



**REPORT TO: WEALTHIER AND FAIRER STRATEGIC GROUP - 21  
AUGUST 2008**

**SUBJECT: REVISED MORAY 2020 ACTIVITY LIST**

**BY: MARTIN JOHNSON, AREA MANAGER – MORAY,  
HIGHLANDS & ISLANDS ENTERPRISE**

At the meeting of the above group on the 5<sup>th</sup> of June 2008, it was agreed to present a list of the main live economic development projects in Moray.

The attached document is derived from the original Moray 2020 strategy document, workshops on its revision held at the end of 2007, and discussions with key community planning stakeholders.

The document is set out as follows:

- Section 1 Growing Moray's Economy
- Section 2 Elgin: City of the Future
- Section 3 Developing Moray's Towns
- Section 4 Developing Moray as a place to live, visit, work and study
- Section 5 Engaging with Moray's RAF bases
- Appendix 1 Cross reference with original M2020 list (Appendix 2)



# **Moray: Economic Development Programme**

**(Moray 2020)**

**August 4<sup>th</sup> 2008**

Section 1: Growing Moray's Economy

General Descriptor : The Government's Economic Strategy focuses the activities of the Public Sector onto businesses of growth potential within 6 key sectors: Food & Drink; Tourism; Life-sciences; Energy; Creative Industries; and Financial & business services.

Project Title	Project Descriptor	Outline Outcomes/benefits	Who
<p>1.1</p> <p>Account management of businesses of growth potential in Moray.</p> <p>[M2020: 4.7]</p>	<p>HIE will proactively engage with identified businesses of growth potential to seek opportunities to support businesses to grow through an account management philosophy.</p> <p>HIE's support proposition is based on, inter alia:</p> <ul style="list-style-type: none"> <li>• Specialist Advice:               <ul style="list-style-type: none"> <li>○ Processes</li> <li>○ ICT</li> <li>○ Marketing</li> <li>○ HR</li> <li>○ R&amp;D and Innovation</li> <li>○ Finance/Capital</li> </ul> </li> <li>• R&amp;D</li> <li>• Investment/Finance</li> <li>• Graduates</li> <li>• Leadership development</li> <li>• Workforce development</li> <li>• Networking</li> </ul>	<p>Will support the Government Economic Strategy objectives of GVA Growth, Productivity, and Population Growth.</p>	<p>HIE</p>

Section 1: Growing Moray's Economy

Project Title	Project Descriptor	Outline Outcomes/benefits	Who
<p>1.2</p> <p>Engagement with Moray's Business Community.</p> <p>[M2020: 5.2; 5.8]</p>	<p>It is important that the issues, opportunities and barriers to growth for Moray's businesses are identified (and acted on where possible).</p> <p>A number of routes to the Moray business community currently exist or are being developed:</p> <ul style="list-style-type: none"> <li>• Chamber of commerce: <ul style="list-style-type: none"> <li>○ Council meetings</li> <li>○ Member events</li> <li>○ Advocacy &amp; lobbying</li> </ul> </li> <li>• Business Panel(s)</li> <li>• Community Planning Structure</li> </ul>	<p>Informs discussion and planning for Moray's Community Planning.</p> <p>Provides a two-way communication between the public and private sectors in Moray.</p> <p>Develops routes for a working relationship between the public and private sectors.</p> <p>Will support the Government Economic Strategy objectives of GVA Growth, Productivity, and Population Growth.</p>	<p>HIE and TMC are working closely on the various threads.</p>

Section 1: Growing Moray's Economy

Project Title	Project Descriptor	Outline Outcomes/benefits	Who
<p>1.3</p> <p>Developing "Business Gateway" in Moray.</p> <p>[New M2020 08/09]</p>	<p>Planning and managing the transition from HIE's business start up services and generic advice and information services to the replacement Scotland-wide <i>Business Gateway</i> in Moray.</p> <p>During the interim HIE will maintain its start up advice and information service to those seeking to establish their own businesses, and the provision generic business advice and information. TMC has the responsibility for the introduction of <i>Business Gateway</i> in Moray.</p>	<p>A transition plan for the business community in Moray around start ups, and generic advice and information is developed, allowing for a seamless provision in service for businesses in Moray, albeit the nature of the service is likely to change as the national model is adopted.</p>	<p>TMC to lead.</p>

Section 1: Growing Moray's Economy

Project Title	Project Descriptor	Outline Outcomes/benefits	Who
<p>1.4</p> <p>Developing Moray's Food &amp; Drink Sector</p> <p>[Moray 2020: 2.1; 2.8]</p>	<p>In addition to the aforementioned key account management of key business of growth potential, and the engagement with Moray's business community, given the importance of the sector to Moray's economy it is proposed to scope, investigate and plan for a Food &amp; Drink "research institute". This would draw on recent work in Moray, and build upon the national food and drink research scene.</p>	<p>Whilst a proposed investment in the food and drink value chain, its is anticipated that the benefit would be with individual businesses by helping them move further up the value chain, i.e. undertaking more value adding through product, packaging and process development.</p> <p>This would support cluster-type developments in the economy, raising the profile of Moray for the wider food and drink sector.</p> <p>Will support the Government Economic Strategy objectives of GVA Growth, Productivity, and Population Growth.</p>	<p>HIE are leading.</p>

Section 1: Growing Moray's Economy

Project Title	Project Descriptor	Outline Outcomes/benefits	Who
<p>1.5</p> <p>Developing Moray's Tourism Sector.</p> <p>[Moray 2020: 2.7]</p>	<p>In addition to the aforementioned key account management of key business of growth potential, and the engagement with Moray's business community, HIE has been supporting the development of a strategy for Moray's Tourism Sector, in conjunction with the public sector (TMC and VisitScotland) and the private sector.</p> <p>It is proposed to create a private-sector driven Moray Destination Development Organisation (DMO) to implement a strategy for developing the tourism product in Moray, and for the promotion of Moray as a place to visit. The DMO will then lead the development of the sector in Moray.</p>	<p>If successful, there will be private sector consensus on working together to grow the GVA of the sector overall, and individual businesses.</p> <p>Moray's world-class tourism potential is realised.</p> <p>Will support the Government Economic Strategy objectives of GVA Growth, Productivity, and Population Growth.</p> <p>Will support the development of a Tourism Sector Inward Investment Proposition for HIE to take to market via Scottish Development International and/or UK Trade and Investment.</p>	<p>HIE, with TMC and VisitScotland.</p> <p>Leadership to pass to the private sector DMO, supported by Public Sector.</p>

Section 1: Growing Moray's Economy

Project Title	Project Descriptor	Outline Outcomes/benefits	Who
<p>1.6</p> <p>Developing Moray's Life-sciences Sector</p> <p>[Moray 2020: 2.4; 2.5; 2.6; 2.7; 2.14; 2.16; 2.17]</p>	<p>Drawing on some inherent strengths within the UHI and NHS in Moray, it is proposed to develop a life-sciences facility in Elgin as part of the UHI/Moray College campus development plans.</p> <p>This is to be a joint-venture between NHS, HIE and the UHI/Moray College.</p>	<p>Moray develops a niche within Scotland's life-sciences' sector, notably around wellness, rural medicine, tele-health, research and teaching.</p> <p>Will support the Government Economic Strategy objectives of GVA Growth, Productivity, and Population Growth.</p>	<p>UHI/Moray College are leading.</p>

Section 1: Growing Moray's Economy

Project Title	Project Descriptor	Outline Outcomes/benefits	Who
<p>1.7</p> <p>Developing Moray's "Sustainability" Sector</p> <p>[Moray 2020: 2.3; 2.7; 2.11; 2.12]</p>	<p>In addition to the aforementioned key account management of key business of growth potential, and the engagement with Moray's business community, HIE has been leading on the development of a strategy for the development of a "Sustainability Cluster" in Moray.</p> <p>There are inherent strengths based on Findhorn: Community and Associated Businesses/ Organisations; the United Nations Environment Training facility, CIFAL; the Sustainable Development Research Centre at Forres; that Moray College in Elgin have the lead role (and resources) on "sustainability" within the UHI; ambitions to develop an "eco"-business park; and certain aspects of the private sector.</p>	<p>Moray develops a sustainability cluster, which supports commercial and academic activity.</p> <p>Moray develops a national and international profile within this "sector", and is able to develop an inward investment proposition to attract in businesses and activity to the area.</p> <p>Will support the Government Economic Strategy objectives of GVA Growth, Productivity, and Population Growth.</p>	<p>HIE are leading.</p>

Section 1: Growing Moray's Economy

Project Title	Project Descriptor	Outline Outcomes/benefits	Who
<p>1.8</p> <p>Developing Moray's other main Sectors of the economy.</p> <p>[Moray 2020: 2.7]</p>	<p>In addition to the aforementioned key account management of key business of growth potential, and the engagement with Moray's business community, it is proposed to consider the development of sectoral growth plans for Moray's other main sectors of the economy, notably Energy (the engineering value chain), Financial &amp; Business Services, and Creative Industries.</p> <p>These will begin to be developed as work on the Scottish key industries national baseline studies become known.</p>	<p>Will support the Government Economic Strategy objectives of GVA Growth, Productivity, and Population Growth.</p>	<p>HIE</p>

Section 2: Elgin: City of the Future

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	Outline Outcomes/benefits	Who
<p>2.1</p> <p>City of Elgin – urban economic transformational programme</p> <p>[Moray 2020: 1.8]</p>	<p>A joined-up scoping and planning project between the members of the Moray Community Planning Partnership focussing on land ownership and use, with reference to other issues such as transport, sustainability, and flood alleviation.</p>	<p>An overall economic development vision for Elgin, setting out roles, goals, and timescales for the Public Sector and Private Sector.</p> <p>This vision was outlined during the refresh of M2020 in 2007: Elgin has the opportunity to become a vibrant, confident, expanding and high quality city, based around a growing city economy and a strong FE &amp; HE presence.</p> <p>From the vision will cascade a series of inter-linked and inter-related development plans for the Public Sector agencies and an identified role for the Private Sector.</p>	<p>Moray Council to lead on behalf of the Moray CPP, notably the Wealthier and Fairer Theme Group.</p>

Section 2: Elgin: City of the Future

Project Title	Project Descriptor	Outline Outcomes/benefits	Who
<p>2.2 Business Parks: [Moray 2020: 1.3]</p>	<p>To grow Elgin’s economy, high quality business parks are needed to allow business to grow, and to provide accommodation for new businesses to the area.</p> <p>Two areas with Greenfield potential have been identified: Elgin East and Elgin West, and these are contained within the Moray Local Plan (July 2008). HIE’s interest, in the absence of the Private Sector due to on-going market failure, is acquisition and investment in infrastructure.</p> <p>HIE’s focus of activities in the short to medium term will be on developing the Elgin West site: heads of terms, business case, planning and acquisition.</p>	<p>Will support the Government Economic Strategy objectives of GVA Growth, Productivity, and Population Growth</p>	<p>HIE is leading on the development of Elgin West.</p>

Section 2: Elgin: City of the Future

Project Title	Project Descriptor	Outline Outcomes/benefits	Who
<p>2.3</p> <p>UHI/Moray College campus and infrastructure investment.</p> <p>[Moray 2020: 1.8]</p>	<p>Moray College is a significant economic asset for Moray (in its own right, research activities, teaching, and services to the business community).</p> <p>There is a market-led opportunity for the college to expand and add further value to the community and economy of Moray.</p> <p>The focus is on making a cogent business case for the required investment in new facilities and buildings.</p>	<p>An increased profile for Elgin and Moray as part of the UHI.</p> <p>Supports the aim for Elgin to become a “university town”.</p> <p>Will support the Government Economic Strategy objectives of GVA Growth, Productivity, and Population Growth.</p> <p>Supports the theme of activities for Moray to be a great place to live, visit, work and study.</p>	<p>Moray College are leading.</p>

Section 2: Elgin: City of the Future

Project Title	Project Descriptor	Outline Outcomes/benefits	Who
<p>2.4</p> <p>Development of Scotland's 5<sup>th</sup> Art School in Elgin.</p> <p>[Moray 2020: 2.13]</p>	<p>Draws on the strengths of Moray College/UHI's fine art department.</p> <p>Integrated in the above project (2.3), but a separate and distinct strand.</p> <p>The focus is on making a cogent business case for the required investment in new facilities and buildings.</p>	<p>An increased profile for Elgin and Moray as part of the UHI.</p> <p>Supports the aim for Elgin to become a "university town".</p> <p>Will support the Government Economic Strategy objectives of GVA Growth, Productivity, and Population Growth.</p> <p>Supports the theme of activities for Moray to be a great place to live, visit, work and study.</p>	<p>Moray College are leading.</p>

Section 2: Elgin: City of the Future

Project Title	Project Descriptor	Outline Outcomes/benefits	Who
<p>2.5</p> <p>Development of student accommodation.</p> <p>[New M2020 08/09]</p>	<p>Related to the plans of both NHS and Moray College/UHI, there is a need for additional good quality accommodation for students.</p> <p>This is likely to be a private sector delivered project, but there may be a need for public sector involvement (relates to land use and planning)</p> <p>Draws on recently completed consultancy work commissioned by HIE to inform the Private Sector.</p>	<p>An increased profile for Elgin and Moray as part of the UHI.</p> <p>Supports the aim for Elgin to become a “university town”.</p> <p>Will support the Government Economic Strategy objectives of GVA Growth, Productivity, and Population Growth.</p> <p>Supports the theme of activities for Moray to be a great place to live, visit, work and study.</p>	<p>UHI/Moray College</p>

Project Title	Project Descriptor	Outline Outcomes/benefits	Who
<p>2.6</p> <p>Elgin flood alleviation scheme</p> <p>[New M2020 08/09]</p>	<p>Significant capital investment by TMC to address Elgin’s long-standing flood risk.</p>	<p>Reduces flooding risk, and consequently enables informed planning decisions and business planning by the private sector.</p> <p>Also, a key input into the overall planning for the future of Elgin.</p>	<p>TMC are the lead.</p>

### Section 3 : Developing Moray's Towns

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
<p>3.1 Moray small towns regeneration initiative.  [Moray 2020: 1.5; 1.9]</p>	<p>A systematic approach to the economic development planning for each of Moray's main towns.</p>	<p>A scoped and planned programme to deliver a cogent economic development plan for each of Moray's main towns, setting out the (potential) role of the main Public Sector agencies.</p> <p>Will provide options for possible infrastructure investments (i.e. roads, business parks, and industrial parks)</p> <p>Facilitates community engagement and input.</p>	<p>TMC are the lead.</p>

Section 3 : Developing Moray's Towns

Project Title	Project Descriptor	Outline Outcomes/benefits	Who
<p>3.2</p> <p>Development of Buckie Harbour area.</p> <p>[Moray 2020: 1.9]</p>	<p>Following on from a HIE &amp; TMC study in 2006 looking at options for the future use of Buckie Harbour, HIE has commissioned a strategy for engaging with key stakeholders in the Buckie community to take forward a strategy and a plan for the towns regeneration. Maybe that this can provide a model for Moray's other main towns.</p>	<p>A scoped and planned programme to deliver a cogent economic development plan for Buckie, setting out the (potential) role of the main Public Sector agencies.</p> <p>Facilitates community engagement and input.</p>	<p>TMC are to lead.</p>

Project Title	Project Descriptor	Outline Outcomes/benefits	Who
<p>3.3</p> <p>Developing infrastructure in Forres.</p> <p>[Moray 2020: 1.10]</p>	<p>HIE is planning to continue to plan investments in roads, services and buildings (bespoke and speculative) on the Enterprise Park Forres.</p>	<p>Will support the Government Economic Strategy objectives of GVA Growth, Productivity, and Population Growth.</p> <p>Provides facilities for business growth, and facilities for inward investment businesses.</p>	<p>HIE are leading.</p>

Section 3 : Developing Moray's Towns

Project Title	Project Descriptor	Outline Outcomes/benefits	Who
<p>3.4</p> <p>Developing a business park in Buckie.</p> <p>[Moray 2020: 1.2]</p>	<p>HIE is planning to acquire land to the South of Buckie to develop a business park.</p> <p>Focus of activities is on securing heads of terms on acquisition of land to allow project scoping and planning.</p>	<p>Will support the Government Economic Strategy objectives of GVA Growth, Productivity, and Population Growth.</p> <p>Provides facilities for business growth, and facilities for inward investment businesses.</p>	<p>HIE are leading.</p>

Project Title	Project Descriptor	Outline Outcomes/benefits	Who
<p>3.5</p> <p>Development of office building, Buckie Harbour.</p> <p>[Moray 2020: 1.11]</p>	<p>HIE is planning to acquire land to develop a building (probably an office) at the harbour side in Buckie.</p> <p>Focus of activities is on securing satisfactory heads of terms on a suitable area of land to allow project to be scoped, planned, and a business case to be developed.</p>	<p>Will support the Government Economic Strategy objectives of GVA Growth, Productivity, and Population Growth.</p> <p>Provides facilities for business growth, and facilities for inward investment businesses.</p>	<p>HIE are leading.</p>

Section 3 : Developing Moray's Towns

Project Title	Project Descriptor	Outline Outcomes/benefits	Who
<p>3.6</p> <p>Development of Buckie industrial park.</p> <p>[New 2020 in 08/09]</p>	<p>Scoping, investigation and planning to allow business case to be made for the development and expansion of Buckie industrial park.</p>	<p>Will support the Government Economic Strategy objectives of GVA Growth, Productivity, and Population Growth.</p> <p>Provides facilities for business growth, and facilities for inward investment businesses.</p>	<p>TMC are leading.</p>

Project Title	Project Descriptor	Outline Outcomes/benefits	Who
<p>3.7</p> <p>Development of Keith industrial park.</p> <p>[New 2020 in 08/09]</p>	<p>Scoping, investigation and planning to allow business case to be made for the development and expansion of Keith industrial park.</p>	<p>Will support the Government Economic Strategy objectives of GVA Growth, Productivity, and Population Growth.</p> <p>Provides facilities for business growth, and facilities for inward investment businesses.</p>	<p>TMC are leading.</p>

Section 3 : Developing Moray's Towns

Project Title	Project Descriptor	Outline Outcomes/benefits	Who
<p>3.7</p> <p>Development of Forres industrial park.</p> <p>[New 2020 in 08/09]</p>	<p>Scoping, investigation and planning to allow business case to be made for the development and expansion of Forres industrial park.</p>	<p>Will support the Government Economic Strategy objectives of GVA Growth, Productivity, and Population Growth.</p> <p>Provides facilities for business growth, and facilities for inward investment businesses.</p>	<p>TMC are leading.</p>

Section 3 : Developing Moray's Towns

Project Title	Project Descriptor	Outline Outcomes/benefits	Who
<p>3.8</p> <p>Development of Lossiemouth industrial park.</p> <p>[Moray 2020: 1.12]</p>	<p>Scoping, investigation and planning to allow business case to be progressed for the development of an industrial/business park in Lossiemouth.</p>	<p>Will support the Government Economic Strategy objectives of GVA Growth, Productivity, and Population Growth.</p> <p>Provides facilities for business growth, and facilities for inward investment businesses.</p>	<p>TMC are leading as part of Moray Towns Regeneration.</p>

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

General Descriptor: A programme of work to address the underlying issues of de-population amongst key demographics, and to address the overall issue of Moray's population, community and economy.

Project Title	Project Descriptor	Outline Outcomes/benefits	Who
<p>4.1</p> <p>Promoting the Moray area as a place in which to live, visit, work and study.</p> <p>[Moray 2020: 2.18]</p>	<p>Undertake an analysis of the key marketing communication messages and themes that might be proposed as part of a sustained campaign: what are the building blocks to make Moray a great place to live, visit, work and study; what have we got, what needs to change.</p> <p>Will partly draw on the current work of HIE looking at the underlying causes of out-migration across the Highlands and Islands.</p> <p>This will partly draw upon the work of the Moray Tourism Audit and Strategy.</p>	<p>Plan of action to address Moray's weakness.</p> <p>Plan of action to use and promote Moray's strengths.</p> <p>Will generically inform inward investment propositions for key sectors.</p> <p>Will address underlying issues of demographic change.</p> <p>Will support the Government Economic Strategy objectives of GVA Growth, Productivity, and Population Growth.</p>	<p>TMC to lead.</p>

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

Project Title	Project Descriptor	Outline Outcomes/benefits	Who
<p>4.2</p> <p>Build a Life in Moray</p> <p>[Moray 2020: 3.5]</p>	<p>A comprehensive programme aimed at young people who wish to settle in Moray. This will include those who have left Moray to go to University to return, or who are in Moray and seeking extended vocational training. Support will include local job placements and help with initial housing. It would also include those people who are (or can be) attracted to live, work and study in Moray.</p> <p>This will partly draw upon the work of the Moray Tourism Audit and Strategy.</p>	<p>On-going communication with Moray's Diaspora, with a view to attracting them back or drawing on their assistance.</p> <p>Will address underlying issues of demographic change.</p>	<p>TMC to lead.</p>

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

Project Title	Project Descriptor	Outline Outcomes/benefits	Who
<p>4.3 Moray the Brand [Moray 2020: 4.5]</p>	<p>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.</p> <p>This will partly draw upon the work of the Moray Tourism Audit and Strategy.</p>	<p>Development of a Brand(s) for Moray, and related marketing communications.</p> <p>Identification of Moray's strengths and weaknesses as perceived from outside of our borders, and consequent plan to address weaknesses and promote strengths.</p>	<p>HIE to lead.</p>

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

Project Title	Project Descriptor	Outline Outcomes/benefits	Who
4.4 Moray's connectedness [Moray 2020: 1.6; 1.7]	Work with Moray's business community to lobby for improvements to road, rail and ICT communications to the outside world, and intra Moray.	Addresses issues of remoteness for main markets and centres of population.  Improves Moray's competitiveness as a business location.	TMC

Section 5 : Engaging with Moray’s RAF bases

General Descriptor : A plan of activities to engage with Moray’s two RAF bases, given their importance to the Moray economy and community.

Project Title	Project Descriptor	Outline Outcomes/benefits	Who
5.1 Engagement and support of RAF leavers. [Moray 2020: 3.1; 3.2; 4.1; 4.3; 4.4; 5.1; 5.5]	A programme of on-going engagement to provide advice and information on employment opportunities, ranging from business start up through to jobs fairs with local employers.	RAF and civilian personnel and their families have the opportunity to continue to live in Moray, and to contribute to the economy and community.  Talent and expertise is available to the business community	HIE to lead.

Project Title	Project Descriptor	Outline Outcomes/benefits	Who
5.2 Maximising the opportunity to the Moray economy and community  [Moray 2020: 5.2]	A programme of on-going engagement with the RAF bases, MOD, and supply chain (MRA4 and JCA) to inform decisions in Moray, and to seek opportunities for inward investment.	Moray’s business community is enabled to take maximum opportunity of contracts and work arising from the two RAF bases.  Moray is positioned to take advantage of any inward investment opportunities arising from the supply chain of existing and new aircraft, including infrastructure developments.	HIE to lead.

## 1 Investing in new assets

No	Project	Comment
1.1	Speculative office at Keith.	Completed
1.2	Business Park with Speculative office at Buckie	Covered as 3.4 in revised list in body of text above.
1.3	New Business Park – Elgin  Acquisition of land and site preparation.	Covered as 2.2 in revised list in body of text above.
1.4	New 1350 sqm clean manufacturing facility – Forres	Completed
1.5	Infrastructure Development feasibility work	Covered as 3.1 in revised list in body of text above.
1.6	Transport Links – Rail	Covered as 4.4 in revised list in body of text above.
1.7	Transport Links – Road	Covered as 4.4 in revised list in body of text above.
1.8	City of Elgin – Urban economic transformation programme	Covered as 2.1 and 2.3 in revised list in body of text above.
1.9	Moray Towns economic transformation project	Covered as 3.1 and 3.2 in revised list in body of text above.
1.10	Extend roads and soft infrastructure – The Enterprise Park, Forres	Covered as 3.3 in revised list in body of text above.
1.11	Science Campus building – East Moray.	Covered as 3.5 in revised list in body of text above.
1.12	Create a new business park for Lossiemouth	Covered as 3.8 in revised list in body of text above.

## 2 Developing our business and sectoral assets

No	Project	Comment
2.1	Institute for Food & Drink Technology	Covered as 1.4 in revised list in body of text above.
2.2	New Research Institute: Distance Lab	Delivered.
2.3	Sustainability North – Forres	Covered as 1.7 in revised list in body of text above.
2.4	Realising and marketing Moray's Health and Social Care potential.	Covered as 1.6 in revised list in body of text above.
2.5	International learning centre for health and community care in remote and rural areas.	Covered as 1.6 in revised list in body of text above.
2.6	Managing integrated health and social care.	Covered as 1.6 in revised list in body of text above.
2.7	Detailed research into sectoral strategies for growth.	Covered as 1.5;1.6, 1.7 and 1.8 in revised list in body of text above.
2.8	Chair in Food & Drink Technology	Covered as 1.4 in revised list in body of text above.
2.9	Food & Drink knowledge sharing event	Delivered
2.10	Timber Industry Conference	Delivered
2.11	Sustainable Design and Construction Centre	Covered as 1.7 in revised list in body of text above.
2.12	Chair in Sustainable Design and Construction	Covered as 1.7 in revised list in body of text above.
2.13	Moray Arts and Design Centre	Covered as 2.4 in revised list in body of text above.
2.14	Promoting Moray as a source of North of Scotland healthcare services.	Covered as 1.6 in revised list in body of text above.
2.15	Research and development in distance technology	Delivered
2.16	Chair in Healthcare Training in remote and rural areas	Covered as 1.6 in revised list in body of text above.
2.17	Chair in Integrated Health Care Management	Covered as 1.6 in revised list in body of text above.
2.18	Promoting the Moray area as a place in which to live, work and visit.	Covered as 4.1 in revised list in body of text above.

### 3 Developing our people

No	Project	Comment
3.1	Bespoke Job Brokerage Service for Moray – pilot and roll out.	Delivered as Speed Networking Events  Covered as 5.1 in revised list in body of text above.
3.2	Employers Jobs Fair programme	Delivered as Speed Networking Events  Covered as 5.1 in revised list in body of text above.
3.3	Pilot volunteer recognition programme with Moray Council	To be considered for appropriateness by Wealthier and Fairer Theme Group during 08/09.
3.4	A community project management, customer service & management skills development programme pilot accredited and linked to SVQs	To be considered for appropriateness by Wealthier and Fairer Theme Group during 08/09.
3.5	Build a life in Moray.	Covered as 4.2 in revised list in body of text above.

#### 4 Developing our nascent assets

No	Project	Comment
4.1	Bespoke Advice & Information service for new and existing businesses	Covered as 5.1 in revised list in body of text above.
4.2	Defence Diversification Agency – Technology Development Manager	Delivered.
4.3	Promoting SME start up from the RAF	Covered as 5.1 in revised list in body of text above.
4.4	Promoting entrepreneurship and creativity.	Covered as 5.1 in revised list in body of text above.
4.5	Moray the Brand	Covered as 4.3 in revised list in body of text above.
4.6	Micro business project for achievement in HR – Moray Mikroscope	Not to proceed: business skills audit (07/08) delivered.
4.7	Growing businesses of scale: Promoting management excellence	Covered as 1.1 in revised list in body of text above.
4.8	Value stream cluster development	Covered as 1.4, 1.5, 1.6, 1.7 and 1.8 in revised list in body of text above.
4.9	Science and Technology festival	Delivered
4.10	Cool science weeks	If still desirable, needs Skills Development Scotland to be engaged by the Wealthier & Fairer Theme Group.
4.11	Schools Entrepreneurship and Technology Programme	If still desirable, needs Skills Development Scotland to be engaged by the Wealthier & Fairer Theme Group.

## 5 Facilitation and information provision

No	Project	Comment
5.1	RAF skills audit	Covered as 5.1 in revised list in body of text above.
5.2	Stakeholder and public consultation exercise for Moray 2020	Covered as 1.2 and 5.2 in revised list in body of text above.
5.3	Moray Task Force Project Team	Done
5.4	Defence Base international benchmarking study	Done
5.5	MoD Liaison services (a) Defence Diversification Agency (b) Local consultancy support	Covered as 5.1 in revised list in body of text above. Done Done
5.6	Capitalise on the International Benchmarking Studies	Unlikely to proceed
5.7	Economic Audit and indicators tracking	Done
5.8	Continuing community engagement and communications strategy for M2020	Covered as 1.2 in revised list in body of text above, and role of the Community Engagement Strategic Group/
5.9	Enhanced measurement of the impact of economic development – Wellbeing Index Pilot.	Unlikely to proceed