

REPORT TO: WEALTHIER AND FAIRER STRATEGIC GROUP OF THE
COMMUNITY PLANNING PARTNERSHIP – 19 FEBRUARY 2009

SUBJECT: RATIONALISATION AND PRIORITISATION OF THE GROUP'S
ACTION PLAN

BY: THE MORAY COUNCIL, MANAGER OF PLANNING AND
DEVELOPMENT

1. PROPOSALS

The attached template is a rationalisation of the list of 29 actions, which constitute the programme of work, set by this Group for the next years. It is a reworking of the Moray 2020 Action Plan, updated and identifying the outcome to be achieved, and the progress to date.

There are now 14 actions, under 4 'Project Descriptor' headings, namely: -

1. Public Sector and Business Growth

- *1.1 Account Management with Growth Business P)
- 1.2 Engagement with RAF
- *1.3 Business Gateway (P)
- *1.4 Tourism

2 Elgin

- *2.1 'City for the Future' project (P)

3 Developing Moray's Towns

- *3.1 Moray Towns Partnership (P)
- 3.2 Buckie Regeneration (P)
- 3.3 Forres Regeneration
- 3.4 Keith Regeneration
- 3.5 Lossiemouth Regeneration

4 Developing Moray as a Place

- 4.1 Moray's Connectedness (P)
- 4.2 Moray The Brand
- *4.3 Build a life in Moray

Work has commenced on those marked * and their progress during 2008/09 is noted in the end column of the template.

2. RECOMMENDATIONS

Priority status for 2009/10 is recommended for those marked (P).

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Background Papers:
Ref: DL

General Descriptor :The Government's Economic Strategy focuses the activities of the Public Sector onto businesses of growth potential within key sectors in Moray: the RAF; Food & Drink; Tourism; Life-sciences; Energy; Creative Industries; and Financial & business services.

Project Title	Project Descriptor	Outline Outcomes/benefits	Who	Actions 2008/9
1.1 Account management of businesses of growth potential in Moray. [M2020: 4.7] Priority A	HIE will proactively engage with identified businesses of growth potential to seek opportunities to support businesses to grow through an account management philosophy. HIE's support proposition is based on, inter alia: - Specialist Advice: - Processes - ICT - Marketing - HR - R&D and Innovation - Finance/Capital - R&D - Investment/Finance - Graduates - Leadership development - Workforce development - Networking - Engagement with the business community (Chamber of Commerce, Business Panel)	- Will support the Government Economic Strategy objectives of GVA Growth, Productivity, and Population Growth. - An established two-way communication between public and private sector in Moray. - Food and Drink Research Institute set up in Moray.	HIE	- Account managed companies identified and work commenced on developing growth plans. - Specialist and generic business advice available to companies on a draw down basis - Leadership, graduate and management developed and programmes developed and being delivered. - Set up a Business Panel. - Increased membership of Chamber of Commerce. 'Invitation to Tender' to identify niche research market in food and drink in Moray.

Project Title	Project Descriptor	Outline Outcomes/benefits	Who	Actions 2008/09
1.2 Engagement with and opportunities from, RAF leavers. [Moray 2020: 3.1; 3.2; 4.1; 4.3; 4.4; 5.1; 5.5] Priority B	- A programme of on-going engagement with the RAF bases to provide advice and information on employment opportunities, ranging from business start up through to jobs fairs with local employers. - To seek inward investment opportunities from RAF supply chains.	- RAF and civilian personnel and their families have the opportunity to continue to live in Moray, and their expertise contributes to the economy. - Maximum opportunity of contracts and work arising from the two RAF bases; and from inward investment arising from the supply chain of existing and new aircraft	HIE to lead.	- Speed networking events - Business gateway services made available to RAF personnel - Regular liaison meetings with RAF. - Virgin Galactic opportunity to be explored and followed up.

Project Title	Project Descriptor	Outline Outcomes/benefits	Who	Actions 2008/09
1.3 Developing "Business Gateway" in Moray. [New M2020 08/09] Priority A	To transfer HIE's business advice service to a 'Business Gateway' service in Moray, modelled on the national Gateway. Until transferred (for which provisions TMC has responsibility) HIE will maintain the current advice and information service.	A 'Business Gateway' service fronted in Moray (probably Elgin) to advise on start-ups/local business information/general advice; and linked to a national (or regional) network of specialist advice.	TMC to lead	- Quantify and understand the method of service delivery presently provided by HIE, and that provided nationally. - Work with the other six affected local authorities in the HIE area (BG Liaison Group) and agree areas of joint provision or 'contract out'. - Present options for delivery, with recommendations to Council, on premises, staffing and budget. 'go live' as a Moray BG by early 2009 and complete the transfer by 31 March

Project Title	Project Descriptor	Outcomes/benefits	Who	Actions 2008/09
1.4 Developing Moray's Tourism Sector. [Moray 2020: 2.7] Priority A	To create a private-sector driven Moray Destination Development Organisation (DMO) to implement a strategy for developing the tourism industry in Moray, and for the promotion of Moray as a place to visit. The DMO will then lead tourism industry sector in Moray. To create a comprehensive website (Discover Moray) promoting e.g. living in Moray, what to do/see, events, maps, news, as well as a Business Directory with contacts and enquiries.	• A public/private sector consensus on growing the GVA of tourism overall, and individual businesses. • A Tourism Sector Inward Investment Proposition for HIE to take to market via Scottish Development International and/or UK Trade and Investment. • More tourist business, greater sectoral GVA • Improved quality of staff skills/products being promoted/organisations of events. • International and national image for promotion. • Co-ordinated working within local tourist industry.	VisitScotland, HIE and TMC with tourist industry.	• Leadership to pass to the private sector DMO, supported by Public Sector. DDO approval paper to be submitted and by HIE end Nov 2008, tender doc issued. DDO OJEU contract let March 2009 • VisitScotland/The Moray Council Service Level Agreement. • Forres and Elgin TICs reorganised/relocated • Tourism Strategy VS/HIE/TMC • Moray Connections (Ancestral Tourism) set up • Year of Homecoming 2009 preparations • Survey of accommodation • Survey of Tourist statistics • Scoping exercise for the delivery, maintenance and costs of 'Discover Moray' website

General Descriptor: Within the context of the Highlands & Islands, Elgin is the second city of the region after Inverness. It is the administrative centre of activities and focus for key parts of the public sector in Moray: Moray Council, Moray College/UHI, NHS, and to an extent HIE (who have plans to move to the regional capital). The economic development of Elgin would be a major fillip for the economy of Moray as a whole.

Project Title	Project Descriptor	Outcomes/benefits	Who	Actions for 2008/09
2.1 City of Elgin – urban economic transformational programme (Elgin: City for the Future) [Moray 2020: 1.8] Priority A	A CPP project combining the long term plans of the Council, (Roads, Planning, Flood Schemes) the College (Student Accom/Campus/new Departments and Lifescience facilities) and HIE (Business Parks) and NHS Grampian (Dr Grays and Spynie)	- A long term Masterplan for Elgin on which investment decisions public and private can be based with confidence. - A phased programme of partner implementation up to 2020 providing Elgin's growth and prosperity. - Elgin able to sustain the challenge on Inverness and Aberdeen. - Enhanced College facilities/campus plan: "university town" status. - New Business Parks at West End and Barnmuckity - A reduced risk from flooding, enabling business planning and investment	TMC, MC, HIE, NHS Grampian.	- A Traffic Plan for Elgin (esp SW Elgin) - An agreed 'Vision' for all partners/Consultancy Remit - Business Park infrastructure (West End) - Flood Scheme approved/contracted - Feasibility Study for Barnmuckity commissioned - Chanonry upgraded for Flood Scheme displacements - Set up BID in City Centre - Set up framework for Plainstones and Events Promotion - Agree plans for Academy replacement, and all year sports ground - College Feasibility of '5th Arts College' - NHS: agreed plans for Spynie - College: student accommodation plans agreed/private funding secured. - A Business Case for a Lifescience facility in the college campus

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General Descriptor: Outside of Elgin, Moray's main towns are Keith, Buckie, Lossiemouth and Forres. Each town plays an important role within its location and is an important part of the overall economy and community of Moray.

Project Title	Project Descriptor	Outline Outcomes/benefits	Who	Actions 2008/09
3.1 Moray Towns Partnership [Moray 2020: 1.5; 1.9]	An economic development plan for each of Forres, Buckie, Lossie and Keith, to complement Elgin's role.	A long term Action Plan and Programme for each of the four towns, endorsed by its representative community, which - Boosts the economy of each town. - Increases the attractiveness of each, for investment. - Learns from, and shares, the experiences of each. - Sets up websites, business directories, events. - Draws external funding from Government schemes, European programmes, Lottery etc into town projects.	TMC are the lead.	- Set up four Town Groups, and a Partnership of the four. - Secure a funding package for the project - Agree Action Plans for the 4 towns with the Community Groups.

Project Title	Project Descriptor	Outline Outcomes/benefits	Who	Actions 2008/09
3.2 Buckie Regeneration [Moray 2020: 1.9]	- To follow up the HIE/TMC Study in 2006 for the future use of the Harbour; devise an Action Plan and marketing strategy. - Develop a Business Park - Office Building , Harbour area - Extend serviced area of March Road	- Buckie Harbour Community/local business agreement on future uses of the Harbour. - Programme of implementation arising from Action Plan. - Revitalisation of harbour businesses; relocations/refurbishments. - Upgrading of harbour amenity. - Marketing strategy for surplus Council land and property. - Business Parks for growth and inward investment. - March Road Estate for business expansions and harbour relocations - Office building	TMC HIE local business community	- Harbour (TMC) Strategy for Engaging with Key Stakeholders (HIE commissioned study) Council to determine options for its holdings (conclusions on marketing exercise); establish titles (TMC). - Preparation of land at March Road for potential relocations (TMC). - Commission 'Contamination' Studies (TMC). - Round of discussions with other main operators at harbour; major businesses in Buckie; and shipping and fishing interests (TMC/HIE) - Business Park (HIE) Initial estimate of costs submitted for ERDF application 9/2008 - Clarify site positioning with potential partners by end December 2008. Complete land purchase ASAP thereafter.

Project Title	Project Descriptor	Outline Outcomes/benefits	Who	Actions 2008/9
3.2				- March Road (TMC) Project included in 2008-13 Capital Plan, notionally for 2010/11. Designation confirmed in new Moray Local Plan 2008. Initial investigation of site conditions and planning requirements. - Office Building No action for HIE until future plan for harbour area defined by TMC. HIE to offer support as deemed necessary.

Project Title	Project Descriptor	Outline Outcomes/benefits	Who	Actions 2008/9
3.3 Forres Regeneration [Moray 2020: 1.10]	- continued investments in roads, services and buildings (bespoke and speculative) on the Enterprise Park Forres. (HIE). - Examine the case for an Eco-business park, or "sustainability cluster" at the Enterprise Park. - Acquisition and servicing of Springfield Industrial Estate (Site I7 in MLP 2008) (TMC)	- The Enterprise Park Provides facilities for business growth, and facilities for inward investment businesses. - Eco Business Park Moray develops a national and international profile within the "sustainability", and is able to develop an inward investment proposition to attract in businesses and activity to the area. - Springfield Accommodation for business expansion in Forres area, and complementing the Forres Business Park provision, and extension of its serviced area.	HIE and TMC are leading.	- Forres Enterprise Park 3000 ft/2 building completed 9/2008 4000 ft/2 building completed 9/2008 - Planning permission and warrant obtained for 7500 ft/2 building 6/2008 - Detailed design on 9000 ft/2 building by March 2009 - Costs on completing south side roads and drainage infrastructure to be known by December 2008 - Forres Eco Business Park clients to increase Research capacity in the 'sustainable science' sector. - Identify funds to attract a National Sustainability centre to Forres. - Springfield Designation confirmed in Moray Local Plan 2008 (NB Not included in 2008-13 Capital Plan programme for Industrial Estate portfolio)

Project Title	Project Descriptor	Outline Outcomes/benefits	Who	Actions 2008/09
3.4 Keith Regeneration	Acquisition and servicing of site at Bridge Street Industrial Estate (designated as I3 in Moray Local Plan 2008).	Accommodation for business expansion in Keith area, and complementing the Mansefield Business Centre provision. Relocation of Builders Merchants business to allow expansion.	TMC	- Designated confirmed in Moray Local Plan 2008. - Consultation on requirements of Builders Merchants business. (NB Not included in 2008-13 Capital Plan programme for Industrial Estates portfolio)

Project Title	Project Descriptor	Outline Outcomes/benefits	Who	Actions 2008/09
3.5 Lossiemouth Regeneration	Acquisition and servicing of site at Sunbank Industrial Park (I3 and BP1 in Moray Local Plan 2008).	Accommodation for business expansion in Lossiemouth area and a facility for office/service businesses in a parkland setting. Reduction in commuting to jobs, from Lossiemouth to Elgin.	TMC and HIE.	Designation confirmed in Moray Local Plan 2008 (NB Not included in Council's 2008-13 Capital Plan programme for Industrial Estate portfolio)

Section 4: Developing Moray as a place to live, visit, work and study.

Project Title	Project Descriptor	Outline Outcomes/benefits	Who	Actions 2008/09
4.1 Moray's connectedness [Moray 2020: 1.6; 1.7]	Work with Moray's business community to lobby for improvements to trunk road, rail airport and ICT communications to the outside world, and intra Moray.	Reduction in 'remoteness' from main markets and centres of population. Improvement in Moray's competitiveness as a business location.	TMC	Press case with Scottish Government for Elgin and Keith by-passes on A96, for A95 upgrades; for rail investment; and for better connections to Aberdeen and Inverness Airports.

Project Title	Project Descriptor	Outline Outcomes/benefits	Who	Actions 2008/09
4.2 Build a Life in Moray	A comprehensive programme aimed at young people who wish to follow a career in Moray, it will include those who have left to go to University; those attracted to come to Moray live, work or study; and those who are in Moray and seeking extended vocational training. The programme will aim to establish local job placements, and may help with initial housing.	A reduction in the out-migration, and long term loss, of the 16-25 age group. A wider range of job opportunities for career-minded young people.	TMC	- Council to initiate a school-leaver apprenticeship scheme offering 2-year placements in Council employment for up to 10 young people. - Budget approval for 'new' posts - Arrangements for management, supervision and training of the successful candidate. - Appoint first group of 10 within financial year 2008/09.

Project Title	Project Descriptor	Outline Outcomes/benefits	Who	Actions 2008/9
4.3 Moray the Brand [Moray 2020: 4.5]	Developing Moray as a brand and raising awareness of it as a place to encourage immigration to work and live, and visits for education and recreation. The project will be concerned not only with communication outside of our borders but also in altering perceptions within Moray particularly amongst young people. (This will partly draw upon the work of the Moray Tourism Audit and Strategy).	Development of a Brand(s) for Moray, and related marketing communications. Identification of Moray's strengths and weaknesses as perceived from outside of our borders, and consequent plan to address weaknesses and promote strengths.	HIE	Work in collaboration with TMC through build a life in Moray by end of January 09 Work in collaboration with emerging tourism DDO to ensure any brand evolved is compatible with generic Moray branding End of March 09 Survey on Highland Youth Migration complete by September 08.