

## WEALTHIER AND FAIRER PRIORITIES – Action Plan (2009/10)

**Section 1 - 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	Links to SOA Local Outcomes	Project Descriptor	Outline Outcomes/benefits	Who	Actions 2009/10
1.1 Account management of businesses of growth potential in Moray.  [M2020: 4.7]  <b>Priority</b>	2	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: <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> <li>• Engagement with the business community (Chamber of Commerce, Business Panel)</li> </ul>	<ul style="list-style-type: none"> <li>• Support the Government Economic Strategy objectives of GVA Growth, Productivity, and Population Growth.</li> <li>• Promote an established two-way communication between public and private sector in Moray.</li> </ul>	HIE	<ul style="list-style-type: none"> <li>• Work with identified companies on business growth plans – 20 to increase turnover by 20% to generate £27m and a further 25 to develop/increase international trade and generation target of £20m</li> <li>• Make available specialist and generic business advice to companies on a draw down basis</li> <li>• Deliver leadership, graduate and management development programmes through the Institute of Directors</li> <li>• Encourage international trade through provision of export advice, working with SDI</li> <li>• Organise quarterly meetings of the Business Panel</li> <li>• Work with Chamber of Commerce to adopt more proactive approach in representing the wider business community.</li> <li>• Explore the potential of linking with Grampian initiative to facilitate food research body in Moray</li> </ul>



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<p>1.2</p> <p>Engagement with and opportunities from, RAF leavers.</p> <p>[Moray 2020: 3.1; 3.2; 4.1; 4.3; 4.4; 5.1; 5.5]</p>	<p>1</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• To seek inward investment opportunities from RAF supply chains.</li> </ul>	<ul style="list-style-type: none"> <li>• RAF and civilian personnel and their families have the opportunity to continue to live in Moray, and their expertise contributes to the economy.</li> <li>• 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</li> </ul>	<p>HIE to lead.</p>	<ul style="list-style-type: none"> <li>• Continue to organise speed networking events and review programme</li> <li>• Make available business gateway services to RAF personnel</li> <li>• Continue to organise regular liaison meetings with RAF and evaluate</li> <li>• Keep in close contact with opportunities afforded through the Virgin Galactic project, notably the potential for a low orbital satellite launch facility</li> <li>• Explore the potential for supply chain involvement in respect of MRSA and Eurofighter aircraft</li> </ul>

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1.3 Developing "Business Gateway" in Moray.  [New M2020 08/09]  <b>Priority</b>	1 and 2	Develop the 'Business Gateway' service in Moray, modelled on the national Gateway.	A 'Business Gateway' service to advise on start-ups/local business information/general advice; and linked to a national (or regional) network of specialist advice.	TMC to lead  Contracted to Highland Opportunities	<ul style="list-style-type: none"> <li>• Develop and promote the new Business Gateway in its new High St location</li> <li>• Conclude agreements on nationally provided Gateway services, including telephone links, web etc</li> <li>• Audit and monitor the various services provided through the Gateway</li> <li>• Roll out the Renewable Heat Advice and Business Support Project</li> </ul>

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<p>1.4 Developing Moray's Tourism Sector.</p> <p>[Moray 2020: 2.7]</p> <p>Priority</p>	<p>2</p>	<p>Support the 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. Once fully established, the DMO will then lead tourism industry sector in Moray.</p> <p>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.</p>	<ul style="list-style-type: none"> <li>• A public/private sector consensus on growing the GVA of tourism overall, and individual businesses.</li> <li>• A Tourism Sector Inward Investment Proposition for HIE to take to market via Scottish Development International and/or UK Trade and Investment.</li> <li>• More tourist business, greater sectoral GVA</li> <li>• Improved quality of staff skills/products being promoted and organisation of events.</li> <li>• International and national image for promotion.</li> <li>• Co-ordinated working within local tourist industry.</li> </ul>	<p>Visit Scotland, HIE and TMC with new DMO.</p>	<ul style="list-style-type: none"> <li>• Support the newly established DMO to identify clear targets and objectives and create climate for future investment around the new tourism strategy</li> <li>• Conclude the tendering process and appoint the DMO Executive Team</li> <li>• Determine the status of the DMO ie Trust or Ltd Company</li> <li>• Negotiate reduced Service Level Agreement between VisitScotland and the Council in light of other commitments</li> <li>• Continue to promote Moray Connections project and explore feasibility of Centre for Ancestral and Heritage Tourism</li> <li>• Support Year of Homecoming Programme of celebratory events</li> <li>• Complete accommodation survey as part of SLA with VisitScotland</li> <li>• Scoping exercise for the delivery, maintenance and costs of 'Discover Moray' website</li> </ul>

**Section 2 - 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	Link to SOA Local Outcomes	Project Descriptor	Outline Outcomes/benefits	Who	Actions for 2009/10
<p>2.1 City of Elgin – urban economic transformational programme</p> <p>(Elgin: City for the Future) [Moray 2020: 1.8]</p> <p>Priority</p>	<p>2 and 5</p>	<p>A Partnership project combining the long term, land use plans of the Council, (Roads, Planning, Flood Schemes) the College (Student Accom /Campus /new Departments and Lifescience facilities) and HIE (Business Parks and Town Centre) and NHS Grampian (Dr Grays and Spynie) together with private sector interests in town centre</p>	<ul style="list-style-type: none"> <li>• A long term Masterplan and Action Plan for Elgin on which investment decisions public and private can be based with confidence.</li> <li>• A phased programme of partner implementation up to 2020, including potential partner co-locations and joint ventures with private sector, providing Elgin's growth and prosperity.</li> <li>• Elgin able to sustain the challenge on Inverness and Aberdeen.</li> <li>• Enhanced College facilities/campus plan: "university town" status.</li> <li>• New Business Parks at West End and Barmuckity</li> <li>• A reduced risk from</li> </ul>	<p>TMC, MC, HIE, NHS Grampian.</p>	<ul style="list-style-type: none"> <li>• Secure Council contribution to partner funding for consultant commission</li> <li>• Agree brief for consultant commission with Project Steering Group and Council Depts.</li> <li>• Publish invitation to tender</li> <li>• Engage consultancy team</li> <li>• Initiate project</li> </ul> <p>Project also to acknowledge:</p> <ul style="list-style-type: none"> <li>• A Traffic Plan for Elgin (esp SW Elgin)</li> <li>• An agreed 'Vision' for all partners/Consultancy Remit</li> <li>• Business Park infrastructure (West End)</li> <li>• Flood Scheme approved/contracted</li> <li>• Feasibility Study for Barmuckity commissioned</li> <li>• Chanonry upgraded for Flood Scheme displacements</li> <li>• Set up BID in City Centre</li> <li>• Set up framework for Plainstones and Events Promotion</li> </ul>

			<p>flooding, enabling business planning and investment</p>		<ul style="list-style-type: none"> <li>• Agree plans for Academy replacement, and all year sports ground</li> </ul> <p>Partners to establish:</p> <ul style="list-style-type: none"> <li>• College Feasibility of '5<sup>th</sup> Arts College'</li> <li>• NHS: agreed plans for Spynie</li> <li>• College: student accommodation plans agreed/private funding secured.</li> <li>• A Business Case for a Lifescience facility in the college campus</li> </ul>
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**Section 3** - 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	Link to SOA Local Outcomes	Project Descriptor	Outline Outcomes/benefits	Who	Actions 2009/10
3.1  Moray Towns Partnership [Moray 2020: 1.5; 1.9]  Priority	2 and 5	<ul style="list-style-type: none"> <li>An economic development plan for each of Forres, Buckie, Lossie and Keith to complement Elgin's role.</li> </ul>	A long term Action Plan and Programme for each of the four towns, endorsed by its representative community, which <ul style="list-style-type: none"> <li>Boosts the economy of each town.</li> <li>Increases the attractiveness of each for investment and increased tourism opportunities.</li> <li>Learns from and shares the experiences of each.</li> <li>Sets up websites, business directories, events.</li> <li>Draws down external funding from Government schemes, European programmes, Lottery etc into town projects.</li> </ul>	TMC are the lead	<ul style="list-style-type: none"> <li>Facilitate and support the rollout of the Moray Towns Partnership initiative over the next year</li> <li>Submit applications for external funding to match the money already committed</li> <li>Implement the Action Plans identified for each of the four towns involved in the project</li> <li>Support the local groups identified to drive the action plans forward in each area</li> <li>Facilitate the Partnership core group to share and learn from the experiences of each group</li> </ul>

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3.2 Buckie Regeneration  [Moray 2020: 1.9]	2 and 5	<ul style="list-style-type: none"> <li>• Follow up the HIE/TMC Study in 2006 for the future use of the Harbour; devise an Action Plan and marketing strategy.</li> <li>• Develop a Business Park</li> <li>• Office Building and Harbour area</li> <li>• Extend serviced area of March Road</li> </ul>	<ul style="list-style-type: none"> <li>• Buckie Harbour Community/local business agreement on future uses of the Harbour.</li> </ul> <p>Programme of implementation arising from Action Plan.</p> <p>Revitalisation of harbour businesses; relocations/refurbishmen.</p> <p>Upgrading of harbour amenity.</p> <p>Marketing strategy for surplus Council land and property.</p> <ul style="list-style-type: none"> <li>• Business Parks for growth and inward investment.</li> <li>• March Road Estate for business expansions and harbour relocations</li> <li>• Office building</li> </ul>	TMC HIE local business community	<ul style="list-style-type: none"> <li>• Harbour (TMC)              Examine feasibility of establishing a marina development</li> </ul> <p>Preparation of land at March Road for potential relocations (TMC).</p> <p>Commission 'Contamination' Studies (TMC).</p> <p>Continue discussions with other main operators at harbour; major businesses in Buckie; and shipping and fishing interests (TMC/HIE)</p> <ul style="list-style-type: none"> <li>• Business Park (HIE)              HIE to conclude deal to purchase land with land owner and other parties by June 09</li> </ul> <p>Therafter produce detailed design and secure planning permission</p> <ul style="list-style-type: none"> <li>• Office Building              No action for HIE until future plan for harbour area defined by TMC. HIE to offer support as deemed necessary.</li> </ul>



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<p>3.3 Forres Regeneration</p> <p>[Moray 2020: 1.10]</p>	<p>2 and 5</p>	<ul style="list-style-type: none"> <li>• continued investments in roads, services and buildings (bespoke and speculative) on the Enterprise Park Forres. (HIE).</li> <li>• Examine the case for an Eco-business park, or "sustainability cluster" at the Enterprise Park.</li> <li>• Acquisition and servicing of Springfield Industrial Estate (Site 17 in MLP 2008) (TMC)</li> </ul>	<ul style="list-style-type: none"> <li>• The Enterprise Park Provides facilities for business growth, and facilities for inward investment businesses.</li> <li>• 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.</li> <li>• Springfield Accommodation for business expansion in Forres area, and complementing the Forres Business Park provision, and extension of its serviced area.</li> </ul>	<p>HIE and TMC are leading.</p>	<ul style="list-style-type: none"> <li>• Forres Enterprise Park Promote 3 units currently available for lease. Nova House to be occupied by end July 09. Speculative interest in units 7 and 8</li> </ul> <p>Complete Build for Science unit 9 by Oct 09 – continue to promote facility</p> <p>Complete detailed design for unit 6 by end May 09</p> <ul style="list-style-type: none"> <li>• Forres Eco Business Park Investigate renewable energy solutions to supply power for future buildings on south side of Enterprise Park</li> </ul> <p>Conduct wind power trials to determine most effective wind turbine to be deployed</p>

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3.4 Keith Regeneration	2 and 5	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	No planned progress until 2010/11

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3.5 Lossiemouth Regeneration	2 and 5	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	No planned progress until 2010/11

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

<b>Project Title</b>	<b>Link to SOA local Outcomes</b>	<b>Project Descriptor</b>	<b>Outline Outcomes/benefits</b>	<b>Who</b>	<b>Actions 2009/10</b>
4.1 Moray's Connectedness  [Moray 2020: 1.6; 1.7]  Priority	3	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	Continue to 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.

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4.2 Build a Life in Moray	5	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 and HIE	<ul style="list-style-type: none"> <li>• Clarify and break down this initiative into constituent parts</li> <li>• Continue to rollout school-leaver apprenticeship scheme offering 2-year placements in Council employment with 10 young people recruited at six-monthly intervals</li> <li>• Explore the potential for expanding the scheme to include other Community Planning partners</li> <li>• Seek to implement a range of initiatives coming out of the Youth Migration Study, commissioned by HIE</li> </ul>

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<p>4.3 Moray the Brand</p> <p>[Moray 2020: 4.5]</p>	<p>1,2 and 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</p>	<p>Work in collaboration with new tourism DMO to ensure any brand evolved is compatible with generic Moray branding</p> <p>Work with Visit Scotland to gain better understanding of visitor perceptions about Moray</p>