








**MORAY COMMUNITY PLANNING PARTNERSHIP**  
**SINGLE OUTCOME AGREEMENT**  
**Wealthier & Fairer**  
**(National Outcomes 1, 2 and 13**  
**Quarter 4 Actions updates 2008/09)**

# Wealthier & Fairer Quarter 4 update report

Action Status	
	This Action has not contributed
	This Action has partially contributed.
	This Action has contributed.

Wealthier & Fairer 01. We live in a Scotland that is the most attractive place for doing business in Europe. Improved environment for new and expanding business					
Title	Lead / Contact	Due Date	Progress	Contribution to outcome	Status
Make available land at Chanonry Industrial Estate for business units in anticipation of necessary relocations to make way for the Elgin Flood Scheme.	Lead: TMC Contact: Donald Lunan, John Black	31/03/2009	Work has started in upgrading of Chanonry land to accommodate replaced businesses from Grampian Road. There is no completion date set yet for this project.	By making land available business premises would be available for new and expanding business. However as this action was not completed within this year it has not contributed to the outcome.	

Wealthier & Fairer 01. We live in a Scotland that is the most attractive place for doing business in Europe. Improved transport infrastructure					
Title	Lead / Contact	Due Date	Progress	Contribution to outcome	Status
Monitor and accelerate where we can, infrastructure projects that emanate from transport studies and assessments	Lead: TMC Contact: Sandy Ritchie	31/03/2009	The strategic focus this year has been on addressing traffic congestion in Elgin. A case was prepared and submitted in support of an Elgin Bypass but this was not included in Government programme for the next few years. However, a recent meeting with the Transport Minister has promised closer working relations between the Council and Government to address Elgin's traffic congestion. Work has progressed to investigate route options and funding opportunities to improve the flow of traffic round the south side of Elgin. Developer contributions have made a valuable contribution in progressing this project. A decision has been taken to defer a start date for Edgar Road extension road to maximise the opportunity for EU funding.  Work with statutory bodies and local and regional stakeholders to develop transportation strategies to improve and extend the transport infrastructure within and serving Moray. Edgar Rd extension project provides connectivity for roads improvement, sports hall development and future housing provision	By progressing transport projects they will contribute to the improved transport infrastructure. Though work has progressed no projects were completed and work has concentrated mainly on process. Therefore this action has only partially contributed to the outcome.	

Monitor the construction of the Reiket Lane Railway Bridge and ensure completion on target

Lead: TMC  
Contact: Sandy Ritchie, Neil Fotheringham







31/03/2009

Contract started in Jan 2009 on this integral link in improving flow of traffic on south side of Elgin. Demolition, piling, bridge bases are now all complete with earthworks half completed and concrete bridge beams to be placed by mid May. Revised completion date of 31 August 2009.

The project which will improve transport in and around Elgin has begun and is anticipated to complete in August 2009. However it was not completed within the timescales of this SOA and therefore is only partially complete and contributing to the outcome.



**Wealthier & Fairer**  
**01. We live in a Scotland that is the most attractive place for doing business in Europe.**  
**Increased level of economic activity**





Title	Lead / Contact	Due Date	Progress	Contribution to outcome	Status
Buckie – acquisition of harbour-side land and the development of an iconic office	Lead: TMC, HIEM Contact: Sandy Ritchie, Ian Fraser, Martin Johnson	31/03/2009	Council committee of 31/03/09 agreed that officers should identify interest in marina facilities, establish business case, investigate potential conflict in harbours uses & funding mechanisms for developments. No progress on development of iconic office, pending decision on harbour developments. Land to be acquired by HIEM from TMC.  Detailed planning and costing to be undertaken. Planning permission sought and granted Need for TMC and HIE to collaborate in finding appropriate solution but TMC to take initial actions.	As this action was not completed within this year it has not contributed to the outcome.	
Buckie - Business Park with Speculative office.	Lead: HIEM Contact: Ian Fraser, Martin Johnson, Donald Lunan, John Black	31/03/2010	This project is awaiting the outcome of a planning application by Tesco. Until this is finalised and other land ownership issues resolved, the project cannot progress further. There are significant cost implications for HIE in developing south part of the site in isolation.  Land to be acquired by HIEM from private sector. Detailed planning and costing to be undertaken. Planning permission sought and granted.	As this action was not completed within this year it has not contributed to the outcome.	
Elgin – Business Park	Lead: HIEM Contact: Ian Fraser, Martin Johnson, Donald Lunan	31/03/2009	HIE seeking to purchase West site from the Council. Consultants currently engaged on technical site survey and investigating access costs - not due for completion until May 09.  Site options to be identified. Elgin West – option # Explore potential for co-location on Elgin West site TMC and HIE. Also gauge private sector interest in developing site	As this action was not completed within this year it has not contributed to the outcome.	
Forres – Development of high quality business infrastructure & accommodation	Lead: HIEM Contact: Ian Fraser, Martin Johnson	31/03/2009	Development opportunities continue to be pursued within the park. Two speculative units 3k and 4k ft/2 completed and available for occupation. Planning permission and Building warrant granted for 10.0k ft/2 building. Detailed design on 9.5k ft/2 building instructed.  Construction commenced 26 <sup>th</sup> Jan 09 for completion in October 09. 'Ecopark' options currently being explored for future South Side development. South side roads budget cost have been identified.	With the additional 2 business units, it has provided opportunities for increased level of economic activity.	
Support and promote tourism through the work of the Council's Tourism steering group	Lead: TMC Contact: Donald Lunan	31/03/2011	Programme to support Year of Homecoming created and published on website, along with grant-aid scheme for community projects to celebrate the event. Partner support has also been provided to the Spirit of Speyside Whisky Festival and the Moray Winter Festival, both of which attracted increased visitor numbers. The library section has created a genealogy service and will provide a series of fairs throughout 2009-10.	The Homecoming events have created an increase in tourists which has contributed to the increase in trade for local businesses.	
Explore with partners, opportunities to create	Lead: TMC Contact: Donald Lunan	31/03/2011	Projects carried out in the course of the year and supported by partners include the Moray Arts Centre at Findhorn, the Falconer Museum at Findhorn,	Supporting of these events has ensured tourists interest in the local area which has	

and develop tourist facilities in Moray

the Buckie Heritage Centre and The Knockando Woollen Mill project. Support was also provided for the relocation of Tourist Information Centres in Elgin, Forres, Dufftown and Tomintoul.


contributed to the increase in trade for local businesses.

<p>Increasing the potential and number of diverse businesses.</p>	<p>Lead: HIEM Contact: Ian Fraser, Martin Johnson</p>	<p>31/03/2011</p>	<p>Account management procedure set up and being operated through HIE to target potential growth businesses. 20 companies signed up to business growth plans aimed at generating gross value added of £27m. 20 companies signed up to develop/increase international trade to generate a further £20m. Work ongoing with clients to develop new products, improve efficiency, innovation, increase market penetration etc.</p>	<p>Recruiting 45 companies with a potential projected GVA of £47m contributes to the increase level of economic activity.</p>	
<p>Through business gateway, there will be a focus on increasing the number of start up businesses within Moray. Effort and influence will be directed towards Moray's higher impact businesses in terms of size, innovation and growth potential.</p>	<p>Lead: HIEM Contact: Ian Fraser, Martin Johnson, Donald Lunan</p>	<p>31/03/2011</p>	<p>Business Gateway established in Moray by due date (1 April 2009). It has been contracted to Highland Opportunities to operate the service. HIE will be monitoring rate of business start-ups and investment with a focus on increasing number of high impact businesses supported.</p>	<p>As this action was not completed within this year it has not contributed to the outcome.</p>	
<p>Elgin - Scotland 5th Art school</p>	<p>Lead: UHI Contact: Mike Devenney</p>	<p>31/03/2010</p>	<p>Art School has already been launched by College. The art school has increased its intake of students significantly to 600 full time students. The students within the programme have gained a national recognition of their works displaying at the Royal Scottish new contemporaries show in Glasgow. This action is a pre-cursor to a much more ambitious vision. Paper on potential for growth has been completed and 5 year activity plan now forms part of UHI's curriculum development plan for next 5 years.</p>	<p>Increasing the number of students has a direct impact on the local economy as well as an indirect impact through gaining national recognition for the area.</p>	
<p>Elgin - Development of University Campus</p>	<p>Lead: UHI Contact: Mike Devenney</p>	<p>31/03/2009</p>	<p>The Masterplan and Business Case in respect of taking this project forward are being progressed and are due to be completed in June 2009. Master plan to be developed, business case made. The proposed Moray Lifesciences Centre (see below) now forms phase 1 part of the campus master plan.</p>	<p>Though work has progressed work has concentrated mainly on process. Therefore this action has only partially contributed to the outcome.</p>	
<p>Moray Towns economic transformation project.</p>	<p>Lead: TMC Contact: Donald Lunan</p>	<p>31/03/2009</p>	<p>Moray Towns Partnership (amended title) has been established with Steering Group and local groups in place in each of four towns to take forward the action plans which have been drawn to address a variety of business, tourism and environmental projects. Project currently seeking to match fund into LEADER and National Town Regeneration Fund for 2009/10 - match funding must be in place before action plans are implemented. Conservation Area Regeneration scheme in Keith set up with Moray Council and Historic Scotland funding.</p>	<p>Though work has progressed work has concentrated mainly on process. Therefore this action has only partially contributed to the outcome.</p>	

Moray the Brand	Lead: HIEM Contact: Martin Johnson	31/03/2010	Prior to taking forward the "Brand" it was agreed that a tourism strategy was required to set the direction.	Though work has progressed work has concentrated mainly on process. Therefore this action has only partially contributed to the outcome.	
Complete the Rural Development Strategy	Lead: TMC Contact: Donald Lunan	31/03/2009	Moray's first Rural Development Strategy was finalised and approved to inform the bid for LEADER European funding. Application and Business Plan for LEADER was approved for 2008-13. Local Action Group set up. Project Manager appointed and Council match funding in place for 5 years. Over the five years of the Programme it is anticipated over £1m will be generated in delivering actions.	Though work has progressed work has concentrated mainly on process. Therefore this action has only partially contributed to the outcome.	
Elgin – Development of Moray Lifescience Centre	Lead: UHI Contact: Mike Devenney	31/03/2009	This is an ambitious project, led by Moray College and NHS Grampian seeking to deliver a research facility around the wider health and social care agenda. The Business Case has been completed and over £30m of European funding secured. Vision and Master Plan to be developed, leading to an action plan Business case nearing completion and will be considered by various agencies by end of May 200	Though work has progressed work has concentrated mainly on process. Therefore this action has only partially contributed to the outcome.	
Development and implementation of a Tourism Strategy	Lead: TMC Contact: Donald Lunan	31/03/2010	A tourism strategy has been completed and reported to Tourism Group. A private sector led Direct Marketing Organisation which will take forward the strategy, has been established, steering group is in place and currently recruiting the Executive team to lead the implementation of the strategy.	Though work has progressed work has concentrated mainly on process. Therefore this action has only partially contributed to the outcome.	

### Wealthier & Fairer




### 02. We realise our full economic potential with more and better employment opportunities for our people. Resources

Title	Lead / Contact	Due Date	Progress	Contribution to outcome	Status
Ensure that Moray has a strong voice in the Enterprise network and receives a fair share of financial investment in economic development projects	Lead: TMC Contact: Stewart Halkett	31/03/2011	As a result of joint initiatives within this SOA, Moray has delivered 20% of HIE target for generating GVA in Highlands.	Moray has ensured its share of financial investment and therefore has contributed	





ITEM: 3  
PAGE: 13

## Wealthier & Fairer

### 02. We realise our full economic potential with more and better employment opportunities for our people. Young People into employment



Title	Lead / Contact	Due Date	Progress	Contribution to outcome	Status
Grow our own talent for those school leavers moving directly into work	Lead: TMC Contact: John Ferguson	31/03/2011	Appointment of 11 apprentices in January 09 with a further 11 to be recruited in May 2009 as part of a rolling programme.	From these programmes an additional 11 young people have moved into employment and therefore has contributed to the outcome of getting you 9 people into employment	
Establish early intervention strategy for young people who could become or are "not in education, training or employment" category	Lead: TMC, CPP Contact: John Ferguson	31/03/2011	<p>A number of actions have been carried out during 2008-9 such as :</p> <ul style="list-style-type: none"> <li>➢ Educational Services now regularly identify lowest attaining 20%</li> <li>➢ Establishment of More Choices More Chances Multi agency group</li> <li>➢ Transitions Group to address the 16 to 19 age group. Specific focus on vulnerable young people in transition.</li> <li>➢ Development of 16 + Learning Choices group and action plan programme agreed being developed for 2009.</li> <li>➢ Funding secured from Scottish Government for a co-ordinator to develop the initiative.</li> <li>➢ Report on stakeholder research completed with key recommendations aimed at provision for young people.</li> <li>➢ Identify potential young people in this category at an early stage in their school career and ensure effective transition support for moves from school to post school.</li> <li>➢ Support key groups through co-ordinated approaches to young people in the 16-19 age group in this category to assist them to enter work, education or training.</li> <li>➢ 16+ learning Choices involves Skills Development Scotland, Moray College, and Voluntary Sector.</li> </ul> <p>There was an increase of 157 young people reported in the School Leaver Destination Return, this year, which is the highest number of leavers in a ten year period. Overall the percentage of leavers entering a positive destination is 89.6%, an increase of 3.8% on last year. The percentage of young people entering further and higher education has risen from 49.1% in 2006-07 to 51.6% this year, a five year high for the Moray Council area but this is lower than the Scottish figure of 56%. By comparison, the percentage of leavers entering employment and training is 5<sup>th</sup> highest in Scotland sitting at 38%, the highest percentage for reported in the last ten years. The percentage of leavers who are unemployed seeking has fallen by 2.9% to 8.7%. Also the percentage of leavers recorded as unknown has fallen to a ten year low of 0.7%.</p>	The statistics on school leavers show an increase in positive destinations and a drop in the employment figures for school leavers	
Increase opportunities for employment of vulnerable people	Lead: TMC Contact: John Ferguson	31/03/2011	Previous pilot projects aimed at pre and post 16 youngsters been evaluated with positive outcomes for those taking part. Of the former 7 of 9 participants moved into further education and of the latter 3 of 6 moved into employment and 2 into further education.	From these programmes an additional 16 young people have moved into positive destinations of employment or education.	


ITEM: 3  
PAGE: 14

Workforce Planning	Lead: TMC Contact: Denise Whitworth	31/03/2009	<p>Pupils Pilot Work preparation programme targeting young people with disabilities across all Schools in Moray to assist transition into employment 4 young people being supported in this programme. If successful rolled out top all schools reviewing programme Easter 2009.</p> <p>A number of actions have been carried out during 2008-9 such as :</p> <ul style="list-style-type: none"> <li>➤ 11 apprentices appointed with a further 11 to be appointed in 2009-10</li> <li>➤ Equal pay award issues resolved</li> <li>➤ Absences rate is improving and now almost meeting the target of 4% overall</li> <li>➤ First employee conference held to increase employee awareness and involvement in the [priorities of the council.</li> </ul>	This action has contributed to the outcome of getting young people into employment	
Development of a centre of excellence in Social Enterprise	Lead: HIEM Contact: Ian Fraser, Martin Johnson	31/03/2009	<p>Although plans to establish a Centre of Excellence in Social Enterprise have not been progressed, there is a well developed social enterprise network now in place in Moray with a considerable number of growing social enterprises. Five social enterprise growth plans have been implemented generating in excess of £125,000 in GVA for the local economy.</p>	The local economy has been expanded for all residents including young people.	
Promoting the Moray area as a place in which to live, work and visit.	Lead: HIEM, TMC Contact: Ian Fraser, Martin Johnson, Donald Lunan	31/03/2010	<p>The action to promote the Moray area is related to two actions within this plan i.e. Moray the Brand and the tourism strategy. This action as well as the previous actions rely on the tourism strategy to set the direction.</p>	Though work has progressed work has concentrated mainly on process. Therefore this action has only partially contributed to the outcome.	
Marketing communications plan to be developed.	Lead: HIEM Contact: Ian Fraser, Martin Johnson	31/03/2009	<p>This project has not been progressed.</p>	As this action was not completed within this year it has not contributed to the outcome.	

### Wealthier & Fairer

#### 13. We take pride in a strong, fair and inclusive national identity. Heritage and Ancestral Tourism will be managed for the best interests of the community

Title	Lead / Contact	Due Date	Progress	Contribution to outcome	Status
Publicise existing heritage and ancestral tourism facilities	Lead: TMC Contact: Alistair Campbell	31/03/2009	<p>Visitor Development Officer in post and leading "Moray Connections", key Homecoming initiative which secured £50,000 HLF support. Initiative brings together heritage providers within wide programme of events, website, co-ordinated publicity and heritage trails. In parallel, visitor development strategy being developed for heritage facilities and clear targets set.</p>	These events have created an increase in heritage and ancestral tourists which has contributed to the outcome.	
Develop a strategy to develop a centre for heritage and ancestral tourism	Lead: TMC Contact: Alistair Campbell	31/03/2009	<p>Sites feasibility study completed and costs identified for committee consideration prior to wider consultation and consideration of all options. Input of National Archives of Scotland has identified Council's obligations and this will be included in above report. Offer of a key local archive strengthens need and case for a centre and external funding. Ancestral tourism initiatives to be delivered as part of Year of Homecoming 2009 programme and as part of reprioritisation of Local heritage Service's</p>	These events have created an increase in heritage and ancestral tourists which has contributed to the outcome	

				activity.	
<p><b>Wealthier &amp; Fairer</b>  <b>13. We take pride in a strong, fair and inclusive national identity.</b>  <b>The many cultures of communities of interest and geographical communities in Moray which gives the areas a distinct and inclusive identity will be supported and fostered</b></p>					
Title	Lead / Contact	Due Date	Progress	Contribution to outcome	Status
Support Homecoming events in 2009.	Lead: TMC Contact: Pierre Masson	31/03/2009	Leaflets for Moray Connections will be ready by the end of April. Web site should be live in May.  The Homecoming community grant scheme first round will be assessed by the tourism steering group on 16 April.	The Homecoming events have supported local communities.	

# Quarter 4 SOA PI Wealthier & Fairer



Rows are sorted by Code.

Short Term Trends			
↑	The value of this PI has improved in the short term.	■	The value of this PI has not changed in the short term.
↓	The value of this PI has worsened in the short term.	?	This PI cannot be calculated.

**Theme: 01. We live in a Scotland that is the most attractive place for doing business in Europe.**  
**Objective: Moray will have excellent transport infrastructure with good transport connections to Aberdeen, Inverness and other markets.**

PI Code	Short Name	2006/07			2007/08			2008/09			Short Term Trend Arrow	Latest Note
		Value	Value	Value	Value	Value	Value	Value				
SOA1P2a	Level of investment in Moray Transport infrastructure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	?	Unable to establish source of data	
SOA1P2b	Road condition indicator	30.7%	28.2%	28.2%	28.2%	28.2%	N/A	N/A	N/A	?	Audit Scotland Report due December 2009	
SOA1P2b1	Road condition authority ranking indicator	7	7	7	7	7	N/A	N/A	N/A	?	Audit Scotland Report due December 2009	

**Theme: 01. We live in a Scotland that is the most attractive place for doing business in Europe.  
Objective: The level of economic activity across Moray will increase**

PI Code	Short Name	2006/07			2007/08			2008/09			Short Term Trend Arrow	Latest Note
		Value			Value			Value				
SOA1P1a	NI 3 Grow exports at a faster average rate than GDP	31%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	?	Baseline 2006, 31% Exports from Moray: percentage of total sales from Moray to everywhere outwith Scotland. Export value of £1.765m. From Moray Socio Economic survey 2007 : 13% overseas, 18% rest of Uk outwith Scotland. 55% within Moray, 14% rest of Scotland. No further survey has been published.	
SOA1P1b	Value of inward investment attracted to Moray	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	?	Unable to establish source of data	
SOA1P1c	Number of businesses with growth potential supported	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	?	Unable to establish source of data	

**Theme: 01. We live in a Scotland that is the most attractive place for doing business in Europe.  
Objective: The number of businesses starting up, growing and surviving in Moray will increase**

PI Code	Short Name	2006/07		2007/08		2008/09		Short Term Trend Arrow	Latest Note
		Value	Value	Value	Value	Value	Value		
SOA1P3b1	L2. Net business formation in council area	150	190	N/A				?	
SOA1P3c	No of business de-registrations	135	145	N/A				?	
SOA1P3d	Growth in the industrial sites provided by the Council to businesses wishing to build their own premises	131	130	N/A				?	At 31 March 2008 the Council's Industrial Portfolio comprised 130 industrial buildings with a total floor area of 27,576m squared. 98.9% premises were occupied, the high levels of occupation restricts demands of new and incoming businesses.
SOA1P3e	Growth in the area of industrial development sites provided by the Moray Council to businesses wishing to build their own premises	19.13	20.55	N/A				?	At 31 March 2008 the Council's Industrial Portfolio comprised 113 industrial sites totaling 20.55 ha. Annual Indicator

**Theme: 02. We realise our full economic potential with more and better employment opportunities for our people.  
Objective: The numbers of young people employed in Moray who have access to career development opportunities will increase**

PI Code	Short Name	2006/07 Value	2007/08 Value	2008/09 Value	Short Term Trend Arrow	Latest Note
SOA2P1a	NI 18: Increase the social economy turnover	N/A	N/A	N/A	?	Unable to establish source of data
SOA2P1b	M: Increase the Private Sector earnings index in Moray.	£16,400.00	N/A	N/A	?	Unable to establish source of data
SOA2P1c1	M: Reduction in Moray's negative salience comparing the occupational structure in Moray with Scotland for Managers and Senior Officials	-0.15	N/A	N/A	?	Unable to establish source of data
SOA2P1c2	M: Reduction in Moray's negative salience comparing the occupational structure in Moray with Scotland for Professional occupations	-0.45	N/A	N/A	?	Baseline: Annual Population Survey 05/06: Professional occupations = -.3. No further update published.

**Theme: 02. We realise our full economic potential with more and better employment opportunities for our people.  
Objective: We will make full potential of those not yet in the labour market**

PI Code	Short Name	2006/07		2007/08		2008/09		Short Term Trend Arrow	Latest Note
		Value		Value		Value			
SOA2P2a	Number of 16 to 19 year olds in need of More Choices/ More Chances support	330		N/A		N/A		?	Awaiting 2007/08 publication of figures, due out June 2009.
SOA2P2b1	L5. School leaver destination - FT Higher Education	25%		25%		N/A		?	national average for 2007/08 = 31% Awaiting publication of figures due November 2009
SOA2P2b2	L5. School leaver destination - FT Further Education	24%		26%		N/A		?	national average 2007/08 = 25% Awaiting publication of figures due November 2009
SOA2P2b3	L5. School leaver destination - Training	1%		1%		N/A		?	national average for 2007/08 = 5% Awaiting publication of figures due November 2009
SOA2P2b4	L5. School leaver destination - Employment	35%		37%		N/A		?	national average for 2007/08 = 37% Awaiting publication of figures due November 2009
SOA2P2b5	L5. School leaver destination - Other	15%		11%		N/A		?	national average for 2007/08 = 14% Awaiting publication of figures due November 2009
SOA2P2c	L6. Vulnerable adults into paid employment	63		66		53		→	
SOA2P2d	L3. Number of claimants in receipt of unemployment related benefits, relative to the Scottish average	12.5%		12%		12%		■	At August 2008, the percentage of working age key benefit claimants (incapacity, lone parents etc) is 12.0% in Moray against 16.3% in Scotland

**Theme: 02. We realise our full economic potential with more and better employment opportunities for our people.; 07. We have tackled the significant inequalities in Scottish society.**  
**Objective: The numbers of young people employed in Moray who have access to career development opportunities will increase; There will be a reduction in the levels of deprivation in our communities**

PI Code	Short Name	2006/07		2007/08		2008/09		Short Term Trend Arrow	Latest Note
		Value		Value		Value			
SOA2P1d	L7. Median weekly earnings relative to the Scottish average	84.3%		84.1%		85%		↑	Annual PI. 2008 average median earnings for Moray was £391.00, 85% of Scottish average (£460.10). Target is 95% of Scottish average by 2015.

**Theme: 13. We take pride in a strong, fair and inclusive national identity.**  
**Objective: Heritage and Ancestral Tourism will be managed for the best interests of the community**

PI Code	Short Name	2006/07		2007/08		2008/09		Short Term Trend Arrow	Latest Note
		Value		Value		Value			
SCC3a	CC3a: The number of visits to/usages of council funded or part funded museums per 1000 population	313		353		N/A		?	Audit Scotland Report due December 2009
SCC3b	CC3b: The number of visits to/usages of council funded or part funded museums that were in person per 1000 population	287		255		N/A		?	Audit Scotland Report due December 2009

**Theme: 13. We take pride in a strong, fair and inclusive national identity.**

**Objective: The many cultures of communities of interest and geographical communities in Moray which gives the areas a distinct and inclusive identity will be supported and fostered**

PI Code	Short Name	2006/07		2007/08		2008/09		Short Term Trend Arrow	Latest Note
		Value		Value		Value			
SOA13P1a	The number of events and contacts between different communities	N/A		N/A		N/A		?	Unable to establish source of data