

REPORT TO: ECONOMIC DEVELOPMENT AND INFRASTRUCTURE

SERVICES COMMITTEE ON 19 FEBRUARY 2019

SUBJECT: SCOTTISH LOCAL AUTHORITIES ECONOMIC DEVELOPMENT

GROUP PERFORMANCE INDICATORS 2017-18

BY: CORPORATE DIRECTOR (ECONOMIC DEVELOPMENT,

PLANNING & INFRASTRUCTURE)

1. REASON FOR REPORT

1.1 To present to the Committee an annual report providing information about the Council's and other Local Authorities performance in relation to Economic Development activities during 2017/18.

1.2 This report is submitted to Committee in terms of Section III (F) (2) of the Council's Scheme of Administration relating to the exercise of functions that promote economic development.

2. **RECOMMENDATION**

2.1 It is recommended that the Committee considers and notes the Scottish Local Authorities Economic Development Group (SLAED)'s annual report on Economic Development performance.

3. BACKGROUND

- 3.1 The SLAED is the network of senior Economic Development officials from across all 32 Scottish Local Authorities.
- 3.2 The SLAED Indicators Framework is usually published at the joint SLAED and Economic Development Association Scotland (EDAS) Annual Conference in December. It has been devised by Economic Development professionals to assist Local Authorities to:
 - evidence and publicise the contribution that they make to Scotland's economy through their economic development activities; and
 - provide a basis for collating consistent data which can be used to better understand impact and identify potential areas for improvement.

- 3.3 The SLAED report sets out a range of data which includes returns submitted by the 32 Local Authorities and data drawn from the Scottish Government, Business Gateway National Performance Unit, the Supplier Development Programme, Scottish Enterprise (Scottish Development International), and the Office of National Statistics. A copy of the SLAED report has been placed on the Committee Management System and can be found at https://moray.cmis.uk.com/moray/CouncilandGovernance/Meetings/tabid/70/ct///iviewMeetingPublic/mid/397/Meeting/232/Committee/9/Default.aspx.
- 3.4 This is the sixth annual report. Although there are some differences in recording of the data by Local Authorities, these differences are narrowing each year.
- 3.5 Since 2015, the Scottish Government made Inclusive Growth an economic priority for Scotland. Inclusive Growth is defined as 'Growth that combines increased prosperity with greater equality; that creates opportunities for all and distributes the dividends of increased prosperity fairly'. Although challenging to measure, a number of indicators can be used to look at various aspects of Inclusive Growth. This year, after consultation with the SLAED Executive Group and the Local Government Benchmarking Framework (LGBF) programme in 2017, eight of these measures are included for the first time in this report.

4. REPORT FINDINGS

4.1 **Appendix 1** provides a comparison between the 2016/17 and the 2017/18 Moray return, containing 32 indicators of which 8 are new. **Appendix 2** provides a comparison with the other Local Authorities in the Council's benchmarking family for environmental services. Moray Council's return is set out on page 115 of the SLAED report. The following is an explanation of and narrative for each indicator.

11 Economic Development Expenditure

4.2 Indicator I1 shows the capital and revenue spend of the Council on Economic Development as a percentage of the total spend across Scotland.

Year	Total spend by Moray	% of the total
	Council	spend in
		Scotland
2017-18	£4,657,000	0.9%
capital expenditure	£1,881,000	
revenue expenditure	£2,776,000	
2016-17	£3,841,308	1.5%
capital expenditure	£1,133,308	
revenue expenditure	£2,708,000	

4.3 It should be noted that the capital value varies each year depending on capital projects. In 2017/18 the measure was changed from Economic Development Expenditure to Economic Development & Tourism Expenditure.

4.4 Please note this is an evolving recording process so there are inconsistencies across Local Authorities that make direct comparisons unreliable.

12 Economic Development Staffing - estimated

Year	Moray Council staff primary	Scotland LA staff primary
	role economic development	role economic development
2017-18	24.0	1,280.43
2016-17	25.6	1,262.2
2015-16	28.1	1,347.64
2014-15	8.5	1,446.1
2013-14	8.5	1,524.5

4.5 At Moray Council in 2017/18, there was 24.0 full time equivalent staff (FTE) with economic development as their primary role. The increased number from 2013/14 is due to a change in interpretation of the posts which perform an economic development role.

Role	Council Service	Permanent post	Externally funded	
Employment Support (employability & skills training)	IJB - Community Care Day Opportunities	Yes	No	17
External Funding & Business Support aka the Economic Development Team	Development Services	Yes	No	5
Elgin Conservation Area Regeneration Scheme	Development Services	No	Yes	1.0 (temporary contract to April 2018)
Estates Surveyors	Housing & Property	Yes	No	1.0 FTE pro rata

4.6 The Council also employs 3 FTE Business Gateway staff which was not included by SLAED in this total; those staff numbers are reported separately by Business Gateway National.

A1 Number of Attendees at Business Gateway Events

Year	Event Attendees
2017-18	1,599
2016-17	1,452
2015-16	1,105
2014-15	952
2013-14	465

4.7 During 2017/18, there were 1,599 attendees at Business Gateway events in Moray. The events are defined as "Local Events" in addition to any workshops and seminars run for business by Business Gateway. They include events run with other non-Local Authority partners including the Chamber of Commerce, Developing the Young Workforce, Moray College UHI, Moray Speyside Tourism, HIE, and Skills Development Scotland. Moray Business Week accounted for about 400 of these in 2017/18. Moray

Business Week was in its 3rd year; it has been well received by Moray Business, it brings together all business support agencies providing opportunities for engagement, education, collaboration and networking leading to business growth.

A2 Number of Attendees at Business Events provided by the Council

Year	Event Attendees	
2017-18	1,499	
2016-17	641	
2015-16	604	

4.8 During 2017/18 there were 1,499 attendees at events provided by the Council including 130 at the annual external funding event. For Moray there is a large element of overlap with measure A1 as most of the business events provided by the Council are run by Business Gateway with local partners.

A3 Number of Companies Registered with the Supplier Development Programme (SDP)

Year	Companies Registered with SDP
2017-18	36
2016-17	28
2015-16	15
2014-15	2

- 4.9 SDP is working with small and medium sized enterprises to register with Public Contracts Scotland (PCS) and supporting them to win business from public procurement. The Scottish Government procurement service facilitated the establishment of the SDP. In 2017/18 Moray Council was an associate member of the SDP. SDP ran a meet the buyer event in Inverness in September 2018. In 2019/20 the Council has the opportunity to take a full membership. The additional cost of full membership could be paid for from the Business Gateway budget. Full membership would be used to trial the SDP advice service and determine whether the seminars provided by the programme increases the number of companies that both register with SDP and win business from the public sector as a result. There is a separate report on this meeting agenda regarding membership of SDP.
- 4.10 During 2017/18 in Moray, supplier development was facilitated by Business Gateway as part of a supplier development strategy established with the Council's procurement team. For example in January 2018, staff attended Council procurement lead events with the construction sector to raise the profile of forthcoming contract opportunities; 160 people attended the events. During 2017 working with the Scottish Government Public Contracts Scotland Capability Manager, who is hosted by the Council, officers devised a pilot for the government and carried out health checks for businesses registered on PCS. The health checks maximise their readiness to tender for work in the public sector.

OP1 Number of Businesses Supported by Council Economic Development Activity

Year	Businesses Supported
2017-18	71
2016-17	6
2015-16	327
2014-15	697
2013-14	14

4.11 During 2017/18, the Council supported 71 businesses including social enterprises with grants and loans from programmes. The number was down from prior years due to the end of the LEADER programme and the European Fisheries Fund (EFF). The new LEADER programme (2014-2020) commenced in Moray during 2017 and is now administered by TSiMoray. The EFF 2014-2022 Highland and Moray is also underway and is administered by Highland Council. The number was higher in 2017/18 because of grants provided through the Money 4 Moray initiative, the Moray Town Partnership and from construction grants from the Elgin Conservation Area Regeneration Scheme.

OP2 Number of Business Gateway Unique Customer Accounts

Year	Unique Customer Accounts
2017-18	929

This is an indicator of support delivered by the Business Gateway's core service. The SLAED Indicators Framework has previously reported on the number of interventions because the number of unique businesses was unavailable. The Business Gateway National Unit has provided data for 2017/18 which reports the number of customers (accounts) who have received support from Business Gateway (with an account being counted once even if multiple transactions have been recorded). Under this new approach, customer accounts are counted as being supported if one or more of the following transactions have been entered into the Client Relations Management (CRM) system during the reporting period: new account registered, enquiry, enquiry action or activity (not tasks) created, business start-ups claimed, segmentation referrals completed, products delivered, research or referral recorded. In 2017/18, the number of unique businesses supported across Scotland was 50,593, with 929 in Moray. During 2017/18 this number was influenced by the local growth accelerator programme (LGAP) that launched in February 2017. LGAP facilitates specialist advice for enterprises with growth and export potential in key sectors, it includes a programme of learning for individuals within growth business, advice includes for example HR recruitment advice to help small enterprises who might otherwise not take on additional employees.

OP3 Number of Companies Assisted by Scottish Development International (SDI)

Year	Companies Assisted by SDI
2017-18	45
2016-17	43
2015-16	18
2014-15	20
2013-14	23

4.13 During 2017/18, 45 companies in Moray were assisted to internationalise by SDI. This is an increase from 18 in 2015/16 and likely reflects the push by the Scottish Government to support business to export. With Moray accounting for 1.8% of all Scottish companies, this likely reflects that the majority of companies in Moray are Small and Medium Sized Enterprises (SMEs) up to 250 employees. The scope to help "scale-up" business in Moray is being explored with Highlands and Islands Enterprise (HIE) as part of the Moray Growth Deal.

OP4 Number of Unemployed People that have Participated in Council Funded or Operated Employability Activities

Year	Unemployed people that participated
2017-18	716
2016-17	423
2015-16	529
2014-15	682
2013-14	524

- 4.14 716 unemployed people participated in Council Funded or Operated Employability Activities in 2017/18. 423 participated in 2016/17. The number includes the amount of people participating in funded programmes and the amount of people helped with one to one support from the Council's Employment Support Service.
- 4.15 In 2017 the Council took the lead on a 2 year project with funding from the European Social Fund, working with local partner organisations, it was estimated this would see over 100 unemployed people assisted into work. In 2017/18, 238 people had received training and qualifications from the programme which should take them closer to achieving their goal of getting back into work.

OP5 Availability of Employment Land

- 4.16 22.4% of land designated in the Local Development Plan for employment purposes was immediately available (serviced, marketed and investor ready).
- 4.17 The Council monitors the supply of employment land through an annual audit. The 2018 audit was reported to the Planning & Regulatory Service Committee on 19 June 2018 (paragraph 7 of the minute refers). Full details, issues and considerations regarding addressing the constraints on the supply of serviced employment sites within Moray are provided in that report. The audit found

that there was a decrease since 2017 of 0.35 hectares (ha) to 80.27ha in the overall supply of employment land due to construction activity. There had also been a decrease of 0.12ha to 17.95ha in the effective land supply (land that could be brought forward within 5 years). This decrease was due to the removal of Local Development Plan site I1 Greshop, Forres following completion of development there.

OP6 Number of Businesses Participating in SDP

4.18 1 business in Moray participated in the Supplier Development Programme during 2017/18. See narrative for A3 above.

OC1 Gross Value Added per Capita (Inverness & Nairn and Moray, Badenoch & Strathspey)

Period	Council	Scotland
2016	£21,683	£22,059
2015	£20,817	£21,510
2014	£20,649	£21,208
2013	£22,278	£22,250
2012	£21,831	£21,333

4.19 In 2016 the Gross Value Added (GVA) per Capita was £21,683. The GVA measures change in total economic output of goods and services at the local level which was less than the national average of £22,059, which indicates that Moray is generally not as productive as some other areas. Moray Business and support agencies have considered this and productivity is highlighted in the Moray Economic Strategy 2019-2029. For instance this could be addressed by increased mechanisation or increasing production of higher value products. This is a matter that is being pursued as part of the Moray Growth Deal. The measurement of OC1 was formerly published by region but is now available by Local Authority as seen above.

OC2 Gross Weekly Earnings - Residence Based and Workforce Based

Year	Gross Weekly	Scotland	Gross Weekly	Scotland
	Earnings –		Earnings –	
	Residence		Workforce	
	Based		Based	
2017	£497.90	£547.70	£498.10	£547.30
2016	£498.70	£536.60	£491.80	£535.00
2015	£490.70	£527.00	£489.80	£527.00.
2014	£434.30	£518.20	£451.50	£519.40
2012	£449.20	£508.00	£466.40	£508.30

4.20 In 2017, the Gross Weekly Earnings – Residence Based (those living in a Council area but potentially working in another Council area) was £497.90 up from £434.30 in 2014 and the Gross Weekly Earnings – Workforce Based (those working in a Council area, regardless of where they live) was £498.10 up from £451.50 in 2014. Between 2016 and 2017 both the residence based and the workforce based averages for Moray slipped further behind the respective national averages.

OC3 Employment Rate

4.21 For this indicator employment rate is the number of people in employment of working age (16-64 years) expressed as a percentage of the total working age population.

Year	Moray employment rate %	Scotland %
2017-18	73.8	74.3
2016-17	73.5	73.4
2015-16	74.2	72.9
2014-15	75.8	72.9
2013-14	77.7	71.5

- 4.22 For the first time in five years Moray had an employment rate lower than the national rate.
- 4.23 It should be noted that this figure is calculated by the Office of National Statistics based on the Annual Population Survey (APS), a sample survey which includes people who are self-employed, volunteers and working in land based industries.

OC4 New Business Starts per 10,000 Working Age Population

Year	Business Start-Up rate/10,000 population	Scotland
2016	48	64
2015	50	62
2014	54	62
2013	48	62
2012	41	50

4.24 In 2016, Moray had a lower business start-up rate of 48 per 10,000 of population compared to the national rate of 64, a decrease from 50 per 10,000 in 2015. It should be noted that the number of business start-ups is influenced by the availability of employment. As per indicator OC3, Moray had a high percentage of employment in 2016. It should also be noted through Business Gateway at the Council focus is on supporting start-ups in key sectors of the economy and with growth potential.

OC5 Business Survival Rate (3 Year)

4.25 This indicator covers all new businesses registered for VAT.

Year	3 yr business survival rate %	Scotland %
2013-2016	64.9	62.1
2012-2015	64.6	62.0
2011-2014	64.3	62.8
2010-2013	60.0	57.1
2009-2012	65.1	60.1

4.26 Between 2009 and 2016 the survival rate in Moray has been higher than the national rate. So while there may be fewer start-ups in Moray there is

evidence that more of them survive.

OC6 Claimants in Receipt of Out-of-Work Benefits

Year	% of working age people	Scotland
	(16-64) claiming either	%
	JSA and Universal Credit	
2018	2.0	2.6

4.27 This indicator is used to measure the percentage of people in each council area aged 16-64 that were claiming Job Seeker's Allowance (JSA) and Universal Credit claimants who are out of work. This has changed since the last review period as the figure for Claimants of Key DWP Benefits is no longer available. This is used as a proxy measure for poverty and low income. In 2018, 2.6% of the Scottish population aged 16-64 were claiming JSA and Universal Credit, in Moray the rate was 2.0%. This cannot be compared with previous review periods due to the change in data available.

OC7 Working Age Population with Low/No Qualifications

4.28 The working age population with low or no qualifications in 2016 was 12.2% which was more than the Scottish rate which was 10.8%.

Year	Working Age Population With Low or No Qualifications %	Scotland %
2017	12.2	10.8
2016	12.8	11.9
2015	14.3	11.2
2014	11.2	11.5
2013	10.8	12.6

OC8 Town Vacancy Rate

4.29 In 2018, the vacancy rate of retail units in the Moray Town Centres of Elgin, Forres, Lossiemouth, Keith and Buckie was 9.9% with the national average 11.5%.

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Year	Vacancy Rate of retail	Scotland %
	units in Moray Town	
	Centres of Elgin, Forres,	
	Lossiemouth, Keith and	
	Buckie %	
2018	9.9	11.5
2017	11.9*	10.2
2016	11.9	11.9
2014	12.9	10.1
2012	9.5	10.2

4.30 The Council's Planning Service carries out "Town Centre Health Checks" every 2 years which includes measurement of footfall and surveys to identify vacancy rates. The recorded vacancy rate in the summer of 2018 was down from 12.9% recorded in 2014 but remains up from 2012. A full report was

provided to the special meeting of the Planning and Regulatory Services Committee on 18 December 2018 (paragraph 4 of the Minute refers).

OC9 Number of Business Gateway Start-Ups that are Trading

Year	Business Gateway Supported Start-Ups That Began Trading	Scotland
2017-18	128	9,129
2016-17	132	8,983
2015-16	137	9,087
2014-15	120	10,103
2013-14	132	10,138

4.31 In 2017/18, the number of Business Gateway supported start-ups that began trading was 128.

OC11 Leverage of External Funding

4.32 The leverage of external funding can vary significantly each year as it includes major capital expenditures on strategic infrastructure such as the flood alleviation schemes.

Year	Funding Received per £1	Scotland
	invested	
2017-18	£1: £2.66	£1: £1.71
2016-17	£1: £3.69	£1: £1.54
2015-16	£1: £2.47	£1: £1.56
2014-15	£1: £2.49	£1: £1.33
2013-14	£1: £3.30	£1: £1.80

4.33 In 2017/18, the Council received £2.66 for every £1 it invested as match funding which is better than the Scottish average of £1.71 for every £1. Over the last five years the Council has leveraged more external funding per pound of Council investment than the national average.

OC12 Number of Planned New and Safeguarded Jobs from Completed Inward Investment Projects

4.34 This measure is used to indicate the potential for new job creation and safeguarded jobs from completed inward investment projects within each Council area. Data for this indicator was supplied by Scottish Enterprise and Highlands and Islands Enterprise and reflects the delivery of support by Scottish Development International (SDI) within Council areas. This is a proxy measure for inward investment.

Year	New Jobs recorded as the result of completed inward investment by HIE	Number of Safeguarded Jobs
2017-18	19	0
2016-17	0	0
2015-16	0	0
2014-15	64	0

- 4.35 In 2017/18, 19 new jobs were recorded as the result of completed international inward investment, 0 existing jobs were safeguarded in relation to this investment. It should be noted that Moray is in competition with the rest of Scotland and the UK as a location looking to attract international inward investments, which can also be several years in the making.
- 4.36 In 2017/18 there were 3,839 planned new jobs from completed inward investment projects across Scotland. The safeguarded jobs from completed inward investment projects in 2017/18 were 4,691. City of Edinburgh accounted for the majority of new jobs at 1,221. This was followed by Glasgow City with 716.5 and South Lanarkshire, with 676 planned new jobs.

OC13 No. of Unemployed People that have Progressed to Employment as a Result of Participation in Council Funded/Operated Employability Activities

Year	Moray	Nationally
2017-18	157	16,469
2016-17	83	17,020
2015-16	59	21,264
2014-15	270	24,181
2013-14	247	24,893

- 4.37 In 2017/18, 157 unemployed people progressed to employment. In 2016/17, 83 unemployed people progressed into employment. The number in 2014/15 was greatly boosted by the Council's participation in the Youth Employment Scotland Programme which helped 120 young people into work.
- 4.38 As per indicator OP4 above, from 2017 the Council is leading a 2 year project with funding from the European Social Fund, working with local partner organisations, which was estimated would see over 100 unemployed people assisted into work and a further 100 people should receive training and qualifications which should take them closer to achieving their goal of getting back into work.

IG1 GVA per Hour Worked/Job Filled

	Period	Council	Scotland
GVA per hour worked (£)	2016	£32.00	£32.40
GVA per job filled (£)	2016	£53,652	£51,384

4.39 The two indicators above are recommended for use by the Office of National Statistics (ONS) to measure sub-regional productivity due to the measures having a workplace based numerator (total GVA) and a workplace based denominator (hours worked/jobs filled). The data is shown by Nomenclature of Territorial Units for Statistics (NUTS) 3 regions, which is the lowest available regional breakdown. Moray data is grouped with Inverness & Nairn and Moray, Badenoch & Strathspey

IG2 Underemployment

Year	Moray	Nationally
2017	8.4%	8.0%

4.40 This indicator measures the percentage of 'Under-employment' in each Council area. This represents those aged 16 and over who are in employment and would like to work longer hours in their existing job, have an additional job, or find a different job with more hours. In 2017 the average for Under-employment in Scotland was 8% and in Moray it was 8.4%.

IG3 5 year % change in median income vs lowest quintile

Year	Moray	Nationally
2013-2018	0.1%	-3.1%

4.41 This indicator measures the percentage change in median income over 5 years, in comparison with the percentage change of income in the lowest quintile. The data period covers 2013-2018. Over this period, the average percentage change for Scotland was -3.1%. Nationally the position has declined while in relative terms the data indicates that in Moray the gap in earnings between the median earnings and those in the lowest quintile has not changed over the period i.e. the poorest are relatively no poorer.

IG4 GVA by Key Growth Sector (Moray)

Sector	2014 (£)	2015 (£)	2016 (£)
Food and Drink	76,832	80,679	81,076
Financial & Business Services	31,626	42,024	46,839
Life Sciences	Not	Not	Not
	Available	Available	Available
Energy	79,032	104,628	166,688
Sustainable Tourism	21,058	11,116	18,157
Creative Industries (incl. Digital)	37,869	43,067	48,727

4.42 This indicator measures the GVA by Head (Employment) for the key growth sectors in Scotland over three years (2014-2016). The growth sectors are: Food & Drink; Financial & Business services; Life Sciences; Energy (including renewables); Sustainable Tourism; and Creative Industries (including digital).

IG5 Percentage of Employees Earning Less Than The Living Wage

Year	Moray	Nationally
2017	24.9%	18.4%

4.43 This measures employees who are earning less than the Living Wage in Scotland (£8.25/hour) and is based on employees who are aged 18+, on the PAYE system on adult rates and whose pay was not affected by absence. Levels are calculated using low pay calibration weights in line with ONS guidance and hourly earnings excludes any overtime payments. The Local Authorities are 'workplace' based, so the data includes all those that work in the Council area regardless of where they live. In Scotland overall in 2017, 18.4% were earning less than the Living Wage, compared to 20.1% in 2016

and 19.6% in 2015. In Moray in 2017 24.9% of employees aged over 18 earned less than the Living Wage.

IG6 Percentage of Participation by 16-19 year olds

Year	Moray	Nationally
2018	91.2%	91.8%

4.44 This indicator measures the percentage of 16-19 year olds participating in education, employment or training. The average percentage for Scotland in 2018 is 91.8%, compared with 91.1% in 2017 and 90.4% in 2016. In Moray in 2018 91.2% of 16-19 year olds were participating in education, employment or training.

IG7 Percentage of Premises Unable to Access 10Mbit/s Broadband

Year Moray		Nationally
2018	9.2%	6.1%

4.45 This indicator measures the percentage of premises unable to access 10Mbit/s broadband, which is the minimum speed for meeting the Universal Service Obligation. In 2018 the percentage of premises across Scotland unable to access 10Mbit/s was 6.1%. In Moray it was 9.2%.

IG8 Percentage of Premises Able to Access Superfast Broadband

Year	Moray	Nationally
2018	83%	91.1%

4.46 This indicator measures the percentage of premises able to access Superfast Broadband (SFB) (30Mbit/s). This is the EU's definition of superfast broadband and it is the Scottish Government's ambition for this to be available to all premises by the end of 2021. This allows businesses to use, analyse and drive data in competitive markets. The average percentage of premises with access to SFB in Scotland in 2016 was 78.6%; in 2017 it was 85.9% and in 2018 91.1%. In 2018 in Moray 83% of premises were able to access SFB.

5. **SUMMARY OF IMPLICATIONS**

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))

The report provides useful indicators from which to relate the actions of Council services and specific economic development partners in 2017/18 to the corporate plan priority to promote economic development and growth, also the LOIP priority of a growing and sustainable economy.

(b) Policy and Legal

The Council considers support for economic development issues on their merits, against the objective to facilitate sustainable economic growth and the desired outcomes of the Ten Year Plan and Corporate Plan.

(c) Financial implications

There are no financial implications arising directly from this report.

(d) Risk Implications

There are no risk implications.

(e) Staffing Implications

The annual return to SLAED is compiled using existing staffing resources.

(f) Property

There are no property implications.

(g) Equalities/Socio Economic Impact

There are no equalities impacts arising from this report on performance. However, it is worth noting that on 1 April 2018 the socio-economic duty under section 1 of the Equality Act 2010 came into force in Scotland. The 2017/18 edition of the indicators includes a new section of inclusive growth indicators that could be a useful reference source.

(h) Consultations

The Corporate Director (Economic Development Planning & Infrastructure), the Head of Development Services, the Legal Services Manager (Property and Contracts), the Equal Opportunities Officer, Paul Connor (Principal Accountant) and Caroline Howie (Committee Services Officer) have been consulted and comments received have been incorporated into the report.

6. **CONCLUSION**

6.1 The SLAED Indicators Framework provides a basis for collating consistent data, which can be used to better understand impact of activities supported by Moray Council and other Local Authorities and identify potential areas for improvement. The indicators show that the activities of the Council can have a major and positive impact on the economy.

Author of Report: Gordon Sutherland Planning and Economic Development

Manager

Background Papers: SLAED Indicators Report 2017-18

Ref: