

**Moray 2023 – Ten Year Plan – Outcomes and Activities overseen by the Moray Economic Partnership to address Plan Aim  
“A Growing & Diverse Economy”**

Aim	Planned and Ongoing Services	Resources		What will the services do to contribute to achieving the target?	Confidence Level	What More Resources Needed?
		Annual Budget	Assets			
<p>Chart 01 – % Rate as Good Place to live - Measure – grow from 66% to 72%. Source- Scottish Neighbourhood Statistics (Scottish Household Survey)</p> <p>General Note 1: The Partnership has agreed to review the following measures every 6 months.</p> <p>General Note 2: There are targets in other parts of Moray 2023 such as the availability of affordable housing that are not the responsibility of the economic partnership but which will have a bearing on the economic growth and diversification.</p> <p>General Note 3: Underlying these charts the partnership wants partners to share &amp; collate existing data to evidence their combined activities that contribute to the achievement of this target, such as amount of expenditure by partners on activities, numbers of students graduating programmes, numbers of patients treated, numbers of houses built. Partners will be asked to identify a suite of underlying data to be published monitored and analysed annually by the community planning partnership in relation to the delivery of economic development. The partnership will work with the UHI Research Intelligence Unit to identify data sources and likely collect local data that helps to monitor progress against desired outcomes. For example concerning the regional average wage nationally reported data does not currently reflect the true regional average for Moray as it ignores wages earned offshore and wages of the MOD. Another example is to collect locally and analyse tourism data.</p> <p>The board questions how does the CPP plan to measure whether a place is a good place to work?</p> <p>General Note 4: The resources needed to deliver the outcomes assigned to the MEP will be kept under review.</p> <p>Chart 01: Note 1: This is an overall CPP aspiration with happiness being a result of health, work, education and housing, which are all encompassing rather than a focus for MEP.: The economic partnership cannot make an assessment on the delivery of this measure alone, as is not responsible for all the elements; this is a measure that the CPP should assess based on the overall activities of the CPP. The CPP is asked to consider who does it capture and put a value on the “community spirit”.</p>				MEP has not provided a number for this as it is not in its gift		
Moray residents satisfied with the services & facilities in	Moray College UHI curriculum, Curriculum for Excellence, Capital investment plans,	MC Capital Investment Plan, NHS Grampian Budget,	Transport network, schools, Moray College Enterprise Park Forres, MC industrial	Places to work Skills to work Houses to live in Places to create/visit Health services Efficient means of		

the area	Maintenance plans,	HIE Capital Investment, UHI Operational budget,	portfolio, Buckie harbour, public parks and recreation facilities, Dr Grays, public housing stock.	transportation Uphold attractive environment		
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Chart 02 – Population Growth - Measure – grow from 93,000 to 97,000 Source- Census & In Year Estimates  Note 1: The Communities & Sustainability Partnership has been assigned targets for the provision of Council Housing and Council Housing Stock. There is a dependency between the availability of affordable housing and population, i.e. you need affordable accommodation for the work force needed to support a vibrant economy. The CPP should recognise this link and resource activity accordingly.  Relevant Plans & Strategies: Housing Strategy, the Moray Local Development Plan, the Regional Skills Investment Plan					3	
A growing and economically active population	Job creation	Within HIE annual budget £3.5m, £??MC match for employability, programme		Job Creation – measured by HIE on annual basis, target 150 jobs p.a.  MC Participate in employability programme(s)	4  2	
	Marketing of Moray as a place to do business	c£50k p.a. within HIE budget MEP proactive communications including	Buckie Harbour, EPF, Barmuckity as key infrastructure	Proposition development Targeted inward investors  Articles for media, Moray Christmas Campaign	4  4	

		marketing - £35 p.a.until 2015, £8k 2014-15 All Energy + 1 event		Joint event stand & brochure(s) with HIE	4	
Retention/Attraction of young people		What is Moray College budget? SDS spend on MA's ?	AGBC	Tailored courses for young people meeting needs of business. Modern apprentice take up		
				Work with Armed Forces to maintain a long-term presence and maximise the economic impact of that presence to help grow the economy and retain skilled work force when it leaves the services	3	
Facilitate Development				Including but not limited to: Buckie Harbour, March Road Buckie, OPP1 Greens of Rothes, Elgin Business Park, Enterprise Park Forres, IndustrialEstate remodelling Lossie Green, College Campus, Student Accomodation, Arts Centre, Housng Sites	3 Overall.  Individual projects are at different stages & have different levels of confidence	

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Chart 03 – Median Wage – Measure from £453.40 per week to £610.66, i.e. in line with Scottish average – Source ASHE  Note 1: Moray currently lags c 15% behind national average, and aim is to reach it in 10 years. This will be challenging given preponderance of food and drink jobs which are traditionally low paid. Also ASHE survey has restrictions, i.e. it does not include the armed forces and self employed. We know there many self employed oil and gas contractors working in Moray which are well paid. MEP will work with the UHI Economic Research Unit to identify/collect local data and to provide more context around the regional figure. This may include looking at how income is distributed along the spectrum between the highest and lowest wages earned by residents of Moray.  Relevant Plans & Strategies: HIE Operating Plan, Tourism Strategy					2/3	
Increase average wage to strengthen and diversify economy	Commission UHI research intelligence unit to get better analysis of true average wage incorporating military and self employed	MC £5,000 for next 3 years	UHI research intelligence unit, HIE economic analysts	Assess realism of target  Collect local sectoral data, if available study analyse data to differentiate between economically active and inactive and to distinguish between wages earned outside of and inside of Moray	2	
	Focus job creation on high value jobs, i.e. technology, life sciences	Part of HIE annual budget		Account management of key businesses in region	3	
	Maintain presence of key businesses in area	Part of HIE annual budget	Partner staff &	Account management of key businesses in region	3	

			accomodation, Grampian Food Forum, Energy North, SCDI, Strategic Business Forum	Partners hold engagements with key sectors for growth & diversification (food & drink, engineering for energy, tourism, life science, business processes)	3	
	Facilitate Tourism Development	HIE budget funding support HIE, MC & VisitScotland, CNPA	Chamber of Commerce	HIE assistance for 5 star tourist accomodation	4	Low confidence rating reflects uncertainty of what to provide. Report scheduled to MC later this year
				Facilitate investment & development in hotel & accomodation provision in appropriate locations	4	
				Pull together tourism stakeholders to collaborate & improve Moray tourism offer & experience	3	
				Facilitate visitor events( decide how many, how big and how often)	4	
				Facilitate visitor orientation (decide what's needed (electronic,manned?) where and how best to facilitate)	2	
				Collect and monitor toursim data, develop a performance measure(s). Use of existing STEAM data may suffice	3	

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Chart 04 - % workforce in private sector - Measure – grow from 73% to 75% p.a. Source- ONS – Annual Employment Survey Table 5					4	*
Note 1: * MEP will want to investigate and collect other data to explore this i.e. the value of the private sector and the numbers of staff recruited by the private sector						
Facilitate by capital investment in site servicing and buildings & funding assistance						
Reduce reliance on public sector and armed forces	Employment numbers, council, NHS and military		UHI research intelligence unit, HIE economic analysts (may need help from CPP RIOs to collect data)	Need to ascertain levels of these at present through partners, and overview of expected numbers going forward, to assess achievability of target	4	
	HIE Account management			Grow employee numbers in business (see population growth sections)	4	
	Inward investors, HIE, Council through new companies in the area Inward invest through AGBC				4	
	Buildings at EPF to attract new R&D				4	
	Scottish Property				4	

	System utilised to support enquiries					
	O&M opportunity at Buckie				3	
	Facilitate Development			See Chart 2	3	

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<p>Chart 05 – How long it takes to process planning applications - Measure – reduce from 23.1 weeks to 12.2 weeks Source – Audit Scotland /Moray Council Development Services</p> <p>Note 1: Already meeting this target, the challenge is to keep performance at this level. Target is now 10.4 weeks for 2016-17. MEP will monitor to ensure that application process and resources are appropriate to maintain performance as fluctuating workloads, cuts in staffing or significant increases in applications could impact on performance.</p> <p>Note 2: TMC has a proactive approach to negotiate development. CNPA calls in applications. Objective is to strike a balance between speedy determination of applications and helping to facilitate development, to provide a quality service</p> <p>Note3: TMC will need to calculate the investment value of approved developments.</p>					4	
Presents an impression to private sector that Moray is open for business	Moray Council Planning Dept		TMC & CNPA staff	Review staff resource to match resource to level of planning applications		
	CNPA for application in the National Park					
				Monitor volume of planning applications and the investment value of approved developments		

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<p>Chart 06 - % of those in employment aged 25-64 yrs who are graduates. – Measure – grow from 19.4% to 22.4%. – Source - SG Annual Population Survey</p> <p>Note 1: MEP will use this measure however it considers the matter which needs to be addressed is to ensure that the workforce has the skills that are needed by business; this is not necessarily a degree (a skilled workforce is not limited to achieving more graduates). There may also be an issue of underemployment to address, i.e. people with doctorates driving a bus.</p> <p>MEP plan to potentially replace or add a supplementary measure A supplementary measure may look to record progress on how existing training facilities provide the skills needed for Moray business.</p> <p>The MEP wish to stress the importance of UHI to attract inward investment and to facilitate business growth.</p> <p>Relevant Plans &amp; Strategies: Curriculum for Excellence, Modern Apprenticeships, RSIP.</p>				4		
Higher and more appropriately skilled workforce	Moray College			Increase the Number of graduates p.a. residing locally	4	
	SDS – Skills programmes		Employability Action Group tsiMoray	Measure & monitor skills deficit, the difference between what Moray has got and what it needs for business to grow & diversify		
	Moray Council Schools			Collect & analyse skills, employability and employment data		
				Roll out World Host programme across Moray		
				Modern Apprentice		
				Certificate for Work Readiness		

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Chart 07 – Progress in dualling A9 and A96 – Measure – grow to 80% A9 and 30% A96 – Source – Transport Scotland					No rating given MEP can lobby but cannot deliver the infrastructure	
Note 1: MEP is not directly in control of construction. The role is to lobby to get early implementation, to get the best route for Moray community, improve access to markets and make Moray easier to reach.						
Moray better connected to key Scottish cities	HI Trans	TMC in kind contribution p.a. business contribution??	SCDI, Chamber of Commerce, Strategic Business Forum MC Direct Services	MEP has a Lobbying role Keep engaged with business to ensure progress & early implementation , engage with MP &MSP Work with neighboring authorities	4	
				Lobby for more better rail and air access	4	

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Chart 08 - Business start-ups - Measure – grow from c 210 p.a. to 235 p.a. Source- Committee of Scottish Bankers					4	
Note 1: MEP can supplement this measure with data from Business Gateway Moray						
Moray seen as a place where you can be succesful starting up your own business	Business Gateway Business Start Up (BSU) support targeting 120 start ups p.a.	£245k/pa	4 FTE's	BSU one to many workshops, One to one advice Business planning Compilation of BSU data BG target to help approx 120 start-ups/year	4	
	3-4 high growth starts , inward investors per year passed from BG to HIE for account managment	“	“		4	
			PYBTS, tsiMoray	Encourage Entrepreneurship e.g. UHI Scheme for Social Entrepreneurship, PYBTS young champions, tsi support for social enterprise, promote enterprise in schools & participate in Youth Enterprise Scotland.		

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Chart 09 - Business 5 Year survival rate - Measure – grow from 55% to 61% p.a. Source- ONS – Business Demography??					4	
Support in place to ensure that businesses survive, prosper and grow in the long run	Advice and support for SMEs	£245k/pa	4 FTE's  Support from all partners	One to one advice and one to many workshops, business growth plans, facilitate engagement & networking. Existing targets for enquiries, young people, women in business & social enterprises, growth plans, workshops and numbers of growth business moved onto HIE Account Management e.g 12 growth plans and 10 SMEs into accountant management/year	4	
	Specialist advice			One to one advice and one to many workshops,	4	
	Marketing & PR of BG Services			Promotion of availability of advice and services	4	
	HR Recruitment Advice			One to one help for SMEs looking to recruit (consider as continuation as part of next SLA in 2015)	3	
				SCDI, Moray SBF, MCC, FSB	Harness MEP business forum and business advocates, Business Mentoring, Common Purpose Courses for CEOs	3

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Chart 35 – Percentage of Households who have access to Next Generation Broadband. Measure – 95% by 2023 Source – Digital Rollout team - HIE Measure should be ‘Premises’ as opposed to ‘Households’ to incorporate  Note 1: Make reaching the parts of Moray not served by the NGB project a priority of next Rural (Local) Development Strategy 2014-2020					4	
Places Moray on a par or ahead of other regions	HIE Infrastructure rollout with BT	£10s of Million		Manage contract with BT, facilitate roll out helping to overcome technical or regulatory obstacles	4	
	Digital Engagement through HIE & Business Gateway to encourage take up amongst businesses			DigitalHi programme  BG advisors & seminars	4	
	Tomintoul & Glenlivet Community Broadband Pilot		CNPA, Community Broadband Scotland	Facilitate NGB in remote rural locations  Make this a priority of next Rural (Local) Development Strategy 2014-2020	3	

Revised 23 07 14 to reflect meeting with CPP June 19 2014