray Health and Social Care Partnership (MH&SCP) known to people will continue, but under the direction and operation of a Moray Integrated Joint Board.

The Integrated Joint Board is a new public organisation that from the 1st of April 2016 will be responsible for the planning and delivery of health and social care services. The board is expected to work in partnership with voluntary and private sector partners and communities to improve the quality and effectiveness of health and social care services, as well as supporting people in communities to keep well and live independent and fulfilling lives in their own right.

It is important to note that this new organisation will work closely and collaboratively with the Moray Council and NHS Grampian, as well as being a partner within the Moray Community Planning Partnership. It is also important

to note that locally children and young people's health and social care services will continue to work together with adult services in the interests of families and building our future generations.

The current position in Moray is a very positive one, with the majority of people living well and already caring well for themselves and their families.

The future of health and social care services and our ability to future proof Moray in a way that means there is a strong emphasis in helping people to help themselves will determine our ability to have the right services available to meet local needs, when individuals and communities really do need help of a more complex nature is paramount.

A Moray Health and Social Care Strategic Plan 2016/19 has recently been developed, the plan describes how the MH&SCP intends to improve the health and wellbeing of adults in Moray through the future design and delivery of integrated services and perform in response to the National Health and Wellbeing Outcomes.

Chart 10 – rate per 1,000 people aged 65+ who receive intensive care (10+ hours) at home

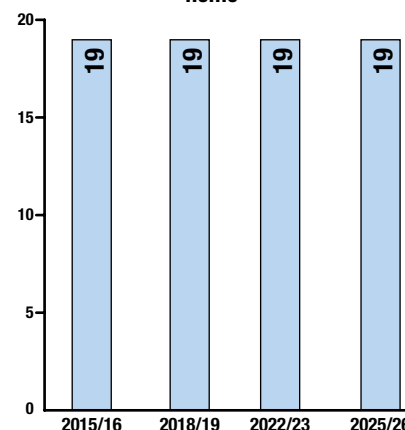


Chart 10 – Rate per 1,000 people aged 65+ who receive intensive care (10+ hours) at home

Chart 11 – rate per 1,000 people aged 65+ who are in permanent care

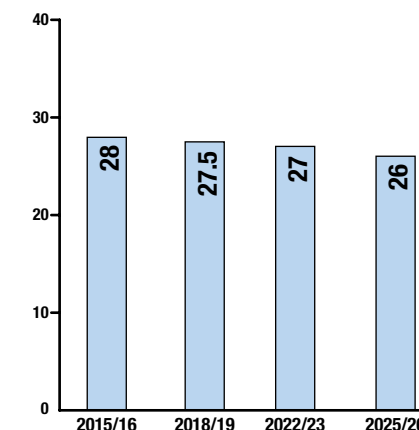


Chart 11 – Rate per 1,000 people aged 65+ who are in permanent care

Chart 12 – % people receiving care & support who report having more things to do

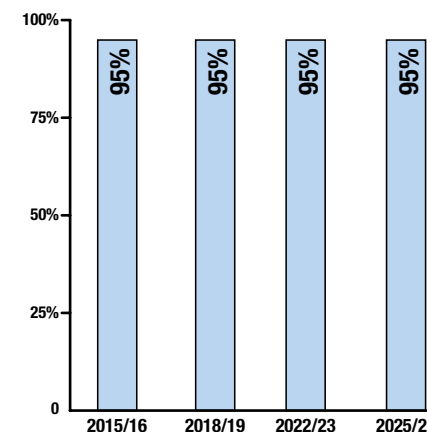


Chart 12 – % people receiving care & support who report having more things to do

Chart 13 – % people receiving care & support who report feeling safe

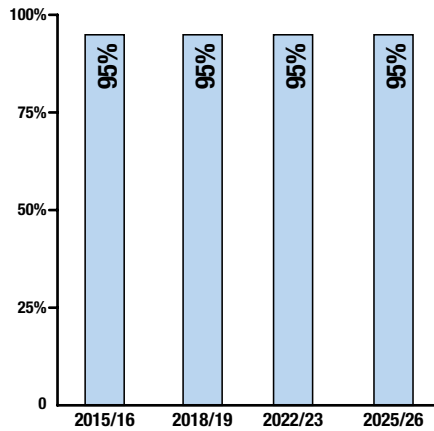


Chart 14 – % carers who feel supported and capable to continue their role as carer

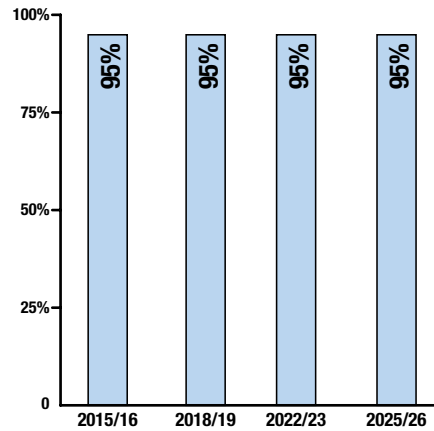


Chart 15 – % adults who are obese

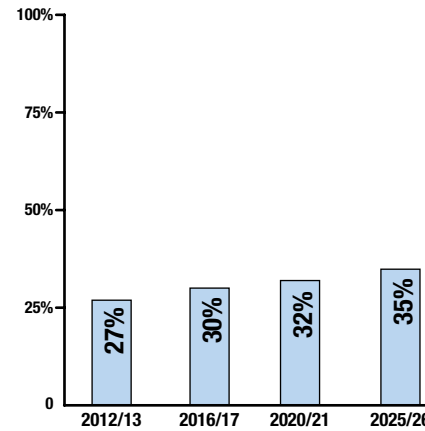


Chart 16 – % adults who smoke

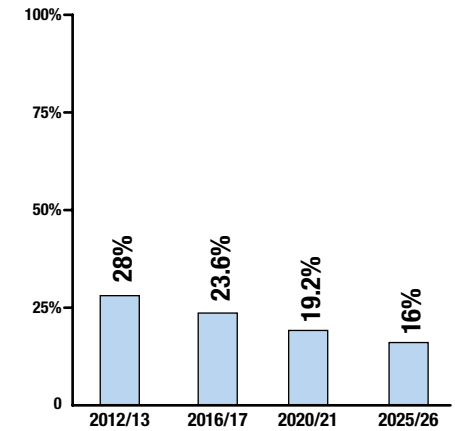


Chart 13 – % people receiving care & support who report feeling safe

Chart 14 – % carers who feel supported and capable to continue their role as carer

Chart 15 – % adults who are obese

Chart 16 – % adults who smoke

Chart 17 – mental health and wellbeing

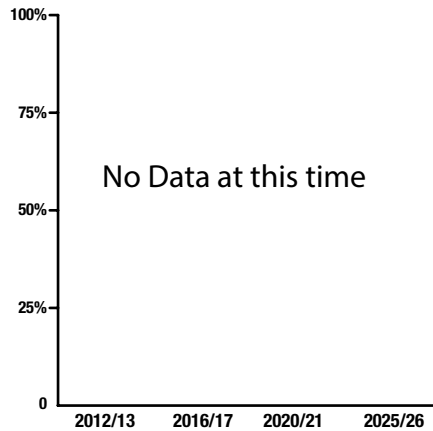


Chart 18 – % adults drinking above safe guidance limits

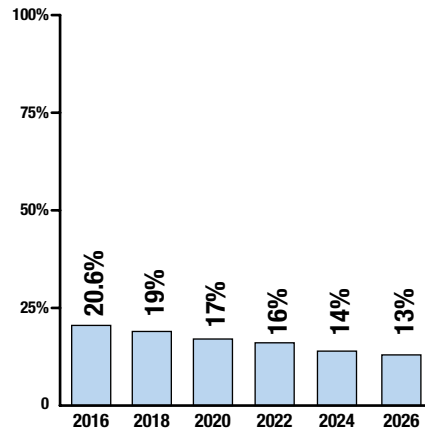


Chart 19 – % P1 children who are a healthy weight

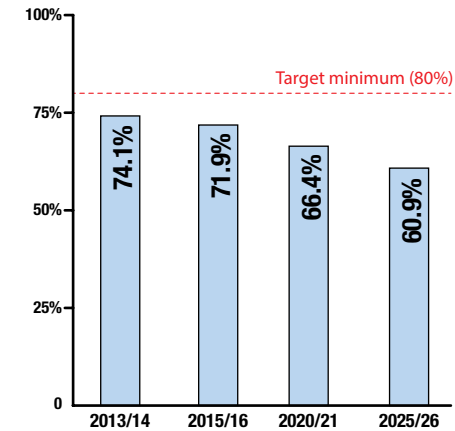


Chart 17 – mental health and wellbeing (the Moray strategy remains at draft status, to date no target/projection has been identified and agreed)

Chart 18 – % adults drinking above safe guidance limits

Chart 19 – % P1 children who are a healthy weight

Employability Moray

The role of Employability Moray is to provide a coherent and strategic platform for all employability services within the Moray area. Employability Moray's vision is to provide a coherent framework which supports people into positive and sustained employment.

Employability Moray will work closely with Moray Economic Partnership, with the Children and Young People's Partnership and with a variety of other partners both locally and nationally to ensure positive and sustained employment is being championed in the local area. This group oversees all partnership working in relation to investing in young people (developing the young workforce), lifelong learning and skills investment.

Chart 20 – % of those in employment aged 16-64yrs

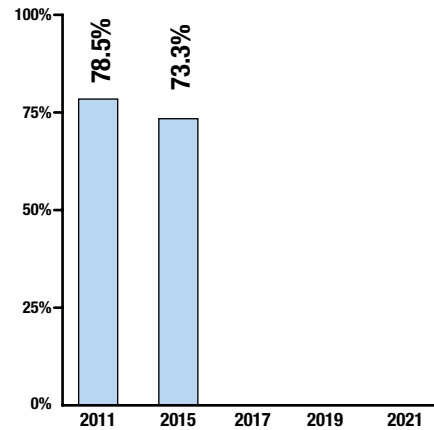


Chart 20 – % of those in employment aged 16-64yrs

Chart 21 – % children in households dependent on benefits

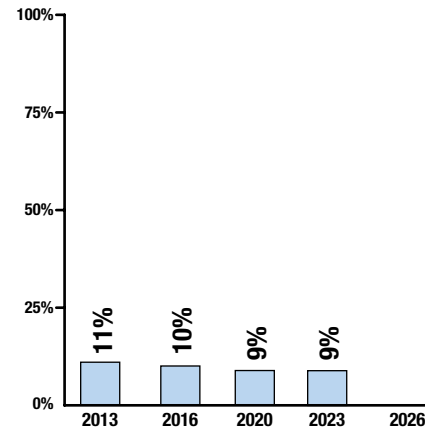


Chart 21 – % children living in households dependent on benefits

Chart 22 – % school leavers entering a positive destination

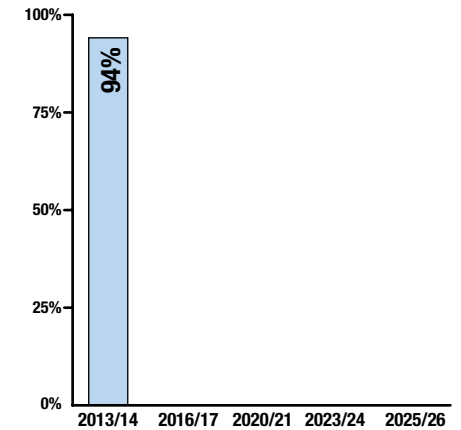


Chart 22 – % school leavers entering a positive destination

Chart 23 – % young people undertaking foundation or modern apprenticeships

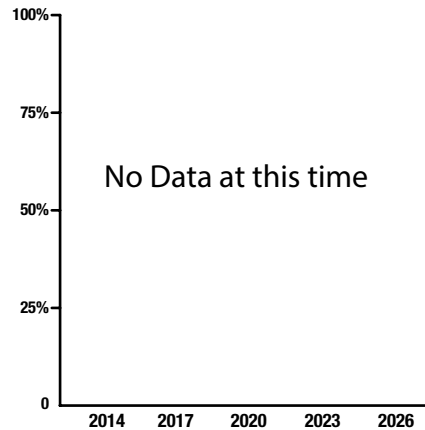


Chart 23 – % young people undertaking foundation or modern apprenticeships

Chart 24 – % adults overcoming barriers to employment

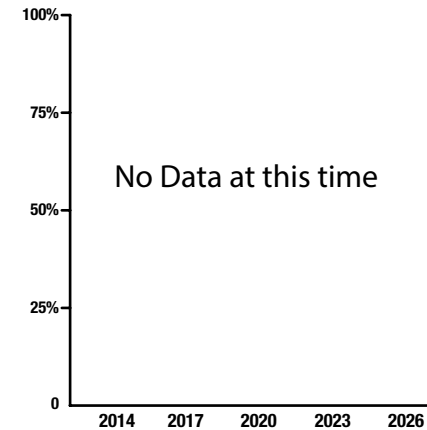


Chart 24 – % adults overcoming barriers to employment

Chart 25 – number of employers involved in school / industry partnership

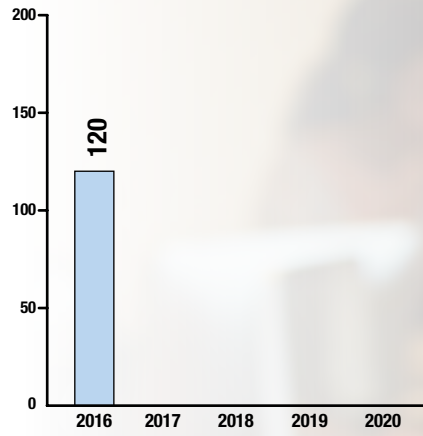


Chart 26 – to reduce the % of unemployed 18-24yr olds

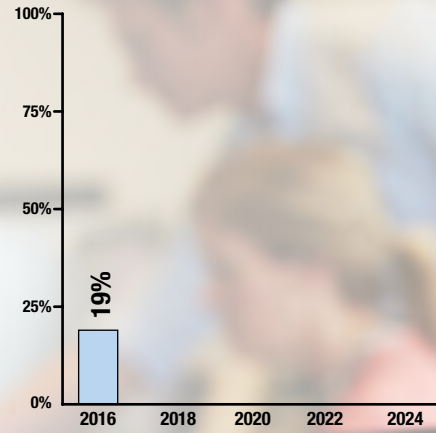
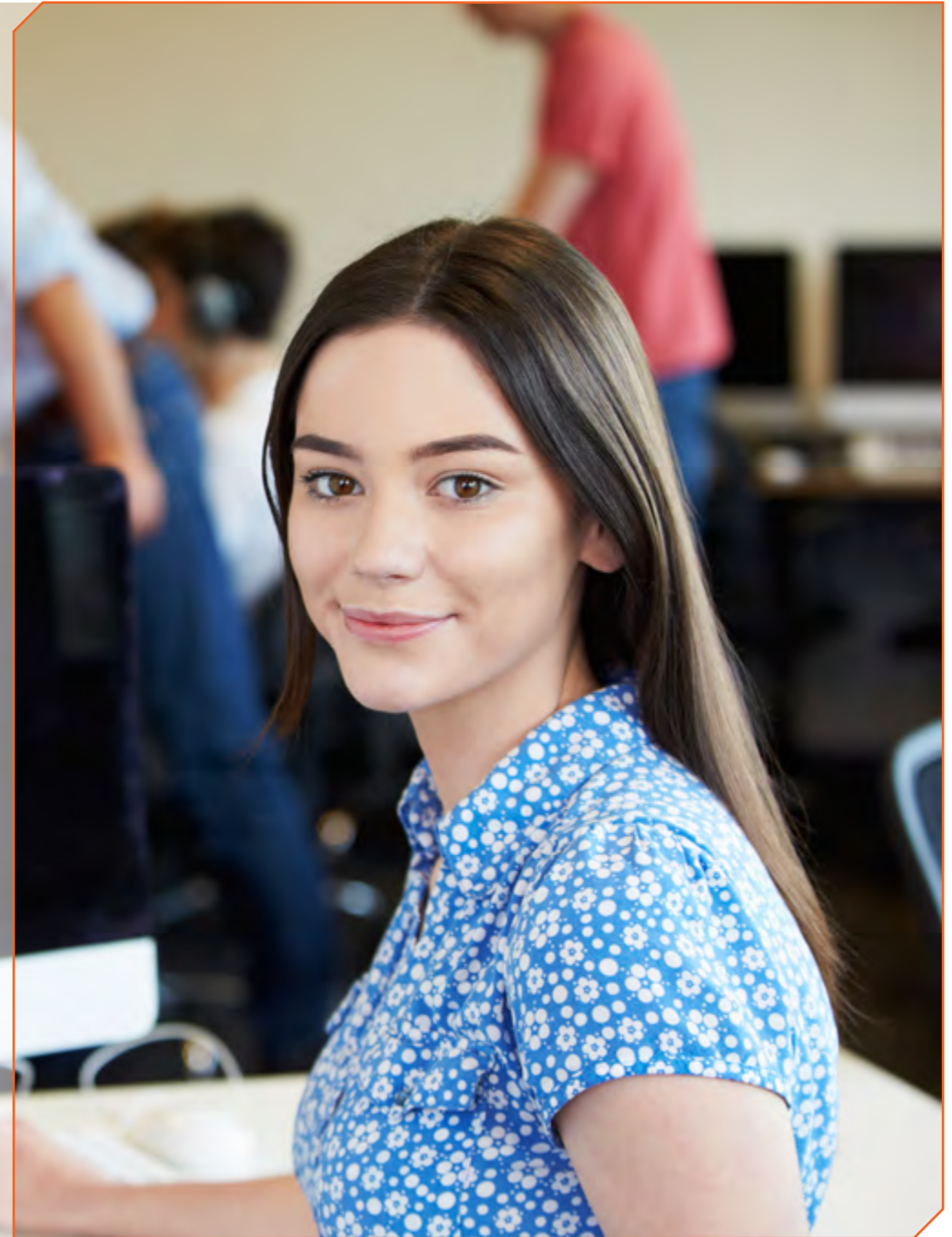


Chart 25 – number of employers involved in school/ industry partnership

Chart 26 – to reduce the % of unemployed 18-24yr olds



Children & Young People's Partnership

The Children and Young People's Partnership is strategically focussed on improving outcomes for young people across the Moray area. The work of this partnership focusses on the early years right through to school leavers and is particularly focussed on ensuring that all young people in Moray are able to develop the skills and attributes required to ensure they will be able to function in society post school. The prime aim of the partnership is to ensure we are, as a partnership, creating the conditions for young people to become ambitious and confident as they progress through life. This group oversees all partnership working in relation to Getting it Right for Every Child, Child Protection, Early Years and young people's mental health.

Chart 27 – % Moray children reaching expected developmental milestones by 27-30mths

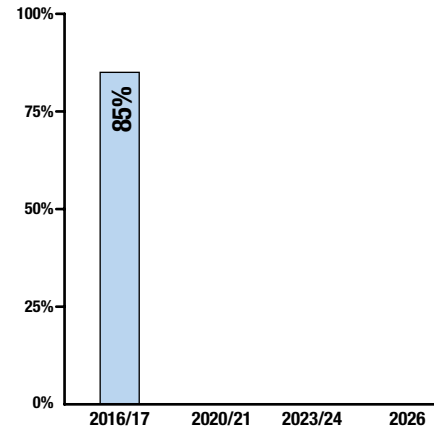


Chart 27 – % Moray children reaching expected developmental milestones by 27-30mths

Chart 28 – % Moray children reaching expected developmental milestones by start of primary school

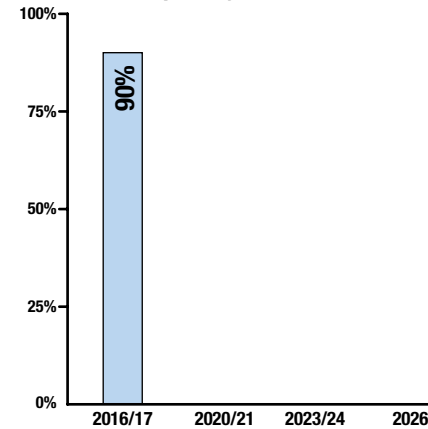


Chart 28 – % Moray children reaching expected developmental milestones by start of primary school

Chart 29 – % Moray children reaching expected developmental milestones and learning outcomes by P4

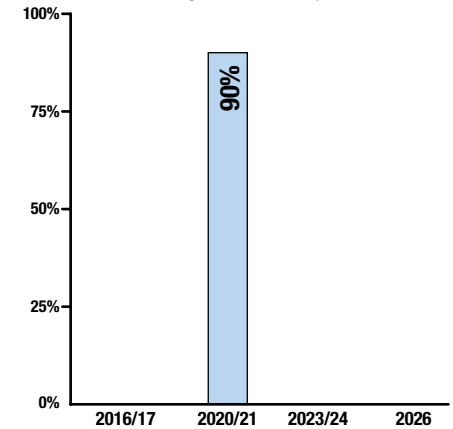


Chart 29 – % Moray children reaching expected developmental milestones and expected learning outcomes by P4

Chart 30 – looked after children
● age 0-3 ● aged 4+

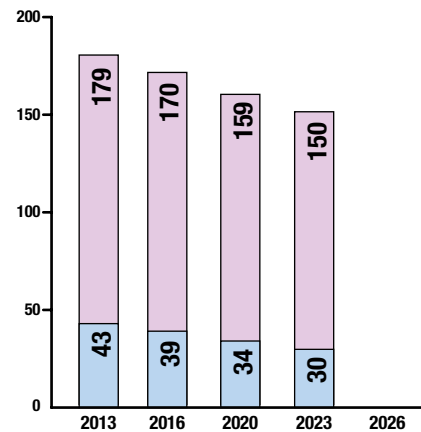


Chart 30 – looked after children

Chart 31 – % children 0-7yrs referred to Children's Reporter who are referred on care and protection grounds

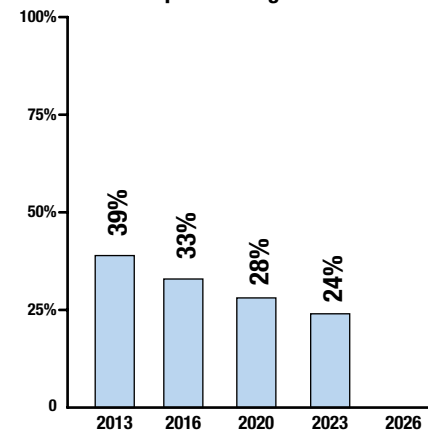


Chart 31 – % of children 0-7yrs referred to Children's Reporter who were referred on care and protection grounds

Chart 32 – % school leavers achieving level 4 in literacy

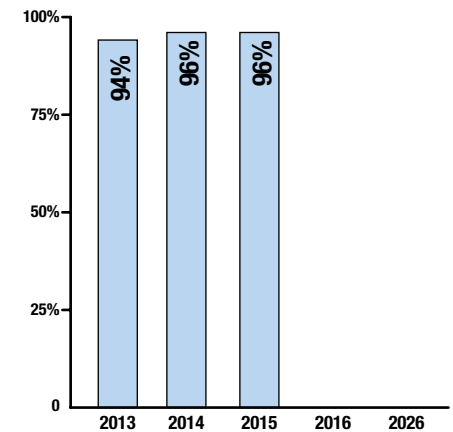


Chart 32 – % school leavers achieving level 4 in literacy

Chart 33 – % school leavers achieving level 4 in numeracy

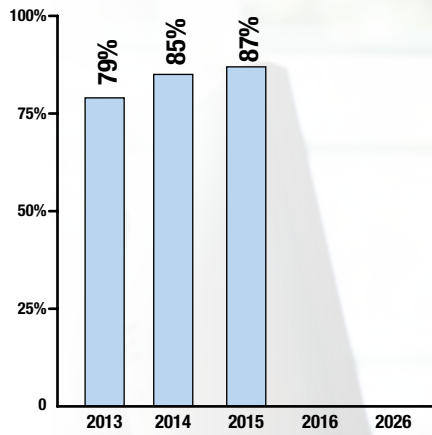


Chart 34 – % school leavers achieving level 5 in literacy

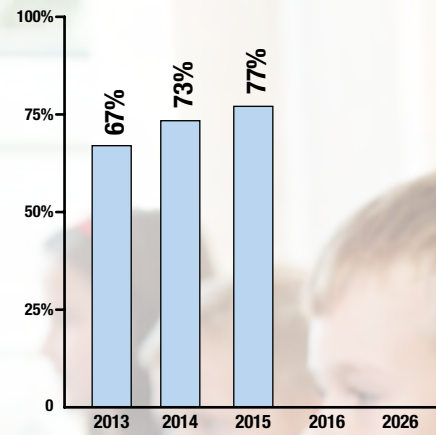


Chart 33 – % school leavers achieving level 4 in numeracy

Chart 34 – % school leavers achieving level 5 in literacy

Chart 35 – % school leavers achieving level 5 in numeracy

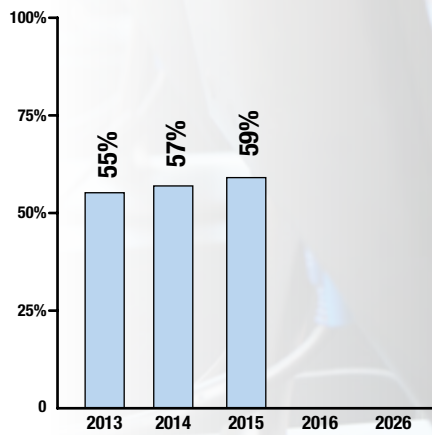


Chart 36 – % adults satisfied with local schools

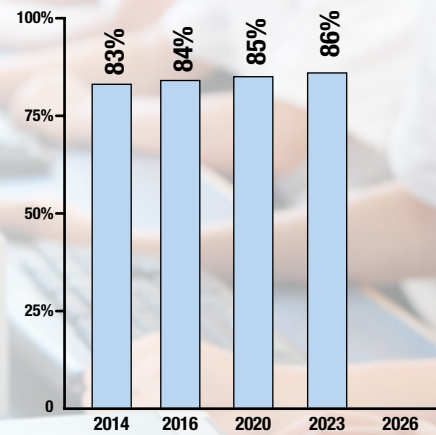


Chart 35 – % school leavers achieving level 5 in numeracy

Chart 36 – % adults satisfied with local school



Public Protection Partnership

The Public Protection Partnership provides strategic direction to all partners in relation to ensuring we can all live in safer communities. Whilst Moray is generally a good place to live, there are a number of targets which this partnership is working towards which relate to reducing the number of crimes of violence, reducing domestic abuse and crimes involving alcohol and other targets in relation to road traffic collisions and accidental house fires. This group oversees all partnership working in relation to community safety, child and adult protection.

Chart 37 – rate of crimes of violence per 10,000 population

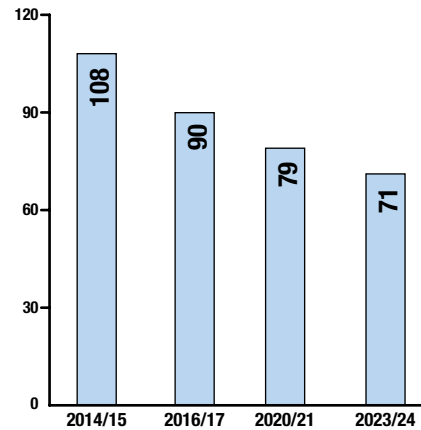


Chart 37 – rate of crimes of violence per 10,000 population

Chart 38 – rate of domestic abuse crimes per 10,000 population

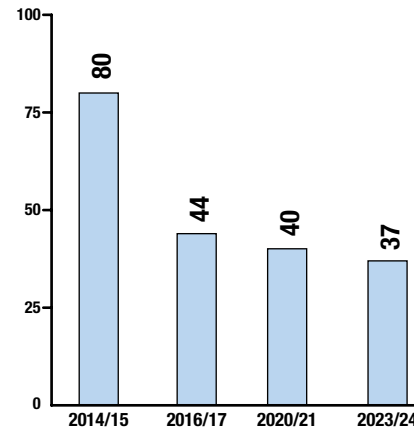


Chart 38 – rate of domestic abuse crimes per 10,000 population

Chart 39 – number of ASB incidents per 10,000 population

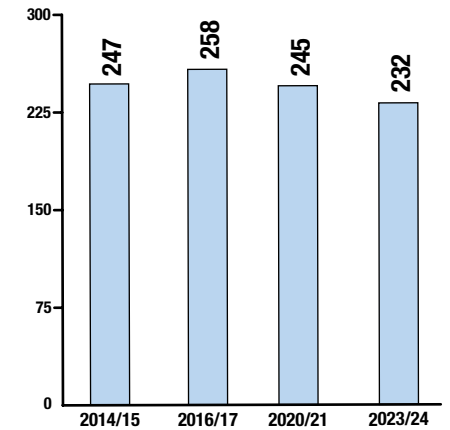


Chart 39 – number of Anti-social Behaviour (ASB) incidents per 10,000 population

Chart 40 – % community safety offences involving alcohol

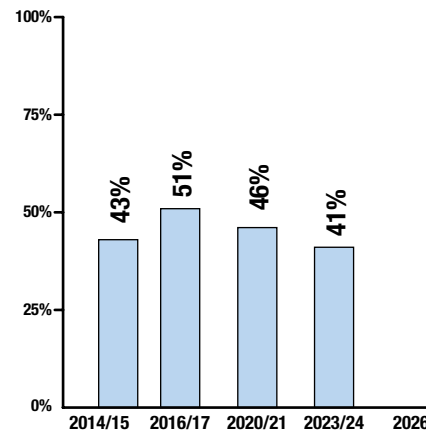


Chart 40 – % community safety offences involving alcohol

Chart 41 – number of casualties due to road traffic collisions by severity

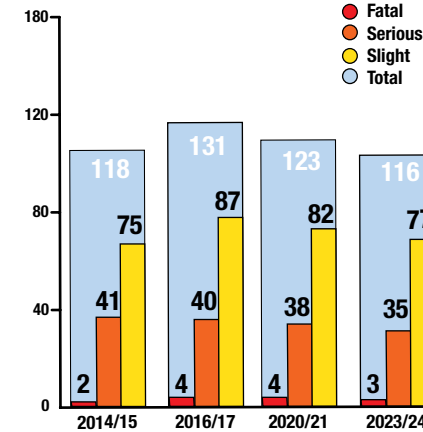


Chart 41 – number of casualties due to road traffic collisions by severity

Chart 42 – number of accidental dwelling fires

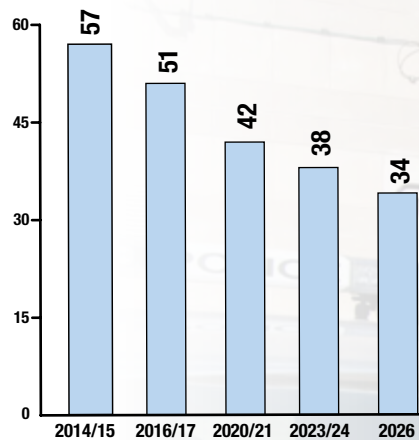


Chart 43 – number of accidental dwelling fire casualties

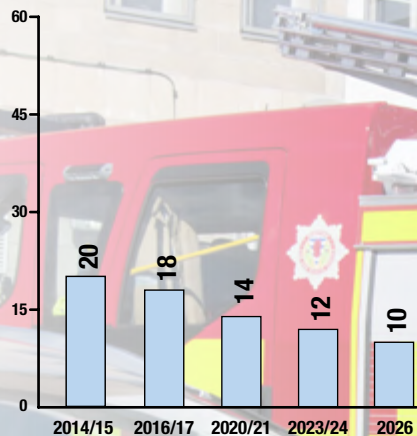


Chart 42 – number of accidental dwelling house fires

Chart 43 – number of accidental dwelling house fire casualties



Sustainability & Communities Partnership

The factors recognised as key to making Moray a place where people choose to live, learn, work and enjoy are diverse and the Sustainability & Communities Partnership is responsible for a range of targets which reflect that diversity, spanning from reducing energy use and our carbon footprint, maintaining an effective supply of social housing through to working to reduce fuel poverty in Moray. The targets together reflect key actions being taken to combat climate change. The issue of sustainability is an area of growing national and global focus and the Sustainability & Communities Partnership acts to coordinate and promote work across Moray.

Chart 44 – number of council houses to be built

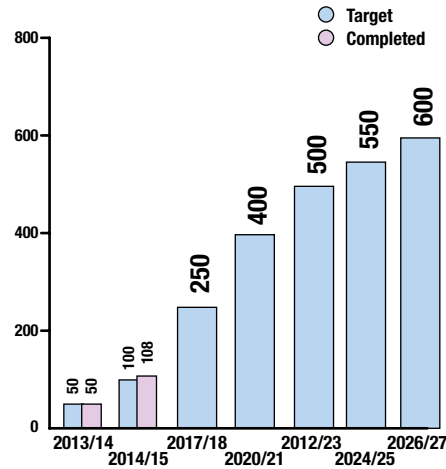


Chart 44 – number of council houses to be built

Chart 45 – % council housing stock meeting energy efficiency standard

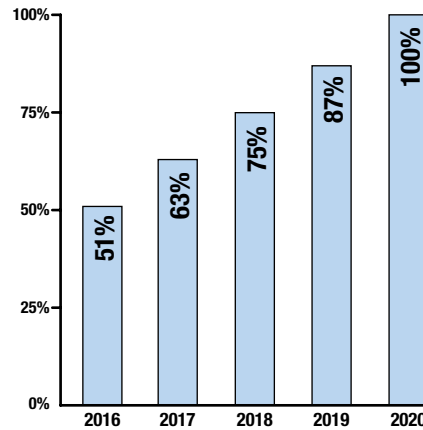


Chart 45 – % council housing stock meeting the energy efficiency standard

Chart 46 – % council housing stock meeting the Moray housing standard

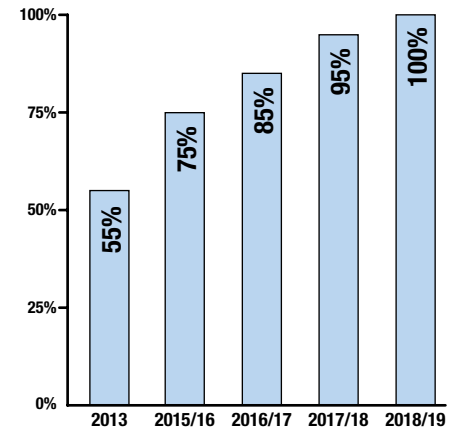


Chart 46 – % council housing stock meeting the Moray housing standard

Chart 47 – % households in fuel poverty

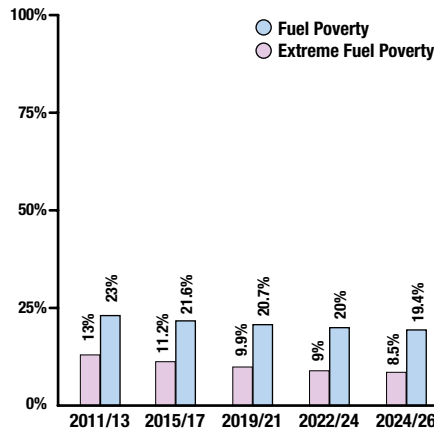


Chart 47 – % households in fuel poverty

Chart 48 – % waste diverted from landfill

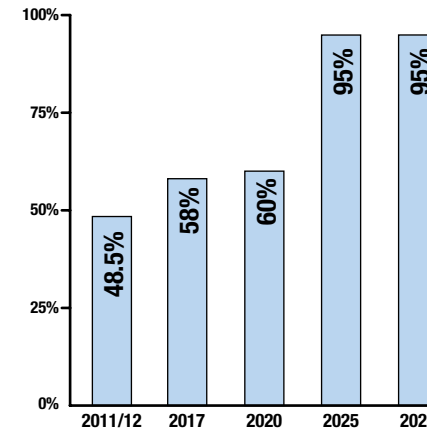


Chart 48 – % of waste diverted from landfill

Chart 49 – predicted overall energy consumption Kw/h (000)

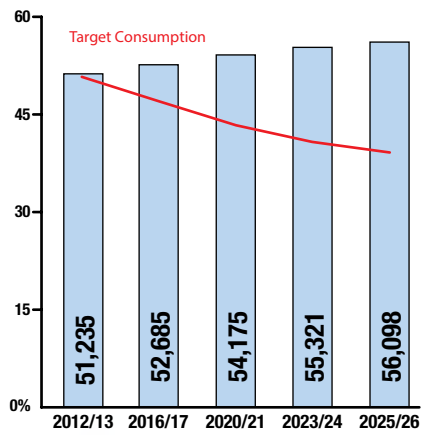


Chart 49 – predicted overall energy consumption Kw/h (000)



Summary

With an understanding of the challenges we are facing, the Partnership considered the statistical information about our area and reviewed the local outcomes and priorities to update this plan. The local outcomes focus on the wide range of issues which need to be addressed to improve life for those living and working in our area. They are ambitious and long term; they reflect the national outcomes that the Scottish Government has set. The Partnership structure is organised to reflect the local outcomes to ensure there is an ongoing focus to deliver these outcomes. Achieving the local outcomes is a long term strategy.

Community Planning Board

- [Chart 1 – % adults who rate their neighbourhood as a very good place to live](#)

Moray Economic Partnership

- [Chart 2 – how we want to see our population grow](#)
- [Chart 3 – median gross full-time weekly wage](#)
- [Chart 4 – % workforce in private sector](#)
- [Chart 5 – how long it takes to process planning applications](#)
- [Chart 6 – progress in dualling A9 & A96](#)
- [Chart 7 – business start-ups](#)
- [Chart 8 – % 3yr survival rate](#)
- [Chart 9 – % of premises with next generation broadband](#)

Health & Social Care Partnership

- [Chart 10 – rate per 1,000 people aged 65+ who receive intensive care \(10+ hrs\) at home](#)
- [Chart 11 – rate per 1,000 people aged 65+ who are in permanent care](#)
- [Chart 12 – % people receiving care & support who report having more things to do](#)
- [Chart 13 – % people receiving care & support who report feeling safe](#)
- [Chart 14 – % carers who feel supported and capable to continue their role as carer](#)
- [Chart 15 – % adults who are obese](#)
- [Chart 16 – % adults who smoke](#)
- [Chart 17 – mental health and wellbeing](#)
- [Chart 18 – adults drinking above safe guidance limits](#)
- [Chart 19 – % P1 children who are a healthy weight](#)

Employability Moray

- [Chart 20 – % of those in employment aged 16-64yrs](#)
- [Chart 21 – % children living in households dependent on benefits](#)
- [Chart 22 – % school leavers entering a positive destination](#)
- [Chart 23 – % young people undertaking foundation or modern apprenticeships](#)
- [Chart 24 – % adults overcoming barriers to employment](#)
- [Chart 25 – number of employers involved in school/industry partnership](#)
- [Chart 26 – to reduce the % of unemployed 18-24yr olds](#)

Children & Young People's Partnership

- [Chart 27 – % Moray children reaching expected developmental milestones by 27-30mths](#)
- [Chart 28 – % Moray children reaching expected developmental milestones by start of primary school](#)
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Appendices

A. Governance

This 10 Year Plan is a partnership document for which all community planning partners are accountable. Progress in achieving local outcomes and meeting local targets will be scrutinised by the Moray Community Planning Partnership Board, the Community Engagement Group and the six strategic Groups. Individual partners will ensure that their plans reflect the priorities set out in this document and commit resources to deliver the outcome targets set.

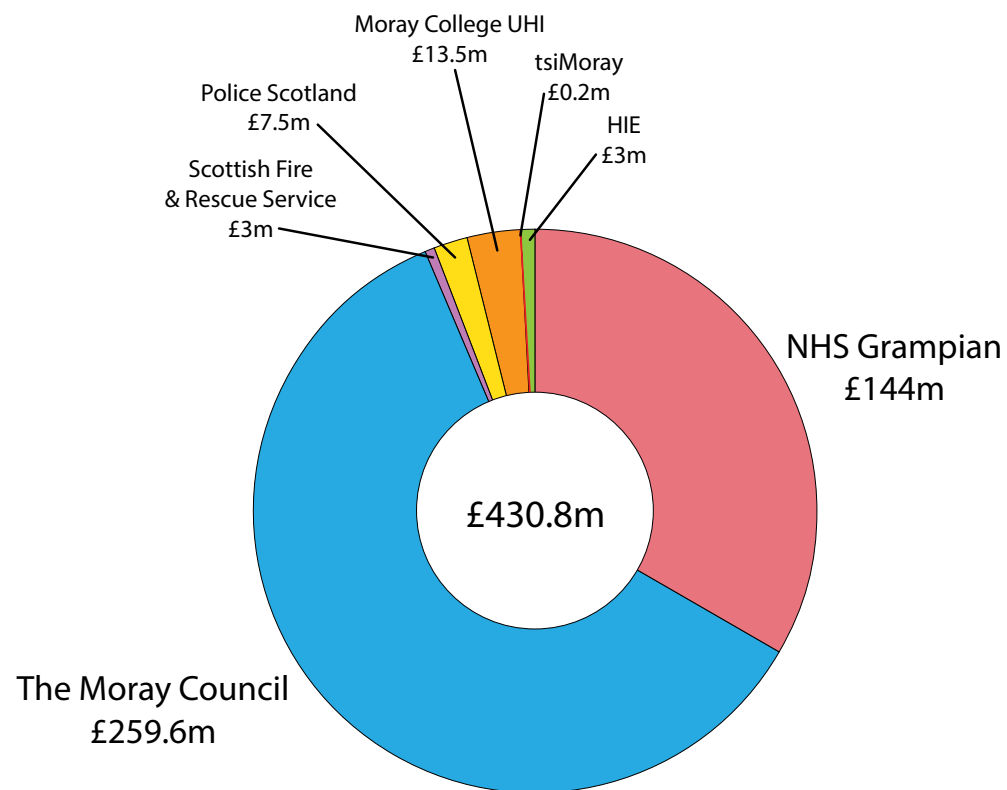
The Partnership views the Plan as a living, evolving document which will change over time as targets and outcomes are achieved and local priorities change. As such, the Partnership will formally review the Plan annually for 2016 and 2017 then every two years thereafter and instigate any changes as appropriate.

B. Equality and Diversity

The Moray Community Planning Partnership recognises the value of diversity within the community. The Partnership is committed to working towards improving equality of opportunity for all and reducing inequalities in the community. The Partnership is committed to providing high quality services that everyone can access. The Partnership will work towards removing direct and indirect barriers which exclude people from social, economic, political and cultural opportunities and experiences. The Partnership is committed to ensuring that current and potential service users, employees or job applicants will not be discriminated against on the grounds of social circumstances or background, age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity. The delivery of the 10 Year Plan will be impact assessed to identify those groups within the community whose requirements are less well met than those of other groups with a view to widening accessibility to all the services provided by the Partnership. The outcomes of the Plan will be monitored to ensure that they do not exclude or discriminate against any individual or group in the community and that as employers and service providers we meet their needs. If monitoring reveals any gaps action will be taken to rectify these.

C. Estimated resources

Figures as at 2014/15



D. Background data used to inform the planning process

Moray Early Years Strategy 2012 – data summary

Living Longer Living Better in Moray – a joint commissioning strategy for older people

Statistics presented to the Area Based Review

Moray Council Communication and Consultation exercise – 2012

MADP strategy

Integrated Joint Board document

E. List of relevant plans

▶ **Community Planning Board**

- Moray Economic Strategy

▶ **Community Engagement Group**

- Community Engagement 6 Point Action Plan
- Community Learning & Development Plan

▶ **Moray Economic Partnership**

- Cultural Strategy 2014
- Curriculum for Excellence
- Employability Action Plan
- HIE Operating Plan
- Housing Strategy
- LEADER Local Development Strategy
- Modern Apprenticeships
- Moray Economic Strategy
- Moray Local Development Plan
- Moray Social Enterprise Plan
- Regional Skills Investment Plan
- Strategy for Tourism Development in Moray

▶ **Health & Social Care Partnership**

- 3 Tier Policy (Moray Partners in Care)
- Business Case for Redesign of Adult Community Care Services 2011
- Change Fund Older People
- Choose Life Strategy
- Community Safety Strategy
- Director of Public Health Annual Report 2014/15
- Fostering & Adoption Smoking Policy
- HEAL Strategic Framework
- Joint Grampian Adult Support & Protection Policy
- Living Longer Living Better (Joint Commissions Strategy for Older People 2013/23)
- Living Streets Plan
- Long Term Conditions Plan
- Moray Alcohol & Drug Partnership Strategy
- Moray Autism Strategy
- Moray Carers Strategy (currently under review)
- Moray Learning Disability Strategy
- Moray Local Tobacco Alliance Delivery Plan
- Moray Mental Health and Wellbeing Strategy (final draft will be approved shortly)
- Moray Physical Activity & Sports Health Strategies (Under Review)
- Moray Physical and Sensory Disability Strategy
- Morinfo
- NHS Grampian Strategic Framework & Delivery Plan
- NHS Grampian Tobacco Control Plan 2020 Action Plan
- Reablement Policy
- Self Directed Support Policy
- Sport, Leisure & Recreation Plan
- Trading Standards Operational Plan 2014/15
- Unscheduled Care (NHS Grampian)
- Volunteering Policy

► **Public Protection Partnership**

- Child Protection
- Community Safety Strategy
- Criminal Justice Strategy
- English as a Second Language Strategy
- Local Fire & Rescue Operational Plan for Aberdeenshire & Moray
- Moray Alcohol & Drug Partnership Delivery Plan
- Moray Alcohol & Drug Partnership Strategy
- Moray Council Housing & Registered Social Landlords ASB Strategies
- Moray Local Fire & Rescue Multi-Member Ward Plans
- Moray Local Fire & Rescue Plan 2014/17
- Police Scotland Moray Local Policing Plan
- Police Scotland Moray Multi Member Ward Plans
- Public Protection Strategy
- Scottish Fire and Rescue Service Strategic Plan
- Youth Justice Strategy

► **Children & Young People's Partnership**

- Autism Strategy
- Child Protection
- Community Learning & Development Plan
- Early Years & Parenting Strategies
- GIRFEC Group Improvement Plan
- Implementation of Developing Scotland's Young Workforce 1+2 Languages
- Lifelong Learning Strategy
- Moray Children's & Young People's Services Plan 2013/16
- Moray Corporate Parenting Plan
- Moray Council Integrated Children's Services Annual Service Improvements Plan
- Moray Council Strategy for Raising Attainment & Achievement
- NHS Grampian Child Health 2020 – A Strategic Framework for Children & Young People's Health Action Plan
- Opportunities for All Action Plan
- Physical & Sensory Strategy
- Schools & Curriculum for Excellence Five Year Plan

► **Employability Moray**

- Community Learning & Development Plan
- Curriculum for Excellence
- Developing the Young Workforce
- HIE Operating Plan
- Libraries Service Plan
- Modern Apprenticeships
- Moray Community Planning Partnership Employability Strategy 2013
- Moray Economic Strategy
- Regional Skills Investment Plan
- Schools and Curriculum Development Plan
- Skills Development Scotland Plans
- UHI Strategic Plan

► **Sustainability & Communities Partnership**

- Affordable Housing Supplementary Planning Guidance
- Cairngorms National Park Partnership Plan
- Empty Homes Strategy
- Energy Plan (the Moray Council)
- Flood Alleviation Schemes
- Homelessness Strategy
- Housing Needs & Demand Assessment
- Kerbside Collection Policy
- Local Housing Strategy
- Moray Climate Change Plan
- Moray Council Waste Strategy
- Moray Home Energy Efficiency Programme
- Strategic Housing Investment Programme
- The Housing Investment Strategy
- The Tenant Participation Strategy

F. Inequalities through life

