



the **moray** council
the **moray** council

2009/10

Public Performance

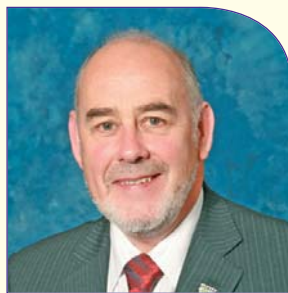
» REPORT
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Welcome to this, the Public Performance Report on the Community Planning Partnership for the year 2009/2010.

Within this report is a synopsis of some of the achievements of the partnership, along with areas where we need to be making more progress. All activity and performance of the partnership is regularly scrutinised by members of the Community Planning Board, and partners are committed to reporting progress to their theme boards at their meetings.

The obligations Members of the Moray Community Planning Partnership have under the Single Outcome Agreement made with the Scottish Government forms the basis upon which our partnership operates.

All partners signed the agreement to show they are committed to achieving specified national and local priorities for the benefit of the local community.

The Single Outcome Agreement details the Scottish Government's strategic objectives, and this report illustrates how they affect, and can be implemented in, Moray.

There are five themes contained within the Single Outcome Agreement – Wealthier & Fairer, Healthier, Safer & Stronger, Greener and Smarter. This report provides an overview of how the partnership has performed in the year 2009-2010.

Further information regarding the Community Planning Partnership and the Single Outcome Agreement can be found on www.yourmoray.org.uk. Minutes of Community Planning Partnership meetings are also available on this website.

A handwritten signature in blue ink that reads "George McIntyre". The signature is written in a cursive style.

Councillor George McIntyre JP

Convener of the Moray Council



The Single Outcome Agreement

Public bodies and organisations that operate within Moray work together within the Community Planning Partnership, which has developed considerably since it was first founded in 1999. Then as now the impetus for collaboration between agencies was to increase the quality of life for people in Moray.

Ten years after the first tentative steps towards a more co-ordinated service to the public from all agencies were taken, the Community Planning Partnership has become an established vehicle for joint working.

Today, all partners have signed the Single Outcome Agreement with the Scottish Government, which commits the agencies to achieving a number of national and local priorities for the benefit of the local community.

The Single Outcome Agreement details the Scottish Government's strategic objectives, or themes as we have called them, but more specifically how they affect and can be implemented in Moray. In the first year of the Single Outcome Agreement, 58% of all the actions undertaken by the partnership members have contributed to the national outcomes, with a further 24% making a partial contribution. Only 18% of partnership activity falls outside the scope of the national outcome agreement.

There are five themes contained within the SOA – Wealthier and Fairer, Healthier, Safer and Stronger, Greener and Smarter – all representing areas of activity that the partners have influence in to a lesser or greater degree. For each theme, partners have identified priorities for Moray, called Local Outcomes, and have explained how they expect to achieve them.

This report provides an overview of how well the partnership is doing against these outcomes.

Further information regarding the Community Planning Partnership can be found on www.yourmoray.org.uk. Minutes of their meetings are also available on this website.

Greener

Care of the environment in Moray creates many benefits for the public, Moray's natural features, and the local economy. The Partnership promotes sustainable development policies and actions to protect and enhance the natural and built environment, increase the use of 'green' travel, improve the environmental amenity of communities, retain and attract businesses, especially those which benefit from a high quality environment such as creative industries, food and drink and tourism.

OUTCOME NO. 14

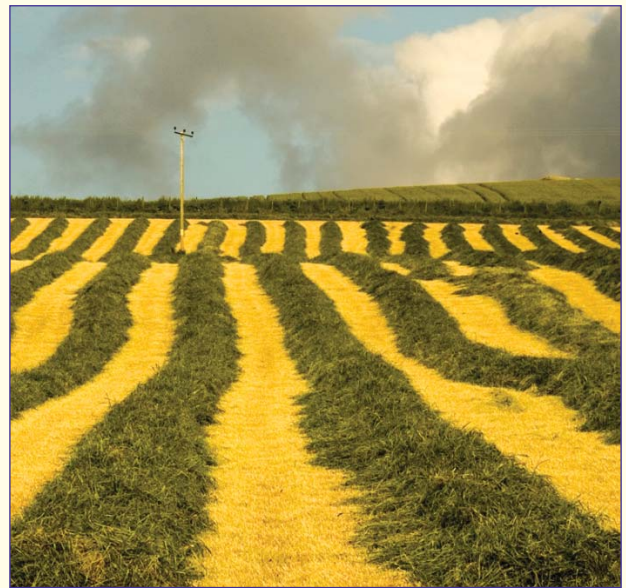
We reduce the local and global environmental impact of our consumption and production

This year a 'Green Business' seminar was held by the partnership's Greener Strategic Group for local businesses. Delegates were able to access advice on how to develop more environmentally sustainable models for their businesses.

The Energy Efficiency Fair held in April attracted more than 500 people, and successfully delivered advice to residents about changes they could make that would reduce both their energy consumption and their costs. This followed a presentation on biomass as an energy source to partners and local organisations the month previous. Moray is the most afforested county in the UK, and there is opportunity to exploit this natural resource by using biomass as an energy source.

Recent changes to procurement processes in the council has led to contracts with suppliers to include sustainable sourced products, environmentally friendly waste disposal and recycling measures contained within tender specification. This will assist the council meet its carbon footprint reduction targets. As part of the national Local Authority Carbon Management Programme, the council has

signed up to deliver 30% reduction in carbon emissions by 2013. In addition to the procurement changes, the installation of SMART energy meters, which will help reduce energy use, is being rolled out across the council's estate, with a 2014 completion date. The council has met the Carbon Trust Standard for putting strategies and measures in place to reduce carbon emissions.



NHS Grampian is committed to reviewing renewable energy provision at all of its sites. The completed Spynie dental unit utilises an air source heat pump system for all of its hot water and heating and is proving to be extremely energy efficient. The Carbon Trust is assisting NHS Grampian in the development of a strategy to achieve its climate change targets.

Wind as energy has seen significant interest from the private sector in windfarm development across Moray. The council developed additional planning guidance on wind turbines in April 2010 to assist developers and landowners through the planning process. However, due to lack of staff resources there was no progress on the renewables strategy or strategy performance indicators. Work continues on specific energy saving strategies and related targets within community planning partners, but this has still to be finalised.

The council is on target to meet the Scottish Government's recycling target of 50% and maximum municipal solid waste to landfill of 16,958 tonnes by 2013.

Currently 41% of waste is recycled, and proposals to increase this to meet the 2013 waste targets require further consideration and are still to be considered by the council in the context of other budget pressures with partners.

The council has introduced energy saving training as part of induction for new staff. The council applies Local Plan policies to achieve reductions on energy consumption in determining planning applications.

OUTCOME NO. 1

We live in a Scotland that is the most attractive place for doing business in Europe.

One component of improving the access to sustainable transport in Moray is the development and enhancement of a network of core paths, although this is seen more as a leisure and tourism benefit.

Work to date includes signage on 30% of the core path network, and minor improvements to key routes. These modest achievements are matched to severely limited resources for core

paths in Moray, and mirror other actions, such as improving waste recycling rates, that have been adversely affected by restricted investment.

The development of travel plans for organisations and schools has had a more tangible effect. The plans are designed to promote more sustainable and healthier forms of transport which will benefit the local area in many ways, such as more efficient journeys to work and school, and easing congestion at traffic pinch-points. A travel survey has been completed for all schools in Moray, which will inform road needs and transport planning. In addition, a steering group to lead travel planning issues in Elgin has been established to monitor and inform plans to ease congestion in the town.

Through the Health and Transport Action Plan, NHS Grampian has identified key actions to support sustainable travel solutions for its Dr Gray's site. Actions completed or under way include the provision of cycle lockers and racks, cycle to work schemes and car sharing.

The partnership held a workplace travel planning workshop to increase travel planning initiatives beyond the council. This led to better public awareness of the sustainable transport choices available.



OUTCOME NO. 12

We value and enjoy our built and natural environment and protect it and enhance it for future generations

Protection from the risk of flooding is a priority for the council, a local outcome within the Concordat and key action for the partnership.

The most notable achievement this year was the completion of the £21million Forres (Burn of Mosset) flood alleviation scheme. The work had barely finished in September when a month's rain fell in 48 hours, testing the scheme almost to the limit. However, the 860 homes and 51 businesses which would have been at risk from this source of flooding were protected and are no longer considered at risk for an event of return period 1 in 200 years.

The £26million Rothes scheme is progressing towards completion in 2010/11, while the public inquiry into the £83million Elgin scheme has now concluded. Scottish Ministers are expected to make an announcement on this scheme late in 2010.

The £40million Forres (Pilmuir and River Findhorn) scheme could start in 2011/12, subject to statutory Scottish Government consents and allocation of central funding.



Healthier

A healthy, self-managing population creates fewer demands on services provided by all partners, lowering costs and allowing targeting of scarce resources. The area's ageing population – mirroring the national picture – will continue to place increasing demands on all partner organisations. Maintaining an active and healthy population is a key priority for the Community Planning Partnership.

OUTCOME NO. 6

We live longer, healthier lives

Moray, as in the rest of Scotland, has a high level of alcohol abuse. This leads to long-term health problems and demands on care services earlier than would be expected from healthy individuals. In addition to this long-term potential burden, there is often a more immediate cost to the community. Police statistics show that an average 58.5% of crimes committed between 2005 and 2008 involved people who were either drunk or had been drinking. Serious assault was the most prevalent offence, with 85.5% of the accused found to have been drinking prior to carrying out the assault.

Data collected in 2008-09 shows that alcohol dependency in Moray continues to be a significant problem, with a rate of dependency almost twice the national average at 20.7%. In terms of general acute in-patient discharges relating to alcohol misuse, Moray has seen a drop in the number of discharges from 2007-08 from 593 to 561.

Alcohol misuse is a bigger problem than drug abuse in Moray, and drug problems remain at one of the lowest rates per capita in Scotland. Where drug abuse is found, heroin remains the narcotic of choice. Concern is mounting, however, that other drugs such as cocaine and crack cocaine, and a greater tendency for individuals to use more than one

drug simultaneously, is placing an increasing burden on the resources available in Moray.

To combat this, the Moray Community Planning Partnership formed an alcohol and drug partnership - the first of its kind in Scotland. The new partnership is made up of senior representatives from social work, the police, NHS and the voluntary sector, reporting directly to the Community Planning Partnership.



The performance of NHS services nationally is measured against HEAT targets. HEAT stands for health improvement, efficiency and governance, access to services and treatment. It is important that health services are able to respond to meet local demand.

HEAT targets cover a range of Scottish Government health priorities including reductions in instances of child obesity, heart diseases and admission/patient stay times. Performance against these HEAT targets locally has steadily improved with the production of local strategic groups and action plans to support them.

For healthy eating, the partnership has fully developed a nutritional training and improvement programme, developed and established joint work between dieticians, home care and care homes. In relation to child healthy weight the Moray Community Health and Social Care Partnership is meeting and supporting the overall NHS Grampian targets. However, there remains a challenge for all community planning partners regarding obesity prevalence for the population aged >16 years.

Under NHS HEAT the target to help people to stop smoking was set at 8% of the Moray population for period 2008/09-2010/11, and was highlighted in last year's report as an expected improvement. However, smoking prevalence has increased during the period 2006-09 from 20.7 to 24.52%. A multi-agency Moray Local Tobacco Alliance has been established and an action plan, including smoking prevention, cessation and tobacco control information support and services, is being implemented.

Figures for 2006-2009 show increases in the prevalence of cardiovascular related conditions, including diabetes, hypertension, asthma, chronic heart disease and coronary obstructive pulmonary disease. Despite these increases, life expectancy for both males and females remains statistically significantly better than the Scottish average.

Between 2006 and 2009 there has been an increase in the number of the population diagnosed with long term conditions where poor diet, smoking and a sedentary lifestyle may be considered significant pre-disposing factors. These include, diabetes, hypertension, coronary heart disease, coronary obstructive pulmonary disease and cancer.

Early deaths from cancer and stroke in Moray are not significantly different to Scotland as a whole, but deaths from coronary heart disease are statistically better than the Scottish average.

A change in culture is required to address the rise in long term conditions.

At 34.3%, Moray has already exceeded the HEAT target of increasing the proportion of babies exclusively breastfeeding at six to eight weeks, while the target of increasing the level of older people with complex care needs receiving care at home also continuing to be met.

Working together, Moray Council and NHS partners are successfully addressing the home care needs of the area's ageing population, resulting in an increased number of older people being supported to live independently



at home. Several groups and programmes have been developed and delivered to ensure this sector of the population have access to services and information to enable them to remain independent, reducing the cost burden to care services.

A response service around Moray life-line and tele-healthcare services has been developed, which has been a major factor in allowing older people to remain independent in their own homes. This and the improved carers service has made a significant impact on the care community. Against a target of 820, an average of 782 service users received personal care at home this year, and an average of 297 service users aged 65+ received 10 or more hours of home care compared to 228 in 2007/08.

Carers themselves are better cared for, with an extra 92 weeks of respite care available this year. In a survey, 96% of all carers said that they were satisfied with their involvement in the design of the care package they were helping to deliver, and that they felt supported and capable to continue in their role as a carer. Supporting carers helps relieve the pressure on the partnership's resources.

Safer and Stronger

Keeping the Moray community safe requires all agencies to work together, sometimes at short notice and in dramatic circumstances. These occasions are what puts the 'planning' in Community Planning, as all partners need to have tested systems and joint resilience to anticipate such events.

OUTCOME NO. 11

We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others

This year, Moray suffered periods of extreme weather that tested our responses; flooding occurred in September and to a lesser extent in November, and the area suffered six weeks of sub-zero temperatures that kept all agencies busy over the December to January period.

Previously, the Grampian Strategic Co-ordinating Group (SCG) partners in Moray have worked together to prepare and respond to such disruptive events, and this joint planning was robust and ensured that key services were delivered during these testing times.

The first event that brought into play our preparation this year was the anticipated pandemic flu threat between April and

October. The potential effect on all services that a mass reduction in available staff to deliver front line services across the partners was anticipated, and plans were in place to share resources between agencies to ensure the most critical services would be sustained. NHS and council partners met weekly for six months to review arrangements until the threat had passed.

Flooding events, particularly in early September, led to the council, police, fire and rescue service and NHS co-ordinating resources to ensure safe evacuation and aftercare. Council housing and NHS staff worked together to ensure that the elderly and those evacuees dependent on medication had access to the treatment whilst in temporary accommodation. Grampian Fire and Rescue Service, RAF and voluntary organisations, such as Red Cross and WRVS, assisted with the evacuation efforts.

The national shortage of road salt for winter maintenance during December, January and March meant many minor routes were impassable for prolonged periods, isolating some communities. At many times only 'A' routes were treated. Partners worked together to ensure that a rapid response was made to any emergencies that occurred in Moray's more remote areas. The additional cost to the council for this prolonged period totalled £1.1 million.



Lessons learned from this intense year of disruption led to the development of better information sharing systems at times of crisis, and several exercises have taken place to test these. The exercises included: SEPA flood alert mapping exercise; flood awareness session held at RAF Lossiemouth; and an exercise on the Control of Major Accident Hazards (COMAH) involving an imagined incident at Moray distilleries and maturation warehouses. In addition, Project Argus, police-led counter-terrorism training aimed at local businesses, took place. Resilience to emergencies is constantly being tested by such exercises.

The threat of terrorism is ever present across the UK, and all police forces must ensure that their communities are prepared. With the strong military presence in Moray, it must be assumed that the area presents more of a target than some others.

This year, Grampian Police established a 'Delphinus' group under the Government's 'Contest' strategy for counter terrorism. This group comprises representatives from relevant partners and reports to the Safer and Stronger group.



OUTCOME NO. 10

We live in well-designed, sustainable places where we are able to access the amenities and services we need

In housing, we followed statutory guidelines with developers that required a minimum percentage of all new housing developments to be social housing. This means that for every 100 houses built for the private sector, 25 must be available for rent or low-cost ownership. The supply of temporary accommodation was increased, while the use of bed and breakfast accommodation for families was reduced.

The council also attracted £12.7 million from the Scottish Government's Affordable Housing Investment Programme. This enabled the Government to approve the provision of 333 new affordable houses in Moray, as well as triggering the first phase of new council houses built in Moray for 20 years. Preparations were made to submit a further bid to the Scottish Government for funding for a second phase of new council houses. These should be completed by the end of 2010 and occupied by families early in the New Year. Eighty eight new affordable houses were completed and ready for occupation during the year.

Almost 70% of our housing stock was compliant with the SHQS and we made significant progress toward our milestones for achieving full compliance by 2015. We made a request to the Scottish Government for "pressurised area status" (PAS) to cover the Speyside and the Cairngorms National Park area of Moray. PAS protects the affordable rented housing stock in high demand areas by restricting the right to buy. Elgin, Lossiemouth, Forres and Forres Rural are already covered by PAS.

As part of the Safer Streets campaign, the partnership's anti-social behaviour programme successfully targeted alcohol-related offending in adults and young people. Called Operation Avon, it focused on

offences linked to alcohol, and as a result these reduced from 208 in 2008 to 177 in 2009, a reduction of 17.5%. Drinking alcohol in public areas reduced from 50 cases in 2008 to 12 in 2009, a reduction of 76%. Measured against the performance indicators set at the beginning of the year, all performances improved in this category except incidents of nuisance from noise.

OUTCOME NO. 9

We live our lives safe from crime, disorder and danger

During the Christmas and Hogmanay period, taxi marshals were employed to relieve tensions and reduce offending at this seasonal hotspot. This was found to be particularly effective, both in ensuring the smooth dispatching of revellers from the Elgin town centre and reducing the incidence of drink-related crime against property and person.

A missed target within the Safer Streets campaign was the provision of an NHS nurse in the custody suite at Elgin police station. However the appointment of qualified and experienced nurses will be implemented once clinical governance issues have been resolved.

Dog fouling is regularly highlighted by the community as a perpetual menace, and is generally tackled by community wardens who have powers to administer penalties for persistent offenders. They carry a supply of

dog bags, and a series of local media campaigns have been orchestrated to raise awareness.

A pilot 'Green Dog Walker' scheme has been introduced whereby responsible dog owners have a green arm band that identifies them as such, and they carry a supply of dog bags – with advice – to share with other dog owners. They can intervene if they see a dog owner has not removed their pet's mess.

Community wardens involve themselves in many activities to encourage a safer community, such as street and midnight football leagues, local fun days and other public events.

Grampian Police and Grampian Fire and Rescue (GFRS) have been active in accident prevention throughout the year and have set tough targets in road safety to reduce the number of accidents. A programme of education and training was carried out to schools, colleges and businesses, including some hard-hitting and graphic presentations of post-accident scenes by GFRS. There has been an overall reduction in the number of serious injury collisions from 47 to 43, and the number of fatalities on the road remains at last year's level of four.

During the year Grampian Police roads policing officers carried out a series of high-profile 'Operation Taurus' initiatives. This targeted drivers in a specific area during set time periods, typically stopping between 70 and 100 vehicles to check for faults, drink-driving and other offences relating to poor standards of driving.



Smarter

Community planning partners have significant influence on how the young people in Moray develop and grow into adulthood.

A major part of the Single Outcome Agreement is geared to ensuring that all agencies work together to produce the best results for the future of our young people at all stages.

OUTCOME NO. 8

We have improved the life chances for children, young people and families at risk

At the start of this year, the partners received a critical report on child protection procedures from HMIE. Crucially, there were gaps in the partners' monitoring procedures for children at risk, and that it was possible for some vulnerable children to slip through the net – although none had. Also, HMIE felt that children were not being involved sufficiently in the decisions about their future.

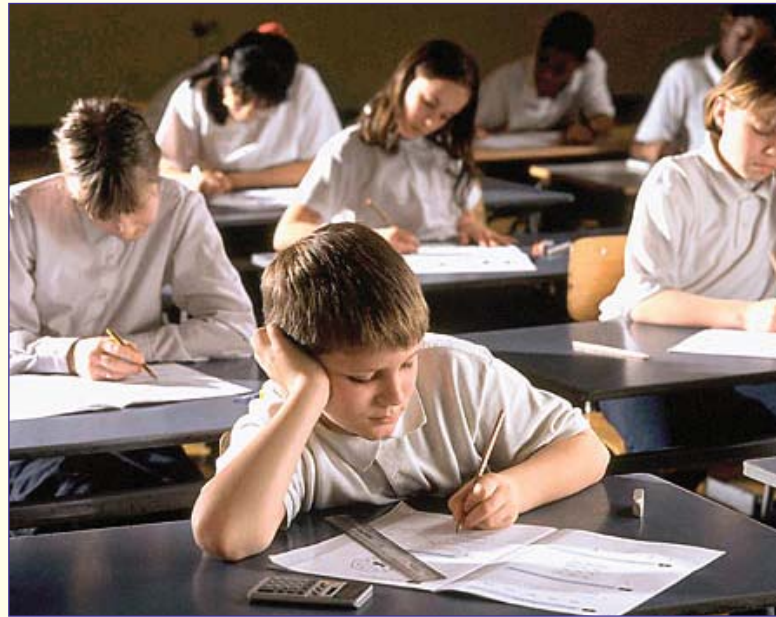
As a result of the report, monitoring procedures were tightened and reported regularly to the Moray Chief Officers Group and the council's Child Protection Sub Committee, and a strengthening of child protection procedures through the North East of Scotland Child Protection Committee was undertaken.

These procedures have been established in a short space of time and the significant progress made by partners has been praised by HMIE inspectors in a follow-up inspection in June 2009.

A campaign was run highlighting the impact of domestic abuse on families, raising public awareness of the effects on families of excessive alcohol consumption and family violence.

Reported incidences of domestic abuse fell from 307 to 262 during the year, although

alcohol remains a major factor in most cases. To maintain awareness of the issue, domestic abuse training was delivered to over 400 staff, and a multi-agency conference was held in Elgin.



A system of corporate parenting is presently being trialled within Moray. A corporate parent is a member of the council's central management team and/or an elected member of the council's administration, who have access to the life of a looked after child. This objective scrutiny ensures that all agencies work together to maximise the life chances of the child.

However, some young people stray and come to the attention of the courts. The establishment of the Youth Justice Strategy Group has made a significant contribution to the National Outcome 8, helping to turn young people away from crime and into positive activities.

This year there has been a 33% drop in the number of criminal charges against young people; a massive 60% drop in the number of persistent young offenders from 25 to 10; and an overall reduction of 18% in the number of young offenders, from 626 to 511.

OUTCOME NO. 5

Our children have the best start in life and are ready to succeed

Once children reach their teens, their future success as learners, confident individuals and responsible citizens can be improved – or diminished - by a great many factors.

Successful parenting is key, and a parenting strategy has been devised, along with the creation of parenting groups attached to each area school group, to engage young parents with a core skills programme.

Parenting does not always come naturally, and the emerging strategy will focus on training and education for parents, complementing the Early Years Framework for 2010-2011.

OUTCOME NO. 4

Our young people are successful learners, confident individuals, effective contributors and responsible citizens

Once at school, young people benefit from the developing methodology in delivering the Curriculum for Excellence. Results are already showing improvement as the increase in higher grades below indicates for senior five and six years of secondary education. (Please note that the 2009-10 exam results are pre-appeal).

S5 1+ lev6	45%	(41%)
S5 3+ lev6	24%	(22%)
S5 5+ lev6	9%	(10%)
S6 1+ lev6	46%	(46%)
S6 3+ lev6	32%	(30%)
S6 5+ lev6	20%	(18%)

Although increases appear marginal, this should be seen against a long period of stagnation in terms of improved pass rates.

The council committed itself to effecting an improvement in pass rates following last year's results.



Sometimes students don't manage to engage with the learning process, and could easily fall through the net without some extra support at critical times. Working with Elgin High School, the Fairer Scotland Fund identified 12 S4 pupils who were at risk of disengaging. Coaching sessions, a support worker from Skills Development Scotland, and allocating a dedicated area of the school for class work led to 11 of the 12 completing the school year and have an agreed positive next step, either in further education or training. So successful was this programme that the school is to restructure its resources to accommodate future students who are at risk of disengaging.



Those who have not managed to achieve all they hoped for at school still have opportunities through training programmes such as the More Choices More Chances initiative for school leavers. Skills Development Scotland reported a 7% reduction in the number of 16-19 year olds classed in the More Choices More Chances group as at May 2010 compared to the previous year. Of the school leavers in 2009 11.7% of school children were recorded as either not in employment, training or

education. Although there has been an increase in the percentage going onto higher education there was a subsequent drop in the number entering employment or training.

The Moray Assisted Recruitment Scheme (MARS) for disadvantaged people trying to secure employment aims to help 30 people gain useful work. The Fairer Scotland Fund provided £257,000 to match-fund apprenticeships and training, and has managed to trigger a further £97,500 from the Department of Work and Pensions.

MARS will help to place those who would be marginalised in the employment market in positions where they will be able to compete on an equal footing for any jobs that appear in their chosen arena.

OUTCOME NO. 3

We are better educated, more skilled and more successful, renowned for our research and innovation

Once this stage of learning has been completed, the partnership is committed to creating opportunities for improved learning and better qualifications. This year the percentage of young people entering further or higher education was 56.7%, the highest percentage for a decade. Moray College increased its enrolments in 2009-10 by 12.9% to 9,859.

There has been an increased number of unemployed young people (81.6%) who have benefitted from the Skills Development Scotland programme, and the council has held employability awareness training for those finding it difficult to secure jobs.

Education opportunities for adults has not progressed as well, due largely to the need to establish an operating structure and to create a strategy. The Moray Lifelong Learning Forum has been reformed to assist in this and agreed a strategy, but baseline information is still being collated. It is expected that this will be completed late in 2010.

Wealthier and Fairer

All partners have a significant role to play to ensure that local and inward investment is co-ordinated, sustained and developed. The benefits to everyone of creating an area that is attractive in which to do business include better infrastructure, facilities, more jobs, work opportunities with higher salary levels and the retention of a younger, contributing workforce.

OUTCOME NO. 1

We live in a Scotland that is the most attractive place for doing business in Europe

Spearheading the commercial element of this outcome are Moray Council and Highlands and Islands Enterprise Moray who, working with partners, have identified sites in Forres, Buckie and Elgin as priority locations to develop enterprise parks.

A 12,000 sq ft science unit was completed this year within the Enterprise Park at Forres,

and has already attracted a major technical development company. In Buckie, there has been a delay but proposals are still being evaluated. Work is therefore ongoing to secure the site to provide further business infrastructure.

In Elgin, a site to the west of the city, owned by the council, has been identified and initial site investigations have been completed. It is expected HIE Moray will provide sites for new, non-retail businesses. Detailed design is currently progressing and road access matters regarding entry to and from the A96 trunk road still have to be resolved with Transport Scotland, which in turn will determine the affordability of the proposal.

As the future of the RAF bases at Kinloss and Lossiemouth remains uncertain, the Community Planning Task Force continue with their efforts both to secure the future of the two bases and to help retain skilled former service personnel in the area.

Photo courtesy of chrismilne@macphoto.co.uk



Business Gateway was established towards the end of last year, and has been busy assisting new and existing businesses.

In partnership with Moray College, a programme of business training workshops has been developed and 53 delivered and sold-out so far. Advice was given to over 800 new clients, 420 of which were start-up inquiries and which led ultimately to the creation of 83 new businesses. The Gateway team led and assisted in business promotion events held in Moray, which were jointly run with partners including Moray College, Moray Chamber of Commerce, Highland and Island Enterprise and the Federation of Small Businesses.

HIE Moray has continued a programme of intensive support towards business which show prospects of growth and trade outwith the region and Scotland. There are currently 70 businesses within HIE Moray's account managed portfolio, with a further 15 social enterprises receiving intensive support.

Any improvement in the local economy from all of the above is hugely dependent on the standard of Moray's infrastructure, particularly our roads network. Construction of the long-awaited Fochabers bypass got under way this year to alleviate one of the major A96 bottlenecks, and work has been progressing on developing a case for other improvements. In the current financial climate, securing government support for investment in road infrastructure is becoming increasingly competitive. A series of improvement measures in Elgin were agreed with senior Transport Scotland officers, subject to funding becoming available from both parties, and the council has been working with HITRANS and consultants on producing viable solutions to improve traffic flow through Elgin with specific focus on distribution for the south west corner.

One of the improvements for Elgin started last year, the Reiket Lane bridge replacement, was completed. This improvement will link in to the envisaged south of Elgin western distributor road and the Edgar Road extension to access the High School.

However, as the planned building work at the High School has been deferred the road design work has been stopped. The parameters of the plan have changed and, with the delay to the High School works, the immediate need for extending Edgar Road has been deferred. An appraisal of a western distributor road and an investigation of the priorities and needs for the development of a housing site at Bilbohall may emerge as the driver for extending Edgar Road. The traffic model for Elgin is currently being updated to allow any traffic impacts from future development proposals to be evaluated.

OUTCOME NO. 2

We realise our full economic potential with more and better employment opportunities for our people

As soon as the Strategic Defence Review was announced and the potential implications for Moray were revealed, HIE undertook an update to the Moray 2020 assessment document that detailed the economic and social impact of the MoD's presence in the area.

The report reflected the economic changes to the area, the current wider economic climate and the impact on the business and wider communities. The report has been essential in appraising the press, stakeholders and UK cabinet Ministers of the potential impact of any reduction of RAF presence, and has informed campaigns and debate over the effect any reduction would have for Moray.

In any eventuality, the information contained in the report will inform any changes to services that a reduction in RAF presence would require.

In addition informing the debate around MoD presence, HIE has worked with partners to retain the large pool of experienced and skilled RAF staff within the local economy.

HIE have conducted three networking events, the most recent of which involved 10 local



companies and over 50 service personnel, to explore employment possibilities. The events have resulted in a number of service personnel securing employment in Moray, and many making excellent contacts in preparation for their retirement from the forces.

A major project to establish Moray College as a centre of excellence for life sciences and retain highly-skilled staff has been reviewed as a result of the current public sector financial position. Despite the £7.5 million budget for the Life Science research centre which is due to be completed and opened in 2012 being reduced to £6 million, the project aims remain the same. Funding is secured from the European Regional Development Fund, HIE Moray and Moray College, with the commitment from NHS Grampian confirmed, subject to an agreement by the NHS Grampian board early in October.

A total of 23 apprentices were recruited by Moray Council by September 2009, and a 'buddy' system is in place to guide the new recruits through their apprenticeship. All are registered for vocational awards, and apprentices are well placed to achieve either permanent work or higher education in preparation for a professional career. Already two have successfully secured permanent employment with the council. There are a number of different procedures now in place within the services with regard to the appointment of trainees, or newly qualified

staff into professional posts. Partners have been consulted regarding future opportunities including the expansion of the apprentice scheme.

More than £1.8million of European LEADER funding for rural initiatives was secured last year, and a full programme of community events and meetings was held to promote the availability of the fund. From the initial 100+ inquiries this generated, nearly £609,000 was awarded in match or part-funding grants to a host of local community groups and organisations. These grants helped community halls – including the conversion of a church to a new village hall, the fight against wildlife crime, Moray cricket clubs, a textile skills development project, and other social enterprise initiatives. A development officer has been appointed to help promote the take-up of the rest of the fund until it expires in 2013. The four towns of Lossiemouth, Keith, Forres and Buckie formed the Moray Towns Partnership, and between them developed small-scale projects to increase footfall in their shopping areas by a targeted five per cent, and decrease business vacancies by a minimum of four. The projects include tear-off town maps for Lossiemouth and Forres and business directories for Keith, Lossiemouth and Forres. The Buckie community formed its own business association, established a website and promoted a local arts event and festival.

For alternative formats, languages or further information, please ask an English speaking friend or relative to:

Phone: 01343 563319

Email: equalopportunities@moray.gov.uk

Write to: Project Officer
Chief Executive's Office
High Street
Elgin
IV30 1BX

如要索取其他的版式、各種語文的翻譯本，或需要更詳細的資訊，請叫一位會說英語的朋友或親屬與我們聯繫：

電話： 01343 563319

電郵： equalopportunities@moray.gov.uk

信件郵寄地址： 計劃主任(平等機會)

Project Officer
Chief Executive's Office
High Street
Elgin
IV30 1BX

Jeżeli chcieliby Państwo otrzymać informacje w innym formacie, języku lub dodatkowe informacje, mówiący po angielsku znajomy lub członek rodziny może do nas:

Zadzwoń na numer: 01343 563319

Wysłać mail: equalopportunities@moray.gov.uk

Adres korespondencyjny:

Project Officer
(Urzędnik ds. Jednakowego
Traktowania Mniejszości Narodowych)
Chief Executive's Office
High Street
Elgin
IV30 1BX

Para outros formatos, idiomas ou para obter mais informações, peça para um amigo ou parente que fale a língua inglesa entrar em contato conosco:

Telefone: 01343 563319

Email: equalopportunities@moray.gov.uk

Endereço:

Project Officer
Chief Executive's Office
High Street
Elgin
IV30 1BX

More detailed information and statistics are available from our website, www.yourmoray.org.uk

Should you have any comment on the contents of this report, please contact
Peter Jones, Public Performance Reporting and Communications Officer,
The Moray Council, High Street, Elgin, IV30 1BX,
or email peter.jones@moray.gov.uk



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