

National Outcome 1 – We live in a Scotland that is the most attractive place for doing business in Europe

Local Outcome 1 – Maintain the rate of business start ups

| KEY ACTION | Business Gateway |
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| SMART Targets for Key Action | |
| <p>Business Gateway has been established to help maintain the rate of business start ups in Moray as part of a one door approach for businesses and social enterprises. Over the course of 2009/10 the following targets have been set –</p> <p>Targets:</p> <ul style="list-style-type: none"> • Provide a programme of a minimum of 30 free business training workshops on various subjects such as marketing, record keeping and customer care through the year • Provide business advice and support to at least 320 new and existing businesses in Moray through 2009/10 • To promote and assist the establishment of at least 60 new business start-ups in Moray through 2009/10 • Business Gateway to lead or assist in running 4 collaborative business networking/promotional events during 2009/10 | |
| Quarter 1 Milestone | Date |
| <ul style="list-style-type: none"> ○ Establish Business Gateway in Moray as the centre for all business enquiries ○ To develop and begin a programme of business training workshops on a monthly basis | June 2009 |
| Quarter 2 Milestone | Date |
| <ul style="list-style-type: none"> ○ Provide information and advice to at least 80 new or existing businesses during the quarter ○ To have provided assistance and support in the creation of at least 20 new businesses during the quarter ○ Run a number of business training workshops with a full uptake | Sept 2009 |
| Quarter 3 Milestone | Date |
| <ul style="list-style-type: none"> ○ Assist and participate in the Open Doors event at Moray College focussed on entrepreneurship and business start up ○ Provide information and advice to at least 80 new or existing businesses during the quarter ○ To have provided assistance and support in the creation of at least 20 new businesses during the quarter ○ Run a number of business training workshops with a full uptake | <p>October 2009</p> <p>Dec 2009</p> |

| Quarter 4 Milestone | Date |
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| <ul style="list-style-type: none"> ○ Provide information and advice to at least 80 new or existing businesses during the quarter ○ To have provided assistance and support in the creation of at least 20 new businesses during the quarter ○ Run a number of business training workshops with a full uptake | <p>March 2010</p> |
| <p>Expected outcome/contribution to the local and national outcome</p> | |
| <p>The establishment of Business Gateway in Moray is geared to support and assist local businesses to succeed. For 2009/10 Business Gateway aim to achieve the following outcomes:</p> <ul style="list-style-type: none"> • Assist and support the establishment of at least 60 new business start ups in Moray • Provide advice and support to at least 320 new and existing businesses in Moray • Identify up to 4 businesses with significant growth potential and help through the pipe line (i.e. target HIE to offer further support and account manage) <p>The work undertaken by Business Gateway will contribute to making Moray and Scotland a more attractive place to do business (National Outcome 1) and maintaining the rate of business start up in Moray (Local Outcome 1).</p> | |
| <p>Resources</p> | |
| <p>Transfer of funding from HIE has been agreed. Delivery of Business Gateway in Moray is done as a shared service with Highland Council.</p> | |
| <p>Lead Officer, including contact details</p> | <p>Donald Lunan, The Moray Council Tel: 563310</p> |

| Quarter 3 Milestone | Date |
|--|---|
| <ul style="list-style-type: none"> o <u>Enterprise Park Forres</u>: Completion of the 10,000²_{ft} Science unit. Complete the refreshment of inward investment propositions to attract businesses and activity to the area. o <u>Buckie Business Park</u>: Produce detailed design and apply for planning permission. o <u>Elgin West Business Park</u>: Begin to negotiate conditional missives for purchasing of land for development. | October 2009 |
| Quarter 4 Milestone | Date |
| <ul style="list-style-type: none"> o <u>Enterprise Park Forres</u>: Begin to implement inward investment marketing communications. o <u>Buckie Business Park</u>: Secure planning permission for development of Business Park. o <u>Elgin West Business Park</u>: Seek to conclude conditional missives for purchasing of land for development. | Dec 2009 |
| Expected outcome/contribution to the local and national outcome | |
| <p>The provision of business accommodation should support the national outcome of growing Net Gross Value Added through attracting businesses and inward investment to Moray. The anticipated financial benefits to the area are not quantified at this time.</p> | |
| Resources | |
| <p>Resources have been identified with HIE Moray's spend budget for 09/10 of circa £4.4m, with circa 50% going towards infrastructure development.</p> | |
| Lead Officer, including contact details | Martin Johnson, HIE Tel: 01309 678 100 |

National Outcome 1 – We live in a Scotland that is the most attractive place for doing business in Europe

Local Outcome 1 – Maintain the rate of business start ups

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| KEY ACTION | Business Parks and Industrial Units | |
| SMART Targets for Key Action | | |
| <p>HIE have identified with partner agencies the following three Business/Enterprise Parks in Moray to be developed. The following actions will be achieved by 2009/10:</p> <p>Actions:</p> <ul style="list-style-type: none"> • <u>Enterprise Park Forres</u>: completed 10,000^{2nd} science unit. Develop sectoral and property propositions (mainly for inward investment), and take to market. • <u>Buckie Business Park</u>: conclude conditional missives, and apply for outline planning permission. • <u>Elgin West Business Park</u>: conclude initial site investigation, and seek to negotiate conditional missives. | | |
| Quarter 1 Milestone | | Date |
| <ul style="list-style-type: none"> ○ <u>Enterprise Park Forres</u>: Report on the progress made with the construction of Science unit. ○ <u>Buckie Business Park</u>: Report on the continued discussions on purchasing land for development with conditional missives. ○ <u>Elgin West Business Park</u>: Report on the site investigation | | June 2009 |
| Quarter 2 Milestone | | Date |
| <ul style="list-style-type: none"> ○ <u>Enterprise Park Forres</u>: Report on the progress made in the construction of the Science unit. Begin to outline refreshed inward investment propositions to attract businesses and activity to the area. ○ <u>Buckie Business Park</u>: Conclude conditional missives in purchasing of land for development. ○ <u>Elgin West Business Park</u>: Conclude initial site investigations. | | Sept 2009 |

National Outcome 1 – We live in a Scotland that is the most attractive place for doing business in Europe

Local Outcome 2 – Businesses in Moray will grow GVA

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| KEY ACTION | Account Management Programme | |
| SMART Targets for Key Action | | |
| As part of HIE's aim to grow the GVA in Moray through local businesses the following target has been set for 2009/10 – | | |
| Target | | |
| <ul style="list-style-type: none"> HIE will deliver 26 growth plans from businesses of significant growth potential based in Moray during 2009-10. | | |
| Quarter 1 Milestone | | Date |
| <ul style="list-style-type: none"> Identification, development and delivery of growth plans and associated projects with businesses of significant growth potential in Moray. Report on progress made by end of quarter. | | June 2009 |
| Quarter 2 Milestone | | Date |
| <ul style="list-style-type: none"> Continue development and delivery of growth plans and associated projects, reporting on progress made by end of quarter. | | Sept 2009 |
| Quarter 3 Milestone | | Date |
| <ul style="list-style-type: none"> Continue development and delivery of growth plans and associated projects, reporting on progress made by end of quarter. | | Dec 2009 |
| Quarter 4 Milestone | | Date |
| <ul style="list-style-type: none"> Continue development and delivery of growth plans and associated projects, reporting on progress made by end of quarter. Report on annual yield generated against Moray GVA for 2009/10 – target of 21M increased yield by 2011/12. | | March 2010 |

Expected outcome/contribution to the local and national outcome

The delivery of 26 growth plans from business with significant growth potential in Moray will directly support the national outcome of growing Net Gross Value Added. On the average net GVA from 08/09 outturn, it is projected that the development of 26 Growth Plans for 09/10 will yield some £21m at year 3.

Resources

HIE Moray's spend budget for 09/10 is circa £4.4m, with circa 50% going towards Moray businesses (the balance is typically towards infrastructure investments). Account management is delivered by a team of 6 FTEs.

**Lead Officer,
including contact
details**

**Martin Johnson, HIE
Tel: 01309 678 100**

National Outcome 1 – We live in a Scotland that is the most attractive place for doing business in Europe

Local Outcome 2 – Businesses in Moray will grow GVA

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| KEY ACTION | Moray Towns Partnership | |
| SMART Targets for Key Action | | |
| <p>A programme of activity as part of the Moray Towns Partnership has been agreed for 2009/10 with the following targets -</p> <p>Targets:</p> <ul style="list-style-type: none"> Increased footfall in the town centres by 5% (by improving infrastructure and increasing marketing) Decrease business vacancies by 4 (as a result of the increased footfall). Note that there are currently 30 vacancies in the 4 towns (Hargest & Wallace Report 2009 and Moray Council Town Centre Audit Nov 2008) | | |
| Quarter 1 Milestone | | Date |
| <ul style="list-style-type: none"> Begin implementation of marketing/tourism projects that received match funding through LEADER. Publication and distribution of 'Tear off Town Maps' and leaflets to promote and improve information for visitors to Lossiemouth and Forres. Preparation and submission of Scottish Government Town Centre Regeneration Fund for match funding for a number of Partnership projects. | | June 09 |
| Quarter 2 Milestone | | Date |
| <ul style="list-style-type: none"> Publication and distribution of Business Directory / Handbook aimed at improving marketing of local businesses in Keith. Publication and distribution of Business Directory / Handbook aimed at improving marketing of local businesses in Lossiemouth and Forres. Keith – Production of Leaflet wallets to help improve marketing of Keith. Investigate future funding sources for Phase 2 of Moray Towns Partnership. Formation of the Buckie Business Association. | | September 09 |

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| Quarter 3 Milestone | Date |
| <ul style="list-style-type: none"> o Lossiemouth – Instillation of 3 Map Boards to show walks between East and West Beach, improving tourist facilities and information. o Keith – Promotion of Farmers/Continental Market and Improvements and decorations on Mid Street. Both schemes to attract shoppers and visitors to Keith. o Forres - Carry out a feasibility study and produce detailed plans on promotion of be a Disabled-friendly town, improving access throughout town. o Forres – Production and instalment of Information Boards (marking start of Coastal Walk) to improve tourist information. o Buckie – Production and distribution of Buckie Eco-shopping Bags; Establishment of Buckie website; and promotion of events including Art events and Buckie Festival. | December 09 |
| Quarter 4 Milestone | Date |
| <ul style="list-style-type: none"> o Lossiemouth – Ramsay MacDonald Viewpoint upgraded, enhancing visitor facilities. o Forres – Programme of shop front improvement aimed at improving appearance of town centre. o Buckie – Development of Buckie Community Radio. Extension of the Speyside Way to Buckie, promoting Buckie as a terminus / start of 'The Speyside Way'. | March 2010 |
| Expected outcome/contribution to the local and national outcome | |
| <p>The four towns of Lossiemouth, Keith, Forres and Buckie who form the Moray Towns Partnership will benefit economically from the schedule of improvements with additional jobs, attracted investment and fewer premises lying empty. Success of the Partnership work will be measured through increased Footfall into town centres and decreasing Vacancies. This will directly contribute to Local Outcome 2 – Businesses in Moray will grow GVA and the national outcome (1) of making Scotland the most attractive place for doing business.</p> | |
| Resources | |
| Staff time, Economic development funding and external funding | |
| Lead Officer, including contact details | Donald Lunan, The Moray Council Tel: 563310 |

National Outcome 2 – We realise our full economic potential with more and better employment opportunities for our people

Local Outcome 5 – People in Moray will have access to better paid employment

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| KEY ACTION | Rural Development Strategy | |
| SMART Targets for Key Action | | |
| <p>Delivery of the agreed LEADER programme Business Plan will be achieved through the following action and with the agreed targets:</p> <p>Actions:</p> <ul style="list-style-type: none"> Establish operational procedures and systems to run, monitor and evaluate the LEADER programme. <p>Targets:</p> <ul style="list-style-type: none"> Rolling programme of community meetings/events to increase engagement and awareness of LEADER funding. At least 20 presentations to be given during 2009/10. Approval of at least £300,000 of LEADER funding during 2009/10. Receive at least 100 initial enquiries from interested applicants during 2009/10. | | |
| Quarter 1 Milestone | | Date |
| <ul style="list-style-type: none"> Establish the Leader team and Local Action Group (LAG) Approve at least £120,000 of LEADER funding to local projects Carry out at least 5 LEADER presentations to Community Groups to promote awareness and applications Receive at least 25 initial enquiries from interested applicants, offering advise and guidance as appropriate | | June 2009 |
| Quarter 2 Milestone | | Date |
| <ul style="list-style-type: none"> Approve at least £80,000 of LEADER funding to local projects Recruitment of a LEADER Administrative Assistant / Development Officer Carry out at least 5 LEADER presentations to Community Groups to promote awareness and applications Receive at least 25 initial enquiries from interested applicants, offering advise and guidance as appropriate | | Sept 2009 |

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| Quarter 3 Milestone | Date |
| <ul style="list-style-type: none"> ○ Approve at least £50,000 of LEADER funding to local projects ○ Carry out at least 5 LEADER presentations to Community Groups to promote awareness and applications ○ Receive at least 25 initial enquiries from interested applicants, offering advise and guidance as appropriate ○ LEADER website to go live and marketing material to be published ○ Continue to establish operational procedures and systems to run, monitor and evaluate programme | Dec 2009 |
| Quarter 4 Milestone | Date |
| <ul style="list-style-type: none"> ○ Begin to carry out monitoring and evaluation of successful applications to ensure projects are achieving ○ Approve at least £50,000 of LEADER funding to local projects ○ Carry out at least 5 LEADER presentations to Community Groups to promote awareness and applications ○ Receive at least 25 initial enquiries from interested applicants, offering advise and guidance as appropriate | March 2010 |
| Expected outcome/contribution to the local and national outcome | |
| <p>As part of the Scottish Rural Development Programme LEADER aims to promote economic and community development within the Rural areas of Moray. It is expected that LEADER will promote applications from community groups who have local and innovative projects, with at least £300,000 of LEADER funding awarded to support such projects during 2009/10. Increased community engagement and awareness will be generated through at least 20 presentations being carried out, as well as the development of the website and marketing material. It is anticipated that at least 100 initial enquiries will be received with direct advice and guidance given to potential applicants. The work through the LEADER programme will contribute to the economic development (national outcome 2) and potentially create further and better paid employment in Moray (local outcome 5).</p> | |
| Resources | |
| <p>Agreed funding in place. LEADER team consists of the Moray LEADER Programme Manager and an Administrative Assistant/Development Officer (post commenced August 2009). Additional support and guidance will be sought from the Scottish Government.</p> | |
| Lead Officer, including contact details | Donald Lunan, The Moray Council Tel: 563310 |

National Outcome 2 – We realise our full economic potential with more and better employment opportunities for our people

Local Outcome 5 – People in Moray will have access to better paid employment

| KEY ACTION | Development of a Moray Life Sciences Centre | |
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| SMART Targets for Key Action | | |
| <p>The construction of the Moray Life Sciences Centre will be completed and opened by the start of 2012. The following programme of actions have been developed to monitor the progress of construction –</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. Development of Business Case 2. Appointment of Project Manager and Design Team 3. Design Development RIBA Stage D 4. Technical Design RIBA Stage E 5. Pre-Construction RIBA Stage F-H 6. Construction of Centre. | | |
| Quarter 1 Milestone | | Date |
| ○ Outline of Moray Life Science Centre Business Case to be completed. | | June 2009 |
| Quarter 2 Milestone | | Date |
| ○ Appointment of Project Manager and Design Team | | July 2009 |
| ○ Design Development RIBA Stage D | | Sept 2009 |
| Quarter 3 Milestone | | Date |
| ○ Technical Design RIBA Stage E | | December 2009 |
| Quarter 4 Milestone | | Date |
| ○ Commence Pre-Construction RIBA Stage F-H | | Commence January 2010 Complete June 2010 |

Expected outcome/contribution to the local and national outcome

For 2009/10 the development of the Moray Life Science Centre will begin with the development and agreement for a Business Case through to the design and commencing of pre-construction of the Centre. The construction phase will continue through 2010/11 with the completion and opening programmed for the beginning of 2012. The development of the Moray Life Science Centre will contribute to realising our full economic potential with more and better employment opportunities for people in Moray (National Outcome 2) through the following outcomes:

- Assistance to Construction Industry in Moray during construction phase.
- New and increased employment opportunities.
- New and greater higher education study opportunities.
- Contribution to population retention.
- Contribution to service retention in Moray.

Resources

Within the Business case for the Moray Life Sciences Centre £9.75M of a budget has been targeted, funding for which will come from European funding sources and partner agency contributions.

**Lead Officer,
including contact
details**

**Mike Devenney, Moray College
Tel: 01343 576222**

National Outcome 2 – We realise our full economic potential with more and better employment opportunities for our people.

Local Outcome 5 – People in Moray will have access to better paid employment

KEY ACTION

Expand the Apprentice Scheme to all Partners and to include graduates and manual workers

SMART Targets for Key Action

The development of the apprentice scheme is targeted at retaining young talent within the local area and address difficulties encountered by the council in recruiting younger staff. The following actions and targets for the 2009/10 are:

Actions:

- Continued professional development of 1st group of apprentices
- Investigate opportunities for partner agencies to participate in scheme and recruit apprentices
- Explore opportunities of other funding bodies to develop further schemes that will benefit young people

Targets:

- Recruitment and placement of the 2nd group of apprentices within Moray Council departments

Quarter 1 Milestone

Date

- Advertise and start recruiting process for the 2nd group of apprentices as part of the Moray Council apprentices scheme
- Negotiate trainee/graduate opportunities with service managers where there has been difficulty in filling professional posts
- Progress report on the 1st group (recruited Jan 2009) of Moray Council apprentices
- Explore opportunities of other funding bodies to develop further schemes that will benefit young people

June 2009

Quarter 2 Milestone

Date

- Recruit and place 2nd group of apprentices (minimum of 11) in operational areas
- Develop 'buddy system' with 1st group of apprentices so that a network of young staff able to offer further support and encouragement.
- In partnership with FSF Moray Assisted Recruitment Scheme (MARS) identify and consult with partners to discuss future opportunities including expansion of apprentice scheme
- Advertise and recruit for Apprentice Joiner, Plumber and Electrician

Sept 2009

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| Quarter 3 Milestone | Date |
| <ul style="list-style-type: none"> ○ Progress report on the 1st group of Moray Council apprentices ○ Progress report on the 2nd group of Moray Council apprentices ○ Provide additional training to ensure relevant qualifications are being progressed e.g. ECDL, ICS, CSP etc ○ Explore potential of school visits with partners to showcase job/ career opportunities in Moray across a range of employers | Dec 2009 |
| Quarter 4 Milestone | Date |
| <ul style="list-style-type: none"> ○ Advertise for 3rd group (2010/11) of apprentices - communicating with Careers Scotland and all Moray Secondary Schools. Encourage applications from all school leavers regardless of academic achievements. ○ Develop a structure that will appoint trainee/graduates where there has been difficulty in filling professional posts. ○ Report on progress of the 2nd group of apprentices on completing SVQ's and developing ideas for further career development. ○ Report on 1st group of apprentices in maturation stage – focussing on operational aspirations. | March 2010 |
| Expected outcome/contribution to the local and national outcome | |
| <p>The continuation and development of the apprentice schemes aims to attract and retain young people within the local area and also address the current difficulties in recruiting younger talent to the Moray Council. The aim is also to roll out the apprentice scheme to include other businesses in the area who may be interested in recruiting young apprentices, utilising the evidence gathered from the Fairer Scotland Fund (MARS). The success of the Key Action will contribute to having fewer young people leaving the area to find work elsewhere as well as creating greater career opportunities within the local area. Opportunity to develop talent in line with local (5) and national (2) outcomes.</p> | |
| Resources: Continuing support from Elected Members | |
| <p>Resources have been identified within the 2009/10 budget. The Key Action will continue to require support from Elected Members, across services and support - as required - from all partner agencies.</p> | |
| Lead Officer, including contact details | Carol Sheridan, The Moray Council Tel: 01343 563070 |