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## **Economic Development & Infrastructure Services Committee**

Tuesday, 14 August 2018

**NOTICE IS HEREBY GIVEN** that a Meeting of the **Economic Development & Infrastructure Services Committee** is to be held at **Council Chambers, Council Office, High Street, Elgin, IV30 1BX** on **Tuesday, 14 August 2018** at **09:30**.

### **BUSINESS**

**1 Sederunt**

**2 Declaration of Group Decisions and Members Interests \***

**3 Resolution**

Consider, and if so decide, adopt the following resolution:  
"That under Section 50A (4) and (5) of the Local Government (Scotland) Act 1973, as amended, the public and media representatives be excluded from the meeting for Item 19 of business on the grounds that it involves the likely disclosure of exempt information of the class described in the relevant Paragraphs of Part 1 of Schedule 7A of the Act."

**4 Minute of the Previous Meeting - 15 May 2018**

**7 - 12**

**5 Written Questions \*\***

## **Summary of Economic Development and Infrastructure**

### **Services Committee functions:**

Roads Authority; Lighting Authority, Reservoirs Act 1975, Public Passenger Transport; Flood Prevention; Twinning; Piers and Harbours and Coast Protection; Industrial and Commercial Development; Environmental Protection; Burial Grounds; Assistance to Industry or Commerce; Public Conveniences; Council Transportation; Catering & Cleaning; Land Reform (Scotland) Act 2003; Countryside Amenities; Tourism, monitoring funding from European Programmes, youth training and employment creation scheme and provide Architectural, Quantity Surveying, Maintenance and Allied Property Services.

<b>6</b>	<b>Moray Employment Land Audit 2018</b>	<b>13 - 44</b>
	Report by the Corporate Director (Economic Development, Planning and Infrastructure)	
<b>7</b>	<b>Waste Strategy - Consolidation of Waste Management Facilities - Update</b>	<b>45 - 52</b>
	Report by the Corporate Director (Economic Development, Planning and Infrastructure)	
<b>8</b>	<b>Direct Services - Improvement Actions - Service Plan 2018-19</b>	<b>53 - 62</b>
	Report by the Corporate Director (Economic Development, Planning and Infrastructure)	
<b>9</b>	<b>Capital and Revenue Budget Monitoring - Direct Services and Development Services</b>	<b>63 - 78</b>
	Report by the Corporate Director (Economic Development, Planning and Infrastructure)	
<b>10</b>	<b>Direct Services Performance Report - Half Year to March 2018</b>	<b>79 - 98</b>
	Report by Corporate Director (Economic Development, Planning and Infrastructure)	
<b>11</b>	<b>Industrial Portfolio Annual Report 2017-18</b>	<b>99 - 136</b>
	Report by the Corporate Director (Economic Development, Planning and Infrastructure)	
<b>12</b>	<b>Marine Safety Report - Quarter 1 2018</b>	<b>137 - 150</b>
	Report by the Corporate Director (Economic Development, Planning and Infrastructure)	

- |           |  |                      |
|-----------|--|----------------------|
| <b>13</b> | <b>Use of plastic based materials in road construction</b>   | <b>151 -<br/>158</b> |
|           | Report by the Corporate Director (Economic Development, Planning and Infrastructure)                                 |                      |
| <b>14</b> | <b>Lossiemouth A941 Elgin Road School Brae Junction Improvement</b>  | <b>159 -<br/>162</b> |
|           | Report by the Corporate Director (Economic Development, Planning and Infrastructure)                                 |                      |
| <b>15</b> | <b>Maintenance of SUDS under Section 7 of the Sewerage (Scotland) Action 1968</b>                                    | <b>163 -<br/>170</b> |
|           | Report by the Corporate Director (Economic Development, Planning and Infrastructure)                                 |                      |
| <b>16</b> | <b>Castle to Cathedral to Cashmere</b>   | <b>171 -<br/>244</b> |
|           | Report by the Corporate Director (Economic Development, Planning and Infrastructure)                                 |                      |
| <b>17</b> | <b>Question Time ***</b>   |                      |
|           | Consider any oral question on matters delegated to the Committee in terms of the Council's Scheme of Administration. |                      |
|           | <b>Item(s) which the Committee may wish to consider with the Press and Public excluded</b>                           |                      |

**18 Dredger Collaboration**

- Information on the amount of any expenditure proposed to be incurred by the Authority;
- Information on proposed terms and/or expenditure to be incurred by the Authority;

**Any person attending the meeting who requires access assistance should contact customer services on 01343 563217 in advance of the meeting.**

<b>GUIDANCE NOTES</b>
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\* **Declaration of Group Decisions and Members Interests** - The Chair of the meeting shall seek declarations from any individual or political group at the beginning of a meeting whether any prior decision has been reached on how the individual or members of the group will vote on any item(s) of business on the Agenda, and if so on which item(s). A prior decision shall be one that the individual or the group deems to be mandatory on the individual or the group members such that the individual or the group members will be subject to sanctions should they not vote in accordance with the prior decision. Any such prior decisions will be recorded in the Minute of the meeting.

\*\* **Written Questions** - Any Member can put one written question about any relevant and competent business within the specified remits not already on the agenda, to the Chair provided it is received by the Proper Officer or Committee Services by 12 noon two working days prior to the day of the meeting. A copy of any written answer provided by the Chair will be tabled at the start of the relevant section of the meeting. The Member who has put the question may, after the answer has been given, ask one supplementary question directly related to the subject matter, but no discussion will be allowed.

No supplementary question can be put or answered more than 10 minutes after the Council has started on the relevant item of business, except with the consent of the Chair. If a Member does not have the opportunity to put a supplementary question because no time remains, then he or she can submit it in writing to the Proper Officer who will arrange for a written answer to be provided within 7 working days.

\*\*\* **Question Time** - At each ordinary meeting of the Committee ten minutes will be allowed for Members questions when any Member of the Committee can put a question to the Chair on any business within the remit of that Section of the Committee. The Member who has put the question may, after the answer has been given, ask one supplementary question directly related to the subject matter, but no discussion will be allowed.

No supplementary question can be put or answered more than ten minutes after the Committee has started on the relevant item of business, except with the consent of the Chair. If a Member does not have the opportunity to put a supplementary question because no time remains, then he/she can submit it in writing to the proper officer who will arrange for a written answer to be provided within seven working days.

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# **THE MORAY COUNCIL**

## **Economic Development & Infrastructure Services Committee**

### **SEDERUNT**

Councillor Graham Leadbitter (Chair)  
Councillor Theresa Coull (Depute Chair)  
Councillor David Bremner (Member)  
Councillor John Cowe (Member)  
Councillor Gordon Cowie (Member)  
Councillor John Divers (Member)  
Councillor Ryan Edwards (Member)  
Councillor Claire Feaver (Member)  
Councillor Marc Macrae (Member)  
Councillor Maria McLean (Member)  
Councillor Shona Morrison (Member)  
Councillor Ron Shepherd (Member)  
Councillor Sonya Warren (Member)

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**MINUTE OF MEETING OF THE ECONOMIC DEVELOPMENT AND  
INFRASTRUCTURE SERVICES COMMITTEE****TUESDAY 15 MAY 2018****COUNCIL CHAMBERS, ELGIN****PRESENT**

Councillors J Cowe (Chair), M McLean (Depute), G Alexander, D Bremner, G Cowie, J Divers, C Feaver, G Leadbitter, S Morrison, R Shepherd and S Warren.

**IN ATTENDANCE**

The Corporate Director (Economic Development, Planning and Infrastructure), the Head of Direct Services, the Transportation Manager, the Environmental Protection Manager, the Acting Consultancy Manager, the Operations Manager (Harbours), the Planning and Economic Development Manager, Ms E Penny, Engineer (Traffic), the Legal Services Manager (Property & Contracts) as Legal Adviser to the Committee and Mrs L Rowan, Committee Services Officer as Clerk to the Committee.

**1. DECLARATION OF GROUP DECISIONS AND MEMBERS INTERESTS**

In terms of Standing Order 20 and the Councillors' Code of Conduct, there were no declarations from Group Leaders or Spokespersons in regard to any prior decisions taken on how Members will vote on any item on the agenda or any declarations of Members interests in respect of any item on the agenda.

**2. EXEMPT INFORMATION**

The meeting resolved that in terms of Section 50A (4) and (5) of the Local Government (Scotland) Act 1973, as amended, the public and media representatives be excluded from the meeting during consideration of the items of business appearing at the relevant paragraphs of this Minute as specified below, so as to avoid disclosure of exempt information of the class described in the appropriate paragraphs of Part 1 of Schedule 7A of the Act.

**Para Number of Minute****Para Number of Schedule 7A**

12  
13

8 & 9  
13

**3. MINUTE OF THE ECONOMIC DEVELOPMENT AND INFRASTRUCTURE  
SERVICES COMMITTEE DATED 20 MARCH 2018**

The Minute of the meeting of the Economic Development and Infrastructure Services Committee dated 20 March 2018 was submitted and approved.

#### **4. WRITTEN QUESTIONS**

The Committee noted that no written questions had been submitted.

#### **5. ELGIN TRANSPORT STRATEGY**

A report by the Corporate Director (Economic Development, Planning & Infrastructure) informed the Committee about the funding position for the Moss Street scheme of Elgin Transport Strategy (ETS).

Following consideration, the Committee agreed to:

- (i) approve the deferral of the Moss Street scheme of Elgin Transport Strategy; and
- (ii) note that the developer obligation will be returned in accordance with the terms of the agreement.

#### **6. MORAY ROAD SAFETY PLAN 2018-2022**

A report by the Corporate Director (Economic Development, Planning & Infrastructure) asked the Committee to approve the draft of the Moray Road Safety Plan 2018 – 2022.

During discussion surrounding the recently agreed budget proposals which had resulted in a reduction in spend in road safety education, the Safe Drive Stay Alive campaign and a reduction in the number of School Crossing Patrollers (SCPs), it was queried whether this had been taken into consideration when preparing the draft Moray Road Safety Plan and whether any risk assessment had been carried out in light of the budget reductions.

In response, the Corporate Director (Economic Development, Planning and Infrastructure) advised that the impact on education was part of the work set out in the strategy and that the decision on reduction in the number of SCPs had been taken in accordance with recommendations found in national guidance and that a risk assessment would not be necessary within these parameters.

The Transportation Manager further advised that, in conjunction with national guidance recommendations in relation to SCPs, a thorough assessment of each area had been carried out which included assessing the number of people crossing the road and the volume of vehicles using the road when determining whether SCPs were required.

Thereafter, the Chair moved that the Committee agree to approve the Moray Road Safety Plan 2018-2022. This was seconded by Councillor Alexander.

As an amendment, Councillor Leadbitter moved that the report be deferred until a risk assessment has been carried out on the budget changes which have resulted in a reduction to the Safe Drive Stay Alive funding, road safety education funding and school crossing patrolling provision. This was seconded by Cllr Warren.

On a division there voted:

For the motion (6): Councillors Cowe, Alexander, Cowie, Feaver, M McLean and Shepherd

For the amendment (5): Councillors Leadbitter, Warren, Bremner, Divers and Morrison

Abstentions (0): Nil

Accordingly, the motion became the finding of the Committee and it was agreed to approve the Moray Road Safety Plan 2018-2022 as set out in Appendix 1 of the report.

## **7. FLOOD RISK MANAGEMENT – STATUTORY CONSULTATION ON POTENTIALLY VULNERABLE AREAS**

A report by the Corporate Director (Economic Development, Planning & Infrastructure) asked the Committee to agree the Council's response to the Scottish Environment Protection Agency (SEPA) Flood Risk Management in Scotland – 2018 Consultation on Potentially Vulnerable Areas.

Following consideration, the Committee agreed the Council's response to the statutory consultation on the Potentially Vulnerable Areas, as set out in the Appendix to the report.

## **8. MANAGEMENT OF PUBLIC TOILETS**

A report by the Corporate Director (Economic Development, Planning & Infrastructure) confirmed the decision taken by Moray Council to reduce the number of toilets and advised the Committee of the alternative management options which are being considered for the remaining toilet facilities.

During his introduction to the report, the Chair, in acknowledging events due to be held in some communities over the next few months where public toilets would be required, proposed a further recommendation to give delegated authority to the Head of Direct Services to grant licences for toilet facilities that remain serviceable, to occupy for community events, on terms which ensure full cost recovery and remove any potential liabilities for the Council. The Committee noted the comment made by the Corporate Director (Economic Development, Planning and Infrastructure) that this opportunity would only be available for a limited time until the facilities which were closed and not taken on via Community Asset Transfers moved through the council's asset disposal process and remained serviceable.

Thereafter, the Committee agreed:

- (i) to note the decision taken by Moray Council to reduce the number of public toilets to one facility funded by the council per community as part of the 2018/19 savings target;
- (ii) that the toilet at Cullen Harbour remains open during the current financial year in preference to the facility at Cullen Square as detailed in paragraph 3.3 of the report;

- (iii) that where there is a council operated toilet facility in a community, to give delegated authority to the Head of Direct Services to change the toilet to remain open if requested by the local Community Council/Association in consultation with local ward members and the Chair of the Economic Development and Infrastructure Services Committee, subject to any costs being budget neutral;
- (iv) to note the proposal to close further toilets subject to the introduction of Community Asset Transfers (CATS) and comfort schemes in order to deliver financial savings to Moray Council; and
- (v) that the Head of Direct Services is given delegated authority to grant licences for toilet facilities that remain serviceable, to occupy for community events, on terms which ensure full cost recovery and remove any potential liabilities for the Council.

## **9. SUPPLIER DEVELOPMENT**

A report by the Corporate Director (Economic Development, Planning & Infrastructure) provided information about the ways the Council helps small and medium sized businesses tender for work in the public sector.

Following consideration, Committee agreed to note the support that is provided to support small and medium sized businesses tender for work in the public sector.

## **10. UNUSED LAND ADJACENT TO ELGIN RAILWAY STATION**

A report by the Corporate Director (Economic Development, Planning & Infrastructure) informed the Committee of the options in relation to unused land adjacent to Elgin Railway Station and its potential uses as a car park.

During discussion surrounding the unused land, Councillor Leadbitter listed the potential benefits in terms of economic development by improving the land if it were to be used as a car park at the Railway Station. He acknowledged the costs involved in taking this forward and asked that the Transportation Manager liaise with Network Rail as to whether they had available funding that could be used to change the unused land into additional car parking at the Railway.

In response, the Corporate Director (Economic Development, Planning and Infrastructure) advised that the Transportation Manager had agreed to contact Network Rail to make them aware of the availability of the land which could potentially be used as additional parking at the railway but was otherwise unable to free up resources to take any further action without this impacting on work on corporate priorities.

The Chair moved that the Committee agree the recommendations as printed within the report subject to an addition to the second recommendation stating that the Council take no further action at this time should discussion between the Transportation Manager and Network Rail be unsuccessful.

There being no-one otherwise minded, the Committee agreed to:

- (i) note the contents of the report in relation to costs and benefits; and
- (ii) take no further action at this time should discussion between the Transportation Manager and Network Rail be unsuccessful.

## **11. QUESTION TIME**

Councillor Warren stated that she had noticed there was a building to let at the Industrial Estate in Buckie and asked for an update on the progress of the Industrial Estate.

In the absence of the Estates Manager, the Corporate Director (Economic Development, Planning and Infrastructure) advised that this information would be circulated to members following the meeting.

## **12. BUCKIE HARBOUR INFRASTRUCTURE IMPROVEMENT PROJECTS 2018 [PARAS 8 & 9]**

A report by the Corporate Director (Economic Development, Planning & Infrastructure) sought the Committee's approval to include infrastructure improvement projects at Buckie harbour in the 2018/19 Capital Plan, subject to a successful application for external funding.

Following consideration, the Committee agreed to:

- (i) approve the infrastructure improvement proposals detailed in the report; and
- (ii) recommend inclusion of the £140K spend in the 2018/19 Capital Plan to Moray Council subject to 75% grant funding.

## **13. DELISTING OF A PUBLIC ROAD AT MOSSTODLOCH/FOCHABERS [PARA 13]**

A report by the Acting Corporate Director (Corporate Services) asked Committee to agree to begin the statutory process to seek to "delist" a section of road at Mosstodloch/Fochabers, as detailed on the plan attached to report as Appendix 1, which the Council is currently responsible for maintaining.

Following consideration, the Committee agreed to:

- (i) approve the proposal to delist the section of road at Mosstodloch/Fochabers, as more particularly detailed in the plan attached as Appendix 1 to the report; and
- (ii) instruct the Legal Services Manager (Property & Contracts) to proceed with the statutory process set out in S.1 of the Roads (S) Act 1984.







**REPORT TO: ECONOMIC DEVELOPMENT & INFRASTRUCTURE COMMITTEE  
SERVICES ON 14 AUGUST 2018**

**SUBJECT: MORAY EMPLOYMENT LAND AUDIT 2018**

**BY: CORPORATE DIRECTOR (ECONOMIC DEVELOPMENT,  
PLANNING & INFRASTRUCTURE)**

### **1. REASON FOR REPORT**

- 1.1 To report to the Committee a summary of the key findings of the Moray Employment Land Audit 2018 and ask the Committee to note the Moray Employment Land Audit 2018, which has already been considered and approved at the Planning and Regulatory Services Committee on 19 June 2018.
- 1.2 This report is submitted to Committee in terms of Section III (F) (3) of the Council's Scheme of Administration relating to industrial and commercial development.

### **2. RECOMMENDATION**

- 2.1 **It is recommended that the Committee agree to consider and note, for its interest:**
  - (i) **the findings of the Moray Employment Land Audit 2018, as summarised in Section 4 and Appendix 1; and**
  - (ii) **that the Moray Employment Land Audit 2018 at Appendix 2 has been agreed by the Planning and Regulatory Services Committee on 19 June 2018 (paragraph 7 of the draft Minute refers).**

### **3. BACKGROUND**

- 3.1 Scottish Planning Policy (SPP) requires that the supply of marketable employment sites be regularly reviewed. The aim is to ensure there is sufficient supply of land to meet current and anticipated market requirements. SPP requires Planning Authorities to ensure that there is a range and choice of marketable sites and locations for businesses allocated in the Local Development Plan (LDP). The levels of effective/marketable employment land and take up of land are National Headline Indicators returned annually in the Planning Performance Framework to the Scottish Government.
- 3.2 The employment land audit has three key functions:-

- To demonstrate the availability of a range and choice of marketable employment sites;
  - To provide an overview of the supply and availability of employment land across Moray Council area and
  - To provide an evidence base for the monitoring and review of policies and proposals within the LDP.
- 3.3 Previous audits have been used as part of the evidence base for identifying the employment land requirements in the Main Issues Report which was explored in more detail in the associated Topic Paper.
- 3.4 The draft audit was sent to internal and external consultees and comments invited by 15 May 2018. Comments were received from the Council's Estates Service with updates on progress at March Road Buckie and site constraints. The Scottish Environment Protection Agency (SEPA) and Highlands and Islands Enterprise (HIE) advised they had reviewed the draft but had no specific comments. In preparing the draft, sites have also been discussed with HIE and the Council's Estates Manager.
- 3.5 The audit includes four categories of land supply.

**Established Land Supply** – this includes all undeveloped land allocated for industrial/business/employment use in the adopted LDP or land that has a valid planning approval for these uses.

**Marketable/Effective Land Supply** – this is land, that as well as meeting business requirements, has a secure planning status, can be serviced within 5 years and is accessible by walking, cycling and public transport as defined in SPP.

**Constrained Land Supply** – this is land that is not considered developable within 5 years due to issues such as planning difficulties, ownership issues, infrastructure provision and physical constraints.

**Immediately Available Land Supply** – this land has planning permission, is serviced and has no major constraints to immediate development.

#### 4. **FINDINGS**

- 4.1 The 2018 audit identifies that as of 1 January 2018, there was 154.31 hectares of land (net) within the Established Land Supply. This is a decrease of 2.02 hectares since 2017 due to construction activity and also the re-measurement of site I6 Railway Marshalling Yard Forres due to the construction of the new railway station. The emphasis on employment land continues to be within the five main settlements with more limited supply in the "rest of Moray".
- 4.2 80.27 hectares of land (net) across 17 sites is classed as Marketable/Effective. This is a decrease of 0.35 hectares since 2017. This is due to construction activity. The distribution of Marketable/Effective reflects the settlement hierarchy within the LDP. The audit highlights that whilst there is a reasonable area available the number and choice of sites across all settlements is limited.

- 4.3 Further land will require to be identified in the Elgin Market Area in the next LDP to improve choice and enhance supply. LDP2020 The Main Issues Report (MIR) explored options at Burnside of Birnie and Mosstodloch. In Forres there is a shortage of general industrial land and the MIR explored options at Waterford. At Buckie, the Council completed the servicing and infrastructure at March Road and sites are now being marketed. Identification of land in the Speyside area has historically been difficult due to the landscape impact, topography and access provision. Options to deliver mixed use sites that perhaps allow a number of small industrial units within residential developments are being considered for inclusion in the Proposed Plan.
- 4.4 The amount of land Immediately Available is 17.95 hectares (net) across 5 sites. This is a decrease of 0.12 hectares compared to 2017; and a reduction in the number of sites. This is due to I1 Greshop at Forres being removed on completion of development there. The shortage of serviced land ready for development is an issue identified in the Moray Economic Strategy and within The Moray Council Industrial Portfolio Annual Report 2017 reported to this Committee on 5 September 2017 (para 12 of minute refers). At March Road, Buckie servicing of the site was completed in March 2018 opening up the area for immediate development. Construction of the infrastructure and services has started for phase 1 of Barmuckity Business Park. Planning consent has recently been granted for a hotel and also for two self-storage warehouses. A third application for a petrol filling station with drive thru café is currently under consideration.
- 4.5 74.12 hectares (net) across 18 sites is classed as constrained. This means around 48% of the Established Supply has some form of constraint that is likely to prevent the land being developed in the next five years. A large proportion of this land is constrained due to ownership; this could be where the owners are unwilling to sell or are seeking alternative uses with higher land values. Part of the constrained supply is also made up of parts of sites that have physical constraints, for example parts of sites that flood or have steep topography. Some sites have infrastructure constraints identified and this usually relates to achieving safe and suitable access to the site and the costs associated with this. The constrained supply has decreased by 1.67 hectares. This is due to removal of land now occupied by Forres train station.
- 4.6 1.6 hectares of land was developed in the year to 1 January 2018. This includes the Maltings at Buckie (I4), buildings at Coularbank Lossiemouth and a garage at Greshop (I1). This is slightly higher than last year (1.23 hectares in 2017). At 1 January 2018 there was 2.31 hectares of land under construction. The sites under construction include sites at Glen Moray Distillery Elgin, Buckie March Road SE (I3), and at Waterford Forres. However it is noted that this does not represent all building activity, and is only that on designated sites or windfall sites that are not restricted to a single user. Other notable areas of activity primarily relate to sites in the countryside and expansion of distilleries. For example new bonded warehouses at Glenfarclas near Marypark, a craft gin distillery at Glenrinnest estate, Macallan distillery, and an office and workshop at Drumbain Farm Rothes. These examples account for over 20 hectares of activity. It also does not reflect any redevelopment of existing units.
- 4.7 A summary of the key findings and commentary on supply in settlements is attached at **Appendix 1**. A copy of the full audit is at **Appendix 2**.

## **5. SUMMARY OF IMPLICATIONS**

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

The Employment Land Audit is a key part of monitoring the implementation and effectiveness of the LDP, which delivers Corporate and Community Planning objectives. Ensuring sufficient provision of effective employment land supports economic growth by providing opportunities for new or expanding businesses.

### **(b) Policy and Legal**

The preparation of the annual Employment Land Audit is a requirement of SPP to monitor the effectiveness of the LDP and ensure an effective supply of employment land is maintained.

### **(c) Financial implications**

None.

### **(d) Risk Implications**

None.

### **(e) Staffing Implications**

Preparation of the annual Employment Land Audit is part of the workload of the Planning and Development section

### **(f) Property**

The Employment Land Audit includes industrial estates and sites owned by the Council. The Council's Estates section was consulted on the draft audit in April.

### **(g) Equalities/Socio Economic Impact**

An Equality Impact Assessment is not needed because the report is to inform the Committee on monitoring of land supply.

### **(h) Consultations**

The Corporate Director (Economic Development, Planning and Infrastructure), the Head of Development Services, the Legal Services Manager (Property & Contracts), the Equal Opportunities Officer, the Estates Manager and Lissa Rowan (Committee Services Officer) have all been consulted and their comments included within the report.

## **6. CONCLUSION**

**6.1 SPP requires that the supply of marketable employment sites be regularly reviewed to ensure there is sufficient supply of land to meet current and anticipated market requirements. Levels of marketable employment land and take up are National Headline Indicators submitted within the Planning Performance Framework.**

**6.2 The Employment Land Audit 2018 identifies that there is 80.62 hectares (net) of marketable/effective employment land, of which 18.07 hectares (net) is immediately available. Issues are identified with the supply of**

**serviced land for immediate development and the restricted choice of sites across settlements.**

- 6.3 It is recommended the Committee note the key findings of the Employment Land Audit 2018 and that the Employment Land Audit 2018 was agreed by the Planning and Regulatory Services Committee on 19 June 2018.**

Author of Report: Rowena MacDougall (Planning Officer)  
Background Papers:  
Ref:



Town	Land Supply (Net Figures)	Summary
<b>Elgin</b>	Established 52.03 ha/5 sites Marketable 35.66ha/4 sites	Small choice of marketable sites and land available is limited. Only immediately available land is at Chanonry (I2) and Linkwood East (I6). Much of the land at Chanonry is understood to be under offer and there is limited land available at Linkwood East due to consent for other uses including a furniture store and drive thru cafe. There are issues with delivery of higher quality business land and availability of serviced industrial land. Strong demand for industrial buildings. Access and services are currently being built/provided at Barmuckity (I7), this site remains critical to the supply in the Elgin area. Additional land must also be identified in the next Local Development Plan to meet the estimated requirements within the Moray Economic Strategy. Additional land is being considered at Burnside of Birnie and the potential for expansion at Barmuckity within the Main Issues Report.
<b>Forres</b>	Established 39.29 ha/6 sites Marketable 13.59ha/2 sites	Very small choice of marketable sites given settlement size and population, but reasonable areas available particularly for higher amenity uses. Proportion of immediately available land higher than other settlements but this is largely due to the large area available at the Enterprise Park (BP1). Waterford (I3) now has limited availability with the majority of the land/units now let. Consideration is being given to additional land at Waterford through the Main Issues Report. Strong demand, particularly for smaller units and need for serviced employment land to allow businesses to develop and relocate from smaller units.
<b>Buckie</b>	Established 27.79ha/5 sites Marketable 15.59ha/3sites	Small choice of marketable sites but reasonable areas available. Only one very small immediately available site at March Road. Opportunities at harbour. Limited new build activity since 2014 but demand for premises. Site servicing at March Road (SE) (I3) is almost complete and will provide a range of sites for development with further land available for future expansion.
<b>Keith</b>	Established 6.87 ha/5 sites Marketable 3.81ha/3 sites	Very small choice of marketable sites and limited area. Issues with providing readily accessible employment site. Demand for smaller units. Consideration being given to potential expansion areas through Main Issus Report.

<b>Lossiemouth</b>	Established 10.24ha/1 site Marketable 0ha/ 0 site	Severely restricted choice of sites, only Sunbank OPP1 or windfall opportunities. The topography and ground conditions at Sunbank OPP1 are considered to constrain the site. Coularbank is now largely complete, with only redevelopment opportunities available.
<b>Rest of Moray</b>	Established 18.02 ha/10 sites Marketable 11.62ha/5 sites	Limited choice of designated sites. In Aberlour, Lhanbryde, and Rothes there are only single sites available, some of which are constrained. In Mosstodloch sites are identified but these are generally to meet the expansion needs of existing businesses. Policies are in place that would consider Rural Business Proposals. Need for sites in Speyside for small local businesses. Land at Mosstodloch for employment uses is being considered through the Main Issues Report due to the constraints around Elgin.



# Moray Employment Land Audit

JUNE 2018



**moray**  
council





For further information, please contact:  
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# 1. Introduction

## 1.1 Purpose of Audit

The Moray Employment Land Audit provides an overview of the supply and availability of employment land across the Moray Council area. The audit is an annual document and includes figures for take up and sites under construction.

The audit provides an evidence base for the monitoring and review of policies and proposals included within the Local Development Plan. In addition it can help to identify areas where further analysis and investigation is required. The baseline against which information is analysed is 1 January 2018.

The information contained in the Employment Land Audit will be of use to businesses, developers, and other organisations with an interest in employment land in Moray.

## 1.2 Methodology

The audit is prepared from information gathered by Council planning officers through monitoring of the development plan, planning approvals and individual inspections.

All employment sites in the existing local development plan have been recorded in a data base, unless the site has been built out in its entirety. In addition to sites allocated in the Moray Local Development Plan 2015 any windfall sites with planning consent for employment uses have been added to the database unless these are constrained to a single user (e.g. a distillery). It is noted that land with buildings that are vacant are not included in the audit nor are redeveloped sites.

Once sites have been identified officers undertake a review of planning applications and collect information such as ownership, proposed use etc. for each site. Officers also undertake site visits to monitor development activity. This information is then updated in the data base. The data is then analysed to produce the audit report.

## 2. Background

### 2.1 Scottish Planning Policy

Scottish Planning Policy (SPP) sets out the Scottish Governments policies in relation to economic development in Scotland. SPP requires Planning Authorities to allocate a range of sites for business, taking account of current market demand; location, size, quality, and infrastructure requirements; whether sites are serviceable within five years; the potential for a mix of uses; their accessibility to transport networks by walking, cycling and public transport and their integration with and access to existing transport networks. SPP states that business land audits should be undertaken regularly by local authorities to inform review of development plans. Business land audits should monitor the location, size, planning status, existing use, neighbouring land uses and any significant land use issues of sites within the existing business land supply.

### 2.2 Moray Local Development Plan

The Moray Local Development Plan 2015 sets out the employment land policies for the Planning Authority (excluding the Cairngorms National Park area). The Local Development Plan includes a suite of policies related to economic development (ED1 to ED9). These seek to safeguard employment land and support development of employment uses on designated sites. The policies also look at the types of uses that will be supported on designated sites. A more flexible approach to rural business proposals is provided for, with policy criteria used to ensure the most appropriate locations are supported in rural areas.

The Moray Local Development Plan 2015 designates land for employment uses within towns.

### 2.3 Moray Economic Strategy

The Moray Economic Strategy was published in October 2012 by the Moray Community Planning Partnership to provide a long term economic diversification strategy for Moray. Moray Council is working collaboratively with partner organisations to achieve the ambitions of the strategy.

This identifies that there is a shortage of serviced land ready for development to meet the needs of existing businesses and prospective inward investment. The Strategy estimated employment land requirements to 2025 are 25 hectares in Elgin, 10 hectares in Forres and 3-5 hectares at Buckie quayside and a further 5 hectares at March Road or elsewhere in Buckie. The Local Development Plan 2015 sought to address these targets by making appropriate designations.

The Moray Economic Strategy is due to be updated.

## **2.4 Moray 2026: A Plan for the Future**

Moray 2026 sets out five priority areas for the Community Planning Partnership. Moray 2026 states that priority 1 is “a growing, diverse and sustainable economy” and that this is a “top priority at the heart of the future success of Moray. It covers business, employment, infrastructure, public services and the third sector developing sustainable communities.” Whilst employment land supply is not a statistical indicator within Moray 2026 land supply is key to achieving the outcomes including providing quality accommodation, increasing business start-ups, attracting inward investment, and growing employment opportunities in areas of key strength or emerging opportunities.

## **2.5 Demand for Employment Land**

Moray Council Planning and Development, Moray Council Estates, Highlands and Islands Enterprise and Business Gateway, has met to consider employment land requirements. The demand for employment sites and buildings is considered to be greatest for smaller buildings with fewer businesses looking for larger sites. Demand for smaller sites and buildings are from small local businesses including builders, plumbers, garages, car valeting and plant and machinery supply. Demand for medium sized sites is from smaller businesses looking to grow and the demand for larger sites is generally from inward investors. There needs to be land and sites available at all levels of this pyramid to meet demand. Future demand was seen to come from small start-ups, renewables, digitally based business and decommissioning. There is also demand from existing business looking to relocate and expand. There was considered to be a need to identify opportunities for big inward investments of up to 40 ha/100 acres.

Sufficient land and buildings require to be available in Moray to facilitate wider economic development and the aims of the Moray Economic Strategy, including diversifying the economy.

A key industry for Moray is whisky distilling and this area has seen considerable expansion over recent years, including bonded warehousing. These businesses are long established and often in rural areas. The Local Development Plan currently looks to support such expansion through its policy on rural business which supports proposals where there is locational justification.

The Moray Council Industrial Portfolio Annual Report 2017 showed high levels of occupancy within the Moray Council Industrial portfolio with demand in most areas outstripping supply. Concern is expressed about the portfolio’s ability to fulfil the objective of maintaining an adequate supply of affordable premises, in particular a shortage of industrial development land and units. Servicing of a site at March Road SE is well advanced and due to be completed in March 2018.

A Property Needs Survey was undertaken by Moray Council Estates Services and HIE in 2016. There were 131 responses to the survey. The survey results reflect the settlement hierarchy within the Local Development Plan with the most demand in Elgin followed by Forres with lower levels of demand in Buckie, Keith and Speyside. The survey found that there was demand across all use classes including industrial, storage/warehouse and offices. Reflecting the comments above the demand for smaller sites was greatest with only a couple of respondents looking for sites of around 2 hectares. Key needs were identified as vehicle access, prominent visible location and yard space.

### 3. Employment Land Supply

Several categories of land supply are identified in the audit. Definitions for these are provided in section 5.

Detailed information of the established, constrained, effective and immediately available sites is provided in Appendix 2.

#### 3.1 Established Employment Land Supply

The established employment land supply for Moray is shown in figure 1. There has been a decrease in the gross established supply by 2.66 ha since 2017; a significant proportion of this is due to re-measurement of site I6 now that Forres railway station has been completed but also some development being completed at March Road SE (I3) Buckie and Greshop (I1) Forres. This is a decrease of 2.02 ha to the net supply compared to 2017. The number of sites within the audit compared to 2017 is the same.

Figure 1 Established Employment Land Supply (2018) (Figures in hectares)

Gross Established	Net Established	Number of Sites
206.83	154.31	32

The established employment land supply is broken down in figure 2 by town.

Figure 2 Established Employment Land Supply by town (2018) (Figures in hectares)

Town	Gross Established	Net Established	Number of Sites
Elgin	71.36	52.03	5
Forres	57.31	39.29	6
Buckie	34.9	27.79	5
Keith	8.03	6.87	5
Lossiemouth	12.8	10.24	1
Rest of Moray	22.43	18.02	10

There has been a decrease in the established supply in Forres, Buckie and the Rest of Moray. In Forres the reduction is due to the re-measurement of site I6 to account for changes due to the completion of the new railway station and completion of a site at Greshop (I1) Forres. In Buckie there is a small reduction in the established supply due to the completion of a building at March Road (SE) I3. In the Rest of Moray a small site at Findhorn has been added to the established supply.

The established employment land supply has also been broken down by size of site to provide an indication of the range of size of sites available.

Figure 3 Established Employment Land Supply by site size (2018) (Figures in hectares)

Site area	Net Established	Number of Sites
0-1ha	4.76	9
1-5ha	30.76	13
>5 ha	118.79	10

### 3.2 Marketable/Effective Employment Land Supply

The marketable and effective employment land supply in 2018 is shown in figure 4. Overall the marketable/effective area has decreased by 0.35 hectares compared to 2017. There has been no change to the number of effective sites. The decrease is due to construction completed at Greshop Forres (I1) and March Road (I3) Buckie.

Figure 4 Marketable/Effective Employment Land Supply (2018)

Marketable/Effective (Net figure in hectares)	Number of Sites
80.27	17

The marketable/effective employment land supply has been broken down by town in figure 5. The estimated employment land requirements to 2025 from the Moray Economic Strategy are included within the final column to allow comparison.

Figure 5 Marketable/Effective Employment Land Supply by town (2018)

Town	Marketable/Effective (Net figure in hectares)	Number of Sites	Estimated requirements to 2025 ha (MES)
Elgin	35.66	4	25
Forres	13.59	2	10
Buckie	15.59	3	5
Keith	3.81	3	n/a
Lossiemouth	0	0	n/a
Rest of Moray	11.62	5	n/a

The level of effective supply in all towns is in line with the Moray Economic Strategy estimated requirements.

### 3.3 Immediately Available

The immediately available employment land supply in 2018 is shown in figure 6. The immediately available supply has decreased by 0.12 hectares and there has been a decrease in the number of sites. This is due to completion of a small site at Greshop (11) at Forres for a garage and the wider site now being removed from the audit as there is very little developable land left available.

Figure 6 Immediately available Employment Land Supply (2018)

Immediately Available (Net figure in hectares)	Number of Sites
17.95	5

### 3.4 Constrained

The established land supply that is subject to constraints is shown in figure 7. The constrained supply has decreased by 1.67 ha. This is due to removal of land now occupied by Forres train station.

Figure 7 Constrained Employment Land Supply (2018)

Constrained Supply (Net figure in hectares)	Number of Sites
74.12	18

The constrained supply can be broken down into the type of constraints identified.

Figure 8 Constrained Employment Land Supply by constraint (2018) (Net figures in hectares)

Note some land may fall under more than one constraint.

Constraint Type	Constrained Supply	Number of Sites
Infrastructure	28.36	8
Ownership	46.42	11
Physical	30.94	8



### 3.5 Take up and Construction

The number and area of proposals completed in the year to 1st January 2018 is shown in figure 9 below. This includes development at the Maltings at Buckie (I4), at Coularbank Lossiemouth and garage at Greshop (I1). This is slightly higher than last year (1.23ha in 2017).

*Figure 9 Employment land completed/taken up in year to 1st January 2018*

Take up area (Gross figure in hectares)	Number of Sites
1.6	3

The number and area of proposals under construction on the base date of 1st January 2018 is shown in figure 10 below. The sites under construction include sites at Glen Moray Distillery Elgin, and at Waterford Forres. This is a reduction compared to previous years but this reflects a change to calculating this figure which previously included some of the activity set out below.

*Figure 10 Employment land under construction at 1st January 2018*

Under Construction (Gross figure in hectares)	Number of Sites
2.31	3

It is noted that this does not represent all building activity, and only that on designated sites or windfall sites that are not restricted to a single user. Other notable areas of activity primarily relate to sites in the countryside and expansion of distilleries. For example new bonded warehouses at Glenfarclas near Marypark, a craft gin distillery at Glenrinnies estate, Macallan distillery, and an office and workshop at Drumbain Farm Rothes. These examples account for over 20ha of activity. There is also a number of planning consents where construction had not started on 1st January 2018 including warehousing at Tamdhu Distillery, and Malcolmburn. In addition to these there has been redevelopment of existing buildings for example a brewery at Upper Hempbriggs Kinloss.

## 4. Conclusion

This is the sixth employment land audit in this format and comparison can be made to previous audits.

It is clear that the emphasis on employment land continues to be within the five main settlements with more limited supply in the “rest of Moray”. This reflects the strategy within the Moray Local Development Plan 2015. There continues to be a limited choice of serviced sites across all settlements and this is a particular issue in Elgin and Forres.

Around 48% (74.12 ha) of the Established Supply has some form of constraint that is likely to prevent the land being brought forward in the next five years. This is a comparable to 2017.

Only 22% (17.95ha) of the Marketable/Effective Supply is Immediately Available. This is a comparable to 2017. Historically the amount of immediately available land has been very limited. The amount of land Immediately Available is a very small proportion of the Established Supply and is spread across only five sites. The shortage of serviced land ready for development is identified in the Moray Economic Strategy and Moray Council Industrial Portfolio Annual Report as an issue.

Around 41% of sites (13 sites) in the Established Supply are in the medium size category (1-5ha) with the lowest number of sites (nine sites) in the lowest size category 0-1ha. The remaining 10 sites are in the higher category over 5ha. Given the limited number of sites across Moray this is a reasonable distribution of sizes.

In figure 11 on opposite page is a summary by settlement.

Figure 11 Settlement Summary

<b>Elgin</b>	Small choice of marketable sites and land available is limited. Only immediately available land is at Chanonry (I2) and Linkwood East (I6). Much of the land at Chanonry is understood to be under offer and there is limited land available at Linkwood East due to consent for other uses including a furniture store and drive thru cafe. There are issues with delivery of higher quality business land and availability of serviced industrial land. Strong demand for industrial buildings. Access and services are currently being built/provided at Barmuckity (I7), this site remains critical to the supply in the Elgin area. Additional land must also be identified in the next Local Development Plan to meet the estimated requirements within the Moray Economic Strategy. Additional land is being considered at Burnside of Birnie and the potential for expansion at Barmuckity within the Main Issues Report.
<b>Forres</b>	Very small choice of marketable sites given settlement size and population, but reasonable areas available particularly for higher amenity uses. Proportion of immediately available land higher than other settlements but this is largely due to the large area available at the Enterprise Park (BP1). Waterford (I3) now has limited availability with the majority of the land/units now let. Consideration is being given to land at Waterford through the Main Issues Report. Strong demand, particularly for smaller units and need for serviced employment land to allow businesses to develop and relocate from smaller units.
<b>Buckie</b>	Small choice of marketable sites but reasonable areas available. Only one very small immediately available site at March Road. Opportunities at harbour. Limited new build activity since 2014 but demand for premises. Site servicing at March Road (SE) (I3) is almost complete and will provide a range of sites for development with further land available for future expansion.
<b>Keith</b>	Very small choice of marketable sites and limited area. Issues with providing readily accessible employment site. Demand for smaller units. Consideration being given to potential expansion areas through Main Issue Report.
<b>Lossiemouth</b>	Severely restricted choice of sites, only Sunbank OPP1 or windfall opportunities. The topography and ground conditions at Sunbank OPP1 are considered to constrain the site. Coularbank is now largely complete, with only redevelopment opportunities available.
<b>Rest of Moray</b>	Limited choice of designated sites. In Aberlour, Lhanbryde, and Rothes there are only single sites available, some of which are constrained. In Mosstodloch sites are identified but these are generally to meet the expansion needs of existing businesses. Policies are in place that would consider Rural Business Proposals. Need for sites in Speyside for small local businesses. Land at Mosstodloch for employment uses is being considered through the Main Issues Report due to the constraints around Elgin.

## 5. Glossary

### **Constrained Employment Land Supply**

This includes land for example, that has planning difficulties, land subject to ownership difficulties (e.g. multiple ownership/unwilling sellers), land with insufficient infrastructure provision, etc. This category therefore includes much of the land in the Established Employment Land Supply that is not Marketable (see below).

### **Employment Land**

This includes land for general industrial and business/office use, storage and distribution uses, business parks and specialist technology parks including research and development uses. This comprises Classes 4 (Business), 5 (General Industrial) and 6 (Storage or Distribution) of the 1997 Town and Country Planning (Use Classes) (Scotland) Order, but is not exclusive to these uses.

### **Established Employment Land Supply**

This includes all undeveloped land that is allocated for industrial/business/ employment use in the adopted Local Plan or has a valid planning approval for these uses.

### **Gross**

This refers to the total area in (hectares) within the boundary of the site.

### **Immediately Available Land Supply**

This is marketable/effective land that currently has planning permission, is serviced and has no other major constraints to immediate development. This definition is useful in the assessment of whether demand for land is being adequately met.

### **Marketable/Effective Land Supply**

This is land that as well as meeting business requirements, has a secure planning status, can be serviced within 5 years, is accessible by walking, cycling and public transport as defined by SPP. Land that is subject to user restrictions or that is held as 'option land' for existing companies' own expansion cannot be considered to be marketable. Such land is not constrained.

### **Net**

The total area of land excluding roads, landscaping etc. As the physical attributes of a site and surrounding land uses will determine the area suitable for development and the level of landscaping required the net area will vary. For sites that are partially complete, the net area given is the area that is actually available to be developed. For sites that are undeveloped the net area is estimated. This estimate is based on an assumption that on average, 20% of available land will be taken up with roads, landscaping etc. If relevant site information is available, this is taken into account in the estimate.

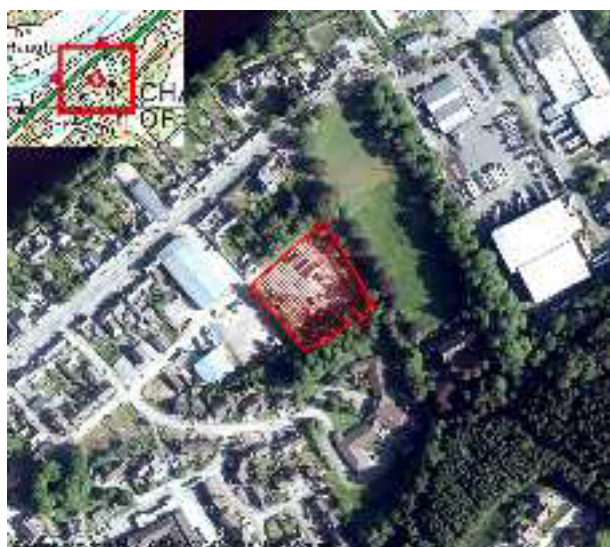
### **Take-Up**

The take up figure includes all proposals where development has been completed within the particular year.

### **Under Construction**

This is the area of land under construction at the base date. These sites are not yet complete. The area under construction area is not included within the land supply or built totals.

# The Moray Council Employment Land Audit 2018



<b>Reference:</b>	M/AB/E/003	<b>Town:</b>	ABERLOUR
<b>Supply Type:</b>	Constrained	<b>LPR:</b>	OPP1
<b>Location:</b>	Mary Avenue		
<b>Grid Ref:</b>	327079		843178

## Constraint:

☐ Owner
 ☒ Infrastructure
 ☐ Physical

## Capacity (Ha):

Gross Established:	0.38	Net Established:	0.3
Constrained:	0.3	Immediately Available:	0
Effective:	0	Under Construction:	0
Built:	0.16		



<b>Reference:</b>	M/BC/E/001	<b>Town:</b>	BUCKIE
<b>Supply Type:</b>	Constrained	<b>LPR:</b>	BP1
<b>Location:</b>	High Street		
<b>Grid Ref:</b>	342942		864437

## Constraint:

☒ Owner
 ☐ Infrastructure
 ☐ Physical

## Capacity (Ha):

Gross Established:	6.17	Net Established:	4.93
Constrained:	4.93	Immediately Available:	0
Effective:	0	Under Construction:	0
Built:	0		



<b>Reference:</b>	M/BC/E/002	<b>Town:</b>	BUCKIE
<b>Supply Type:</b>	Effective	<b>LPR:</b>	I1
<b>Location:</b>	March Road (NW)		
<b>Grid Ref:</b>	343528		865786

## Constraint:

☐ Owner
 ☐ Infrastructure
 ☐ Physical

## Capacity (Ha):

Gross Established:	0.4	Net Established:	0.4
Constrained:	0	Immediately Available:	0.4
Effective:	0.4	Under Construction:	0
Built:	8.25		



# The Moray Council Employment Land Audit 2018



<b>Reference:</b>	M/BC/E/004	<b>Town:</b>	BUCKIE
<b>Supply Type:</b>	Effective	<b>LPR:</b>	I3
<b>Location:</b>	March Road (SE)		
<b>Grid Ref:</b>	343984	865510	

## Constraint:

☐ Owner
 ☐ Infrastructure
 ☐ Physical

## Capacity (Ha):

Gross Established:	18.13	Net Established:	14.42
Constrained:	0	Immediately Available:	0
Effective:	14.42	Under Construction:	0.44
Built:	2.7		



<b>Reference:</b>	M/BC/E/005	<b>Town:</b>	BUCKIE
<b>Supply Type:</b>	Constrained	<b>LPR:</b>	I4
<b>Location:</b>	Maltings		
<b>Grid Ref:</b>	343676	865357	

## Constraint:

☒ Owner
 ☐ Infrastructure
 ☐ Physical

## Capacity (Ha):

Gross Established:	9.43	Net Established:	7.27
Constrained:	7.27	Immediately Available:	0
Effective:	0	Under Construction:	0
Built:	5.96		



<b>Reference:</b>	M/BC/E/006	<b>Town:</b>	BUCKIE
<b>Supply Type:</b>	Effective	<b>LPR:</b>	I6
<b>Location:</b>	The Harbour Area		
<b>Grid Ref:</b>	343086	865957	

## Constraint:

☐ Owner
 ☐ Infrastructure
 ☐ Physical

## Capacity (Ha):

Gross Established:	0.77	Net Established:	0.77
Constrained:	0	Immediately Available:	0
Effective:	0.77	Under Construction:	0
Built:	20.97		

# The Moray Council Employment Land Audit 2018



<b>Reference:</b>	M/CR/E/002	<b>Town:</b>	CRAIGELLACHIE
<b>Supply Type:</b>	Effective	<b>LPR:</b>	
<b>Location:</b>	Bluehill		
<b>Grid Ref:</b>	329445		843890

## Constraint:

☐ Owner
 ☐ Infrastructure
 ☐ Physical

## Capacity (Ha):

Gross Established:	2.24	Net Established:	1.79
Constrained:	0	Immediately Available:	0
Effective:	1.79	Under Construction:	0
Built:	0		



<b>Reference:</b>	M/EL/E/001	<b>Town:</b>	ELGIN
<b>Supply Type:</b>	Part Constrained	<b>LPR:</b>	I7
<b>Location:</b>	Barmuckity		
<b>Grid Ref:</b>	324719		861725

## Constraint:

☐ Owner
 ☐ Infrastructure
 ☒ Physical

## Capacity (Ha):

Gross Established:	43.3	Net Established:	27.8
Constrained:	5.78	Immediately Available:	0
Effective:	22.1	Under Construction:	0
Built:	0		



<b>Reference:</b>	M/EL/E/002	<b>Town:</b>	ELGIN
<b>Supply Type:</b>	Constrained	<b>LPR:</b>	BP/OPP
<b>Location:</b>	Riverview		
<b>Grid Ref:</b>	319633		862782

## Constraint:

☐ Owner
 ☒ Infrastructure
 ☒ Physical

## Capacity (Ha):

Gross Established:	4.12	Net Established:	3.3
Constrained:	3.3	Immediately Available:	0
Effective:	0	Under Construction:	0
Built:	0		



# The Moray Council Employment Land Audit 2018



<b>Reference:</b>	M/EL/E/004	<b>Town:</b>	ELGIN
<b>Supply Type:</b>	Under Construction	<b>LPR:</b>	I12
<b>Location:</b>	Glen Moray Distillery, Bruceland Ro		
<b>Grid Ref:</b>	319932	862424	

## Constraint:

☒ Owner
 ☐ Infrastructure
 ☒ Physical

## Capacity (Ha):

Gross Established:	0	Net Established:	0
Constrained:	0	Immediately Available:	0
Effective:	0	Under Construction:	1.7
Built:	6.1		



<b>Reference:</b>	M/EL/E/008	<b>Town:</b>	ELGIN
<b>Supply Type:</b>	Part Constrained	<b>LPR:</b>	I2
<b>Location:</b>	Chanonry Industrial Estate		
<b>Grid Ref:</b>	323161	862960	

## Constraint:

☐ Owner
 ☒ Infrastructure
 ☒ Physical

## Capacity (Ha):

Gross Established:	7.76	Net Established:	7.76
Constrained:	5.02	Immediately Available:	2.74
Effective:	2.74	Under Construction:	0
Built:	9.16		



<b>Reference:</b>	M/EL/E/012	<b>Town:</b>	ELGIN
<b>Supply Type:</b>	Part Constrained	<b>LPR:</b>	I6
<b>Location:</b>	Linkwood East		
<b>Grid Ref:</b>	323707	862498	

## Constraint:

☒ Owner
 ☐ Infrastructure
 ☒ Physical

## Capacity (Ha):

Gross Established:	4.18	Net Established:	3.57
Constrained:	2.35	Immediately Available:	1.22
Effective:	1.22	Under Construction:	0
Built:	0.26		



# The Moray Council Employment Land Audit 2018



<b>Reference:</b>	M/EL/E/016	<b>Town:</b>	ELGIN
<b>Supply Type:</b>	Effective	<b>LPR:</b>	I8
<b>Location:</b>	Newfield		
<b>Grid Ref:</b>	321907	864903	

## Constraint:

☐ Owner
 ☐ Infrastructure
 ☐ Physical

## Capacity (Ha):

Gross Established:	12	Net Established:	9.6
Constrained:	0	Immediately Available:	0
Effective:	9.6	Under Construction:	0
Built:	0		



<b>Reference:</b>	M/FH/E/001	<b>Town:</b>	FINDHORN
<b>Supply Type:</b>	Effective	<b>LPR:</b>	
<b>Location:</b>	The Park Findhorn		
<b>Grid Ref:</b>	304958	863758	

## Constraint:

☐ Owner
 ☐ Infrastructure
 ☐ Physical

## Capacity (Ha):

Gross Established:	0.21	Net Established:	0.21
Constrained:	0	Immediately Available:	0
Effective:	0.21	Under Construction:	0
Built:	0.13		



<b>Reference:</b>	M/FR/E/001	<b>Town:</b>	FORRES
<b>Supply Type:</b>	Effective	<b>LPR:</b>	BP1
<b>Location:</b>	Forres Enterprise Park		
<b>Grid Ref:</b>	306378	859307	

## Constraint:

☐ Owner
 ☐ Infrastructure
 ☐ Physical

## Capacity (Ha):

Gross Established:	23.34	Net Established:	13.48
Constrained:	0	Immediately Available:	13.48
Effective:	13.48	Under Construction:	0
Built:	17.46		

# The Moray Council Employment Land Audit 2018



<b>Reference:</b>	M/FR/E/004	<b>Town:</b>	FORRES
<b>Supply Type:</b>	Effective	<b>LPR:</b>	I3
<b>Location:</b>	Former Waterford Sawmill		
<b>Grid Ref:</b>	303095	859161	

## Constraint:

☐ Owner
 ☐ Infrastructure
 ☐ Physical

## Capacity (Ha):

Gross Established:	0.11	Net Established:	0.11
Constrained:	0	Immediately Available:	0.11
Effective:	0.11	Under Construction:	0.17
Built:	3.11		



<b>Reference:</b>	M/FR/E/007	<b>Town:</b>	FORRES
<b>Supply Type:</b>	Constrained	<b>LPR:</b>	I6
<b>Location:</b>	Railway Marshalling Yard		
<b>Grid Ref:</b>	303013	858979	

## Constraint:

☒ Owner
 ☐ Infrastructure
 ☐ Physical

## Capacity (Ha):

Gross Established:	0.88	Net Established:	0.88
Constrained:	0.88	Immediately Available:	0
Effective:	0	Under Construction:	0
Built:	0		



<b>Reference:</b>	M/FR/E/008	<b>Town:</b>	FORRES
<b>Supply Type:</b>	Constrained	<b>LPR:</b>	I7
<b>Location:</b>	Springfield West		
<b>Grid Ref:</b>	304276	859688	

## Constraint:

☒ Owner
 ☒ Infrastructure
 ☐ Physical

## Capacity (Ha):

Gross Established:	5.65	Net Established:	4.52
Constrained:	4.52	Immediately Available:	0
Effective:	0	Under Construction:	0
Built:	3.34		



# The Moray Council Employment Land Audit 2018



<b>Reference:</b>	M/FR/E/010	<b>Town:</b>	FORRES
<b>Supply Type:</b>	Constrained	<b>LPR:</b>	I8
<b>Location:</b>	Springfield East		
<b>Grid Ref:</b>	304758	859929	

## Constraint:

☒ Owner ☐ Infrastructure ☐ Physical

## Capacity (Ha):

Gross Established:	11.7	Net Established:	9.36
Constrained:	9.36	Immediately Available:	0
Effective:	0	Under Construction:	0
Built:	0		



<b>Reference:</b>	M/FR/E/011	<b>Town:</b>	FORRES
<b>Supply Type:</b>	Constrained	<b>LPR:</b>	BP2
<b>Location:</b>	Enterprise Park Forres Extension		
<b>Grid Ref:</b>	306026	859725	

## Constraint:

☒ Owner ☐ Infrastructure ☐ Physical

## Capacity (Ha):

Gross Established:	15.63	Net Established:	10.94
Constrained:	10.94	Immediately Available:	0
Effective:	0	Under Construction:	0
Built:	0		



<b>Reference:</b>	M/KH/E/001	<b>Town:</b>	KEITH
<b>Supply Type:</b>	Constrained	<b>LPR:</b>	BP1
<b>Location:</b>	Mulben Road		
<b>Grid Ref:</b>	341628	850900	

## Constraint:

☐ Owner ☒ Infrastructure ☒ Physical

## Capacity (Ha):

Gross Established:	1.52	Net Established:	1.22
Constrained:	1.22	Immediately Available:	0
Effective:	0	Under Construction:	0
Built:	0		

# The Moray Council Employment Land Audit 2018



<b>Reference:</b>	M/KH/E/004	<b>Town:</b>	KEITH
<b>Supply Type:</b>	Effective	<b>LPR:</b>	I4
<b>Location:</b>	Bridge Street		
<b>Grid Ref:</b>	343609	850228	

## Constraint:

☐ Owner
 ☐ Infrastructure
 ☐ Physical

## Capacity (Ha):

Gross Established:	2.05	Net Established:	1.64
Constrained:	0	Immediately Available:	0
Effective:	1.64	Under Construction:	0
Built:	1.72		



<b>Reference:</b>	M/KH/E/005	<b>Town:</b>	KEITH
<b>Supply Type:</b>	Constrained	<b>LPR:</b>	I7
<b>Location:</b>	Isla Bank Mills		
<b>Grid Ref:</b>	342764	851453	

## Constraint:

☐ Owner
 ☐ Infrastructure
 ☒ Physical

## Capacity (Ha):

Gross Established:	1.84	Net Established:	1.84
Constrained:	1.84	Immediately Available:	0
Effective:	0	Under Construction:	0
Built:	4.03		



<b>Reference:</b>	M/KH/E/009	<b>Town:</b>	KEITH
<b>Supply Type:</b>	Effective	<b>LPR:</b>	I3
<b>Location:</b>	Westerton Road		
<b>Grid Ref:</b>	343643	850438	

## Constraint:

☐ Owner
 ☐ Infrastructure
 ☐ Physical

## Capacity (Ha):

Gross Established:	1.62	Net Established:	1.29
Constrained:	0	Immediately Available:	0
Effective:	1.29	Under Construction:	0
Built:	0		



# The Moray Council Employment Land Audit 2018



<b>Reference:</b>	M/KH/E/010	<b>Town:</b>	KEITH
<b>Supply Type:</b>	Effective	<b>LPR:</b>	I2
<b>Location:</b>	I2 Extension		
<b>Grid Ref:</b>	343584	850372	

## Constraint:

☐ Owner
 ☐ Infrastructure
 ☐ Physical

## Capacity (Ha):

Gross Established:	1	Net Established:	0.88
Constrained:	0	Immediately Available:	0
Effective:	0.88	Under Construction:	0
Built:	0		



<b>Reference:</b>	M/LH/E/001	<b>Town:</b>	LHANBRYDE
<b>Supply Type:</b>	Constrained	<b>LPR:</b>	OPP1
<b>Location:</b>	Garmouth Road		
<b>Grid Ref:</b>	327839	861693	

## Constraint:

☐ Owner
 ☒ Infrastructure
 ☐ Physical

## Capacity (Ha):

Gross Established:	1.49	Net Established:	1.19
Constrained:	1.19	Immediately Available:	0
Effective:	0	Under Construction:	0
Built:	0.91		



<b>Reference:</b>	M/LS/E/007	<b>Town:</b>	LOSSIEMOUTH
<b>Supply Type:</b>	Constrained	<b>LPR:</b>	OPP1
<b>Location:</b>	Sunbank OPP1		
<b>Grid Ref:</b>	323075	869644	

## Constraint:

☐ Owner
 ☒ Infrastructure
 ☒ Physical

## Capacity (Ha):

Gross Established:	12.8	Net Established:	10.24
Constrained:	10.24	Immediately Available:	0
Effective:	0	Under Construction:	0
Built:	0		

# The Moray Council Employment Land Audit 2018



<b>Reference:</b>	M/MS/E/003	<b>Town:</b>	MOSSTODLOCH
<b>Supply Type:</b>	Constrained	<b>LPR:</b>	I5
<b>Location:</b>	Baxters		
<b>Grid Ref:</b>	333948	859705	

## Constraint:

☒ Owner ☐ Infrastructure ☐ Physical

## Capacity (Ha):

Gross Established:	2.22	Net Established:	1.78
Constrained:	1.78	Immediately Available:	0
Effective:	0	Under Construction:	0
Built:	12.05		



<b>Reference:</b>	M/MS/E/005	<b>Town:</b>	MOSSTODLOCH
<b>Supply Type:</b>	Constrained	<b>LPR:</b>	I2
<b>Location:</b>	North of Baxter's		
<b>Grid Ref:</b>	333613	860016	

## Constraint:

☒ Owner ☒ Infrastructure ☐ Physical

## Capacity (Ha):

Gross Established:	3.22	Net Established:	2.57
Constrained:	2.57	Immediately Available:	0
Effective:	0	Under Construction:	0
Built:	0		



<b>Reference:</b>	M/MS/E/006	<b>Town:</b>	MOSSTODLOCH
<b>Supply Type:</b>	Effective	<b>LPR:</b>	I3
<b>Location:</b>	South of A96		
<b>Grid Ref:</b>	333268	859627	

## Constraint:

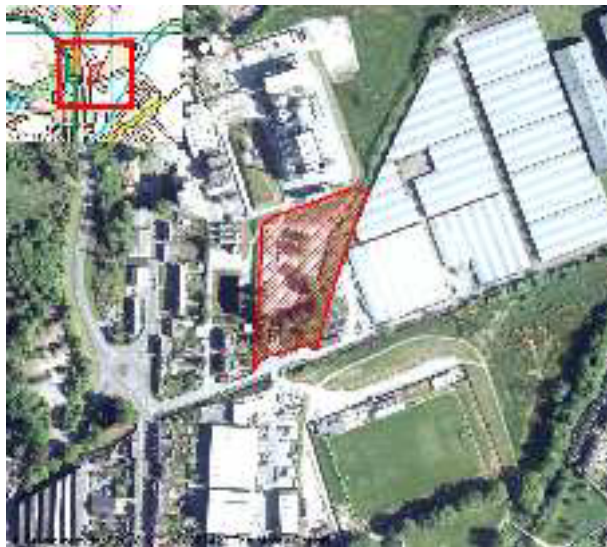
☐ Owner ☐ Infrastructure ☐ Physical

## Capacity (Ha):

Gross Established:	9.9	Net Established:	7.92
Constrained:	0	Immediately Available:	0
Effective:	7.92	Under Construction:	0
Built:	0		



# The Moray Council Employment Land Audit 2018



<b>Reference:</b>	M/RS/E/001	<b>Town:</b>	ROTHES
<b>Supply Type:</b>	Effective	<b>LPR:</b>	I1
<b>Location:</b>	Back Burn		
<b>Grid Ref:</b>	327876		849746

## Constraint:

☐ Owner
 ☐ Infrastructure
 ☐ Physical

## Capacity (Ha):

Gross Established:	0.73	Net Established:	0.58
Constrained:	0	Immediately Available:	0
Effective:	0.58	Under Construction:	0
Built:	0		



<b>Reference:</b>	M/TM/E/001	<b>Town:</b>	THOMSHILL
<b>Supply Type:</b>	Constrained	<b>LPR:</b>	
<b>Location:</b>	Thornwood		
<b>Grid Ref:</b>	321977		856644

## Constraint:

☒ Owner
 ☐ Infrastructure
 ☐ Physical

## Capacity (Ha):

Gross Established:	0.63	Net Established:	0.63
Constrained:	0.63	Immediately Available:	0
Effective:	0	Under Construction:	0
Built:	0		



<b>Reference:</b>	M/TV/E/001	<b>Town:</b>	Troves
<b>Supply Type:</b>	Effective	<b>LPR:</b>	I1
<b>Location:</b>	Troves Industrial Estate		
<b>Grid Ref:</b>	324974		324974

## Constraint:

☐ Owner
 ☐ Infrastructure
 ☐ Physical

## Capacity (Ha):

Gross Established:	1.41	Net Established:	1.12
Constrained:	0	Immediately Available:	0
Effective:	1.12	Under Construction:	0
Built:	0		







**REPORT TO: ECONOMIC DEVELOPMENT AND INFRASTRUCTURE  
SERVICES COMMITTEE 14 AUGUST 2018**

**SUBJECT: WASTE STRATEGY – CONSOLIDATION OF WASTE  
MANAGEMENT FACILITIES – UPDATE**

**BY: CORPORATE DIRECTOR (ECONOMIC DEVELOPMENT,  
PLANNING AND INFRASTRUCTURE)**

## **1. REASON FOR REPORT**

- 1.1 The Committee is asked to note the increase in projected spend of £49K against the previous reported budget spend of £3.3M but still within the agreed budget of £3.474M in the capital plan for the Integrated Waste Management facility at Moycroft.
- 1.2 This report is submitted to Committee in terms of Section III (F) (24) of the Council's Scheme of Administration relating to determining arrangements for waste management, street sweeping, refuse collection and refuse disposal including recycling.

## **2. RECOMMENDATION**

**2.1 It is recommended that Committee consider and note:**

- i) **the increase in projected spend of £49K against the previous reported spend; and**
- ii) **the savings exercise being carried out to bring the costs back into budget, as detailed in section 3.5 of the report.**

## **3. BACKGROUND**

- 3.1 The Moray Council on the 11 November 2015 (para 9 of the minute refers) approved proposals to develop the Business Case for the development of an integrated waste management facility at Moycroft.
- 3.2 The main drivers for the integrated waste facility are as follows:
  - To meet the ban on biodegradable waste going to landfill by the end of 2020, the Council will need to transfer waste to the new Energy from Waste facility in Aberdeen. This requires an increase in the capacity to

handle waste at the Moycroft depot, by increasing the waste handling shed size.

- Integrating the waste watchers operations (separate out cans and plastics, blue bin contents) from Lossiemouth to Moycroft. This provides improved integration and reduces the impact of odour and windblown litter which environmental health has expressed concerns about with a risk of closure. This could realise an additional lease income of £21K per annum.
- Moving the Cleansing operations from Brumley Brae to Moycroft, will save £42k per annum in rental costs and operation efficiencies of £40k per year.
- Moving environmental protection staff from Ashgrove depot to a new staffing building at Moycroft will allow roads staff to move into the vacated space in Ashgrove avoiding a new build replacement of the roads portacabin at a cost of £750k.

3.3 Economic Development and Infrastructure Services Committee on the 20 June 2017 agreed to reduce the footprint of the Office block to bring the costs down from £3.99M back into a projected spend of £3.3M. (para 5 of the minute refers).

3.4 The reduced office footprint does however mean that the full complement of 36 Environmental Protection staff intended to move from Ashgrove to Moycroft will now be restricted to the 9 staff connected solely with Waste Operations. The 9 staff will provide direct support to the operational front line staff and so there is a direct benefit to them being co-located with the operational staff at Moycroft giving more of a front line service delivery focus. In light of the nature of this staffing group's role, it is not anticipated that separating them from the remaining 27 Environmental protection staff will create any significant operational issues given other options to maintain effective communications across the staffing groups.

3.5 Since then, more detail design work has been carried out resulting in an increase in estimated project costs to £3.349M. A list of the increases and further value engineering is shown below.

#### **Increase in Costs**

- Drainage costs have increased as this was underestimated in the original valuation. Detailed surveys highlighted that either a pumping station or gravity based system is required. The gravity system being the preferred and cheaper option, following detailed discussion with SEPA and Scottish Water.
- Increased cost for foundations for push wall (wall to support the lifting of waste) and increased costs coming back from supplier on push wall.
- Slight increase in electrical costs

- High speed roller shutter doors required following requirement from animal welfare officer to meet Animal by Products Regulations (reduce accessibility from animals and birds)
- Existing fuel tank to be relocated and enclosure provided. This was an oversight in the original design and is required to meet Health and Safety requirements.
- Construction inflation has resulted from a delay in the project. The delays are attributable to the value engineering exercises and redesign requirements to contain budget.

#### **Savings (Value engineering)**

- Scope of Mechanical works reduced.
- Removal of external block walls due to amendments of the external cladding detail to the warehouse.
- Roller shutter doors reduced in number.
- Removal of existing tarmac and kerbing and replacing with a new concrete slab has now been omitted.
- Distribution board housing reduced considerably in size.
- Removal of internal and external Pre Cast Concrete push walls to be carried out by the service rather than the contractor (costs to be contained within operational budgets).
- Existing redundant weighbridge plinth to be now left in place and not removed off site.
- Omission of new external wash-down facility and associated drainage works (vehicles to be washed down at Ashgrove and contained within operational budgets) The wash-down facility does present challenges and so will be reinstated should costs come below budget following tender returns.
- Reduction in Property Fees

3.6 The biggest remaining increase in costs can be attributed to construction inflation and drainage costs. While every effort has been made to reduce costs there remains an estimated increase of £49k from the previous reported figure of £3.3M. Ultimately greater certainty on the true costs cannot be obtained until the tender returns expected in October 2018 are received. At this point consideration will be given to reintroducing the vehicle wash facilities at Moycroft subject to costs being within approved budget. The revisions to this project still meet the objectives as stated in paragraph 3.2 of this report.

3.7 **APPENDIX 1** shows the outline design of the extended waste handling shed and office/welfare building.

#### **4. Project Timetable**

4.1 The original project was due for handover in April 2019 but due to the cost savings exercise and design changes the current programme shows a completion and handover in December 2019, with Waste Watchers moving in on April 2020. It should be noted however that the critical completion date is 1 January 2021 when the landfill ban is in place. At this point the new extended

waste transfer facilities at Moycroft will handle the increased tonnage to be transferred to market and thereafter to the new Energy from Waste Plant currently expected to be completed in October 2021.

## **5. SUMMARY OF IMPLICATIONS**

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

Supporting the proposed revisals to the Integrated Waste Management Facility would be in accordance with corporate objectives in respect of growing diverse and sustainable economy: Working with householders to further increase the volume of waste that is recycled and establishing a thermal solution for residual waste.

### **(b) Policy and Legal**

Supporting the development of an integrated waste facility would be in accordance with corporate objectives and Moray Ten Year Plan in respect of economic development and protecting the natural environment: working with householders to further increase the volume of waste that is recycled and establishing a thermal solution for residual waste.

The Waste (Scotland) Regs 2012 targets can be met by a continued use of the Materials Reclamation Facility to produce high quality recycle.

### **(c) Financial implications**

While there is an increased cost of £49K from when this was reported to Committee on the 20 June 2017, the overall remaining projected spend of £3.349M is still within the approved allocated capital budget of £2.474M in 2018/19 and £1M in 2019/20.

### **(d) Risk Implications**

There is a risk in the short term, prior to relocation, that the operation at Lossiemouth may continue to produce odours viewed as a nuisance even after mitigation.

### **(e) Staffing Implications**

As well as the bin crews moving to Moycroft 9 staff will also move.

Relocating the Material Reclamation Facility from Lossiemouth will safeguard the posts within Wastewatchers' structure allocated to this operation.

Project management will be undertaken by the Council's property section and fees have been included for in the costs.

The project will be monitored through the Project Management Office

Improved welfare facilities will be incorporated in the new facility at Moycroft.

**(f) Property**

Relocation of the Materials Recovery Facility from its current location would allow that industrial unit to be made available for re-let in the region of £24k per annum.

Relocation of the Cleansing Depot from Brumley Brae will allow a revenue saving of £42k to be made available. The current lease of this property expired in September 2016 and a short term lease extension has been agreed.

Relocation of a reduced number of staff from Ashgrove porta cabins to Moycroft and space made available from relocating Moray Training will create sufficient space for roads staff to move into the adjacent cabins.

**(g) Equalities/Socio Economic Impact**

There are no equalities issues with regards to staff employed by the Council.

Relocating the Material Reclamation Facility from Lossiemouth, will enable Waste Watchers to continue providing training placements for those with learning disabilities. This will assist the Moray Council in meeting its duty to promote equality of opportunity on the grounds of disability.

**(h) Consultations**

The Corporate Director (Economic Development, Planning and Infrastructure), Design Manager, Estates Manager and Paul Connor, Principal Accountant have been consulted and any comments made have been considered in writing this report.

**6. CONCLUSIONS**

**6.1 Consolidating waste operations at Moycroft and future proofing the facilities contributes towards the Councils Waste Management Strategy by increasing opportunities to maximise recycling and deliver increased capacity for residual waste transfer.**

**6.2 While there has been an increase in projected spend against this project it is still £125K under budget.**

Author of Report: Stephen Cooper, Head of Direct Services

Background Papers:





## 3D Image 1

External View of Extended Hall and Offices



## 3D Image 2

Internal View of New Reception Hall







**REPORT TO: ECONOMIC DEVELOPMENT AND INFRASTRUCTURE  
SERVICES COMMITTEE ON 14 AUGUST 2018**

**SUBJECT: DIRECT SERVICES – IMPROVEMENT ACTIONS/SERVICE PLAN  
2018/19**

**BY: CORPORATE DIRECTOR (ECONOMIC DEVELOPMENT,  
PLANNING AND INFRASTRUCTURE)**

### **1. REASON FOR REPORT**

- 1.1 The Committee is asked to consider Direct Services Service Plan – Actions for Improvement for 2018/19.
- 1.2 This report is submitted to Committee in terms of Section III (F) (33) of the Council's Scheme of Administration, to develop and monitor the Council's Performance Management Framework for the Economic Development and Infrastructure Services.

### **2. RECOMMENDATION**

- 2.1 **It is recommended that Committee consider and approve Direct Services Service Plan – Actions for Improvement 2018/19.**

### **3. BACKGROUND**

- 3.1 The service planning process identifies the influences that will inform the strategic direction that Direct Services will undertake in the coming year. The Service Planning Process takes into account a range of factors used by Managers to identify the changes required to services i.e.
  - Council Priorities
  - Moray Council Corporate Plan
  - Resource Changes
  - Legislative Changes
  - Council Policy Changes
  - Risk
  - Customer and Staff Engagement
  - Quality, Performance and self-evaluation
- 3.2 **APPENDIX 1** identifies an Action Plan for improvement for Direct Services. Service Planning provides a means to identify the service role in the “bigger picture” whilst providing a means for staff teams and individuals to see how their team actions contribute to the council's objectives.

- 3.3 Direct Services is a diverse service with twenty one discrete functions, ranging from Winter Maintenance, Flood Risk Management and Provision of School Meals. These are delivered by four Services: Environmental Protection, Roads Maintenance, Transportation and Consultancy.

#### **4. SUMMARY OF IMPLICATIONS**

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

The Service Plan was informed by the Moray Ten Year Plan and Corporate Plan priorities. This report provides support and infrastructure to enable the priorities to be delivered.

**(b) Policy and Legal**

Statutory requirements and council policies are considered by managers when preparing service plans for the year ahead.

**(c) Financial implications**

No additional financial resources are required to support the Service Plan.

**(d) Risk Implications**

Up to date risk registers are maintained and considered by managers as part of the service planning process.

**(e) Staffing Implications**

Service Plans are vital to good management practice including identifying priorities and matching staff time to Council's priorities.

**(f) Property**

There are no Property implications arising from this report

**(g) Equalities/Socio Economic Impact**

Managers consider equalities issues for staff and service users when assessing current service delivery arrangements and future arrangements.

**(h) Consultations**

Direct Services Management Team has been consulted on this Plan

#### **5. CONCLUSION**

- 5.1 A plan has been prepared for the services provided by Direct Services identifying the improvements targeted for the year ahead and key drivers. In preparing the plan managers have taken into account Council priorities, budget pressures, risk, self-evaluation, results of customer satisfaction surveys, staff engagement, and other relevant documents.**

- 5.2 Through the Service Plan Actions for Improvement, the service explores different ways of delivering services more efficiently and effectively, whilst facing tough challenges of declining budgets and demands for the services.**

Author of Report: Nichola Urquhart, Quality Management Systems Officer.  
Background Papers:  
Ref:



**APPENDIX 1**

**Direct Services Service Plan  
Improvement Actions and Service  
Developments 2018 - 2019**

## Promote Economic development and growth and maintain and promote Moray's landscape and bio diversity / Healthier Children

Actions	Delivered by	Lead Officer
<b>Moray Access:</b> We will complete 5 year review of Moray Councils Core Paths Plan. <ul style="list-style-type: none"> <li><i>Review complete by January 2019</i></li> </ul>	Environmental Protection	Colin Bell
<b>Transportation:</b> We will review implementation of Elgin Parking Strategy. Phase 1 <ul style="list-style-type: none"> <li><i>Complete by March 2019</i></li> </ul>	Transportation	Nicola Moss
<b>Transportation:</b> We will implement committed schemes from Elgin Transport Strategy – South street junction. <ul style="list-style-type: none"> <li><i>Complete by May 2018</i></li> </ul>	Transportation	Nicola Moss
<b>Transportation:</b> We will assess implications of Transport Bill and propose opportunities for improved connectivity arising as a result. <ul style="list-style-type: none"> <li><i>Complete by March 2019</i></li> </ul>	Transportation	Nicola Moss
<b>Harbours:</b> We will aim to achieve a cost neutral revenue budget for harbours by maximizing commercial opportunities and creating attractive facilities for cargo, offshore and fishing vessels. <ul style="list-style-type: none"> <li><i>Key interim milestone March 2019: Deliver 10% increased income as budgeted for in 2018/19 - Complete by March 2021.</i></li> </ul>	Transportation	Nicola Moss
<b>Bridges:</b> We will develop and implement an asset management plan for the maintenance and renewal of bridges on the road network in line with nationally agreed standards. <ul style="list-style-type: none"> <li><i>Complete by March 2019</i></li> </ul>	Consultancy	Debbie Halliday
<b>Open Space:</b> We will develop a Management Plan for Sanquhar Loch & woodland. <ul style="list-style-type: none"> <li><i>Complete by December 2018</i></li> </ul>	Environmental Protection – Lands and Parks	Colin Bell / Ken Kennedy
<b>School Meals:</b> We will implement the Early Years ( pre-school) free school meals legislation as per Educations roll out plan. <ul style="list-style-type: none"> <li><i>Commence August 2018</i></li> <li><i>Complete by August 2020</i></li> </ul>	Environmental Protection – Cleaning, Catering and facilities	Colin Bell
<b>School Meals:</b> We will introduce cashless catering in primary schools as per ITC digital service roll out plan. <ul style="list-style-type: none"> <li><i>Complete by October 2018</i></li> </ul>	Environmental Protection – Cleaning, Catering and facilities	Colin Bell
<b>Litter Prevention:</b> We will organise a roadside litter campaign with the objective of reducing roadside litter that is not only harmful to wildlife and environmental quality, but is dangerous and expensive to clean up. <ul style="list-style-type: none"> <li><i>Launch campaign September 2018</i></li> </ul>	Environmental Protection	Colin Bell

## Work towards a financially stable council that provides valued services to our Communities

Actions	Delivered by	Lead Officer
<b>Public Toilets :</b> We will work with communities to develop alternative arrangements* for the delivery of Public Toilet provision. <ul style="list-style-type: none"> <li>• <i>Start June 2018</i></li> <li>• <i>Final agreements by December 2019</i></li> </ul> Note (*arrangements are as determined by the Council)	Environmental Protection	Colin Bell
<b>Energy from Waste:</b> We will progress with Joint Energy from Waste project with Aberdeenshire and Aberdeen City Councils, reporting to committee as required. <ul style="list-style-type: none"> <li>• <i>Complete by December 2022</i></li> <li>• <i>Produce inter authority agreement IAA3 by Dec 2018</i></li> <li>• <i>Interim milestones: Issue final award by January 2019</i></li> </ul>	Environmental Protection	Colin Bell
<b>Waste staff restructure:</b> We will progress a restructure of Waste Management section to deliver increased value for money. <ul style="list-style-type: none"> <li>• <i>Phase 1 implemented by 31 October 2018</i></li> <li>• <i>Phase 2 implemented by 21 December 2018</i></li> </ul>	Environmental Protection	Colin Bell
<b>Waste Management:</b> We will review and refine processes and customer facing web pages following roll out on 1 June 2018 of three weekly collection of landfill (green bins). <ul style="list-style-type: none"> <li>• <i>Roll out commences 1 June 2018</i></li> <li>• <i>Management Review of new arrangements complete by December 2018</i></li> </ul>	Environmental Protection	Colin Bell
<b>Improved Waste facility :</b> We will implement Integrated Waste Management facility at Moycroft. Key interim milestones: <ul style="list-style-type: none"> <li>• <i>Procurement 22/11/18</i></li> <li>• <i>Building on site commences 07/01/19</i></li> <li>• <i>Office /warehouse completed December 2019</i></li> <li>• <i>Brumley Brae staff move in March 2020</i></li> <li>• <i>MRF staff/equip moved from Lossie to Moycroft April 2020</i></li> <li>• <i>Project completed May 2020</i></li> </ul>	Environmental Protection	Colin Bell
<b>Burials:</b> We will: <ol style="list-style-type: none"> <li>a) assess impact of the Burial &amp; Cremation (Scotland) Act 2016.</li> <li>b) develop a structured and long term strategy to ensure that the provision of burial grounds in Moray is equitable and sustainable.</li> </ol> <ul style="list-style-type: none"> <li>• <i>Expected Completion of Assessment December 2020 (dependent on timescale of the Act being introduced, latest timescales from Scottish Government are high level and indicative.)</i> <ul style="list-style-type: none"> <li>• <i>Assess national memorial safety guidance Sept 2019.</i></li> <li>• <i>Examine Lair re use -2019 and beyond</i></li> <li>• <i>Strategy will be subject to a Committee report to be considered by Economic Development and Infrastructure Committee August 2018</i></li> </ul> </li> </ul>	Environmental Protection	Colin Bell
<b>Employees :</b> We will introduce a national competency tool for Waste Service frontline employees. <ul style="list-style-type: none"> <li>• <i>Complete by March 2019</i></li> </ul>	Environmental Protection	Colin Bell

## Work towards a financially stable council that provides valued services to our Communities

Actions	Delivered by	Lead Officer
<b>Flood Risk Management (Scotland) Act 2009:</b> We will deliver Flood Risk Management Plans, including development of flood protection schemes at Portgordon and Lossiemouth Seatown. These schemes will be progressed to a stage where they can be included in the Flood Risk Management Strategy and Local Flood Risk Management Plans for the second cycle from 2022 to 2028 for construction. <ul style="list-style-type: none"> <li>To achieve this we will complete the feasibility study, option appraisal and outline design by December 2019.</li> </ul>	Consultancy	Debbie Halliday
<b>Maintaining an efficient road network:</b> We will: <ul style="list-style-type: none"> <li>a) review Road &amp; Asset Management Plans, introduce financial modelling systems to ensure work programmes are developed in line with asset intelligence.</li> <li>b) Introduce an end to end mobile working solution to enable better management of reportable highway defects quickly and seamlessly to provide cost efficiency savings in data processing. The solution will allow highways inspectors to send information from site direct to frontline operational teams without the need for paperwork or manual input in the information process. The quality and accuracy of data will provide a more robust insurance defence.</li> </ul> <ul style="list-style-type: none"> <li>Complete by March 2019</li> </ul>	Roads Maintenance	Mark Atherton
<b>Co2 efficiencies and employee driver behaviour:</b> We will aim to reduce our fuel and carbon usage by installing a vehicle fleet telematics system. This provides real time driver feedback so that sustainable improvements can be made to driving styles with the aim to realise fuel savings of 7% and reduce CO2 emissions within the Council's fleet. <ul style="list-style-type: none"> <li>Complete by December 2019</li> </ul>	Roads Maintenance	Mark Atherton
<b>Implementation of electric vehicles leading up to 2030:</b> In order to meet our corporate obligations regarding energy and carbon management, we will continue to monitor and evaluate new EV Electric Vehicle technologies and performance. With a target of incorporating 5 electric cars and light commercial vehicles per year over the next 2 years subject to accessing suitable funding. A review will take place by 2020 with a view to replace all cars and light vehicles in the fleet over a rolling programme up to 2030. <ul style="list-style-type: none"> <li>Complete by March 2019 (5 vehicles)</li> </ul>	Roads Maintenance	Mark Atherton
<b>LED street lighting :</b> The street lighting team will aim to deliver year 4 of the LED invest to save project and to increase the number of the energy efficient LED units to be installed to 5,000. This will accelerate the energy consumption charges generated and carbon savings achieved. <ul style="list-style-type: none"> <li>Complete by March 2019</li> </ul>	Roads Maintenance	Mark Atherton



## Work towards a financially stable council that provides valued services to our Communities

Actions	Delivered by	Lead Officer
<b>Health and safety of Roads Employees:</b> We will develop and publish a Health and Safety Improvement action plan for our Roads Maintenance service area <ul style="list-style-type: none"> <li>Complete by March 2019</li> </ul>	Roads Maintenance	Mark Atherton
<b>Roads and Dredger:</b> We will consider options on sharing of resources within the Northern Roads Collaboration Forum to provide financial savings. We will agree options for shared use of our Dredger with partner authorities in the Northern Roads Collaboration Committee (NRCC) which will maximise use and reduce overhead costs for Moray Council, and contribute to meeting the Dredger business case. <ul style="list-style-type: none"> <li>Legal agreements completed by March 2019</li> <li>Explore other options for combining shared use of assets and resources within the remit of NRCC- March 2019</li> </ul>	Roads Maintenance	Mark Atherton Nicola Moss
<b>Office Accommodation - Ashgrove Depot:</b> We will implement rationalisation of depot buildings and undertake a review of outer satellite depots/buildings with the aim to share surplus capacity/ operating costs with other users. <ul style="list-style-type: none"> <li>Complete by March 2019</li> </ul>	Roads Maintenance	Mark Atherton
<b>Service redesign - Fleet Services:</b> We will carry out a re organisation within Fleet Services with a target of reducing sub-contractor spend leading to financial savings being generated. The review will also support improved vehicle Operators Licence monitoring and compliance <ul style="list-style-type: none"> <li>Complete by March 2019</li> </ul>	Roads Maintenance	Mark Atherton
<b>Roads Inspectors :</b> We will carry out a review of our Roads Maintenance Inspection process in order to meet recently revised risk based guidance. The aim is to develop a multi-function inspectorate team to cover wider responsibilities across street works and safety inspections which will speed up response times, provide greater flexibility within the team and meet statutory guidance. <ul style="list-style-type: none"> <li>Complete by March 2019</li> </ul>	Roads Maintenance	Mark Atherton
<b>Customer Feedback:</b> In the absence of the Citizens panel and to find better ways to gauge customer satisfaction, we will review our customer satisfaction methods & implement appropriate methods to capture relevant data. <ul style="list-style-type: none"> <li>Complete by January 2019</li> </ul>	Environmental Protection Consultancy Roads Maintenance Transportation Head of Service	Colin Bell Debbie Halliday Mark Atherton Nicola Moss Stephen Cooper





**REPORT TO: ECONOMIC DEVELOPMENT AND INFRASTRUCTURE SERVICES COMMITTEE ON 14 AUGUST 2018.**

**SUBJECT: DIRECT SERVICES AND DEVELOPMENT SERVICES (ECONOMIC DEVELOPMENT) CAPITAL AND REVENUE BUDGET MONITORING TO 30 JUNE 2018**

**BY: CORPORATE DIRECTOR (ECONOMIC DEVELOPMENT, PLANNING AND INFRASTRUCTURE)**

## **1. REASON FOR REPORT**

- 1.1 To inform the Committee of the current position regarding Direct Services and Development Services (Economic Development) Capital and Revenue Budgets.
- 1.2 This report is submitted to Committee in terms of Section III (A) (2) of the Council's Scheme of Administration relating to the consideration of Capital and Revenue Budgets and long term financial plans.

## **2. RECOMMENDATION**

- 2.1 **It is recommended that Committee considers and notes the budget monitoring report for the period to 30 June 2018.**

## **3. BACKGROUND**

- 3.1 The Revised Performance Management Framework February 2013 agreed by The Moray Council on 22 May 2013 (paragraph 8 (iii) of the Minute refers) requires that progress against Capital and Revenue Expenditure and the Capital Plan is reported to the relevant Service Committee every Committee cycle. Expenditure is reported in the first instance to Policy and Resources Committee quarterly.
- 3.2 The Capital Plan for 2018/19 was approved by a meeting of on 14 February 2018 (para 6 of the minute refers). Financial Regulations approved by Moray Council on 28 February 2018 allow for the review of the Capital Plan when half year estimates are being considered. Amendments and carry forwards from 2017/18 project budgets, approved by a special meeting of Moray Council on 28 June 2018 (para 9 of the draft minute refers) have been incorporated into this report.
- 3.3 The Capital Plan reflects the Council's priorities and is developed adhering to the Council's Capital Strategy. Regular monitoring reports are provided to Policy and Resources Committee and this Committee. Policy and Resources

Committee on 10 May 2016 agreed to amendments to the information provided in response to the Audit Scotland report “Major Capital Investment in Councils” (para 7 of the minute refers). Accordingly, this report will give details of expenditure on projects which span more than one financial year, as set out in **APPENDIX IV**.

- 3.4 The Revenue budget was approved at a meeting of the Council on 14 February 2018 ( para 10 of the minute refers) giving a total Revenue budget for Direct Services of £23,169 million in 2018/19.

#### **4. DIRECT SERVICES REVENUE BUDGET**

- 4.1 **APPENDIX I** details the Direct Services Revenue Budget position to 30 June 2018. **The full budget statement with projections will be reported later in the year.**

#### **4.2 REVENUE BUDGET POSITION 30 JUNE 2018**

<b>Annual Budget</b>	<b>Budget Year to Date</b>	<b>Actual &amp; Committed Year to Date</b>	<b>Variance Year to Date</b>
<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
23,169	4,684	4,827	(143)

- 4.3 Direct Services actual and committed budget has an overall overspend to budget, of £143,000 for the period to 30 June 2018. This amounts to only 0.6% of the annual budget. The position is summarised in the table below and major variances described in para 4.4 of this report. Underspends or overspends are against projected budgets for the period only, with the aim to be on budget at year end.

<b><u>Service</u></b>	<b>Ref Para</b>	<b>Overspend £000s</b>	<b>Underspend £000s</b>
<b>Waste Management</b>	<b>4.4</b>	-155	

- 4.4 **Major Variance - Waste Management** has an overall overspend of £155,000 however this equates to only 2.14% of the overall yearly budget. Most of the overspends are variable and difficult to forecast due to circumstances out with our control such as weather. Main variances are:-

**Income Shortfall:** Tipping income is £15,000 underachieved due to income generated by tipping charges. This is something there is little control over as there are other landfill operators within a reasonable distance of Moray. This has been an ongoing pressure as people recycle or find other methods of diverting waste. A provision of £100,000 in the budget was agreed for this at the Council’s meeting on 14<sup>th</sup> February 2018, (Appendix 2, Item 18 tipping charges, recommendation 2.1 (11) or the agenda refers and item 10 (i) of the minute confirms) It is proposed that this may be drawn down after quarter 2

once the full extent of the expected overspend is known. (Item 18 tipping charges, recommendation 2.1 (11) or the agenda refers and item 10 (i) of the minute confirms.) The recycling income budget is currently under pressure due to market fluctuations in the price of wastepaper and cardboard recycling. The Council previously budgeted for an income of £209,000 per annum from this but now has to pay a fee per tonne to have the recyclates taken away. Prices fluctuate monthly, but the cost of recycling and loss of income has resulted in a £61,000 overspend on recycling income at period 3.

**Expenditure Overspends:** Leachate costs under Waste Management continue to be under pressure and are £21,000 overspent at the end of June 2018. Landfill Tax is overspent by £22,000 and fuel costs are overspent by £31,000 at the end of quarter 1.

These will be monitored closely and reported to Committee as the year progresses.

## 5. **DEVELOPMENT SERVICES (ECONOMIC DEVELOPMENT) REVENUE BUDGET**

### 5.1 **REVENUE BUDGET POSITION 30 JUNE 2018**

Annual Budget	Budget Year to Date	Actual & Comm Year to Date	Variance Year to Date
£000s	£000s	£000s	£000s
758	258	260	(2)

5.2 Development Services - Economic Development, the variance to projection is a minor overspend of £2,000.

## 6. **DIRECT SERVICES CAPITAL BUDGET TO 30 JUNE 2018**

6.1 **APPENDIX II** details the Direct Services Capital Budget position to 30 June 2018. The total Capital Plan budget of £19.601M has an actual spend at the end of June of £1.828M **The full budget statement with projections will be reported later in the year.**

6.2 **APPENDIX III** shows the projects within the Capital Budget

## 7. **SUMMARY OF IMPLICATIONS**

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

Effective budget management is an essential component of delivery of Council priorities. This report was informed by Moray 10 Year plan and provides support to enable the following priorities to be delivered :  
Growing diverse and sustainable economy, Building a better future for

our children and young people in Moray , Empowering and connecting communities and working towards a financially stable council that provides valued services to our communities

**(b) Policy and Legal**

There are no policy or legal implications arising directly from this report

**(c) Financial implications**

The financial implications are highlighted within the report and detailed in **APPENDICES I – IV**.

Direct Services Revenue spend to 30 June 2018 is £4,827,000 against a projection of £4,684,000 giving an overspend of £143,000.  
Development Services - Economic Development revenue spend to 30 June 2018 is £260,000 against a projection of £258,000 giving a variance of £2,000 overspend.

Direct Services capital spend is £1,828 million to 30 June 2018 .

**(d) Risk Implications**

Budget managers are aware of their responsibilities for managing budget allocations and approval for variance will be sought from Committee in line with the Financial Regulations.

**(e) Staffing Implications**

There are no staffing implications arising from this report.

**(f) Property**

There are no Property implications arising from this report.

**(g) Equalities/Socio Economic Impact**

There are no equalities implications arising from this report because the report informs the Committee on budget monitoring.

**(h) Consultations**

This report has been prepared in consultation with Paul Connor, Principal Accountant, Head of Direct Services, Head of Development Services, Legal Service Manager (Property and Contracts), Lissa Rowan, Committee Service Officer and Direct Services Management Team and Budget Managers. Any comments have been taken into consideration.

**8. CONCLUSION**

- 8.1 This report sets out the budget monitoring position and comments on variances for the Direct Services and Development Services (Economic Development) Capital and Revenue Budget for the period to 30 June 2018. The full budget statement with projections will be reported later in the year.**

Author of Report: Nichola Urquhart, Quality Management Systems Officer

Background Papers:

Ref:





# APPENDIX I

## DIRECT SERVICES REVENUE BUDGET PROGRESS – PERIOD TO 30 JUNE 2018

Service	Annual Budget	Budget to date	Actual & Committed YTD	Variance
	£000s	£000s	£000s	£000s
Building Cleaning & Catering	4,923	1,237	1,237	0
Waste Management	8,230	1,664	1,819	-155
Direct Services Admin /Quality Assurance	335	91	91	0
Lands and Parks/Countryside Amenities/Access	1,529	353	343	10
Roads Management	4,231	791	792	-1
Fleet Services	-1,743	-499	-493	-6
Transportation Mgmt	5,274	833	826	7
Flood Risk Management	925	172	171	1
Staff Saving Targets	-702	0	0	0
Direct Services Directorate	167	42	41	1
<b>Total Direct Services</b>	<b>23,169</b>	<b>4,684</b>	<b>4,827</b>	<b>-143</b>



## APPENDIX II

### APPENDIX II DIRECT SERVICES CAPITAL BUDGET PROGRESS – PERIOD TO 30 JUNE 2018

Service Description	Total Number of Projects	Total Capital Plan 2018 - 2019 £000s	Actual & Committed to 30 June 2018 £000s
Vehicle Plant and Equipment	10	3,556	264
Lands and Buildings (Direct Services Only)	7	3,952	19
Infrastructure	32	12,183	1,545
<b>Total</b>	<b>49</b>	<b>19,691</b>	<b>1,828</b>



## CAPITAL PROJECTS

## APPENDIX III

Direct Services Capital Programme  2018 / 2019	Total Capital Plan  £000	Actual Expenditure 30 June 2018  £000	
<b>Vehicle Plant and Equipment</b>			
Vehicle & plant replacement programme	3039	161	Roads Maintenance
G-PaTRA / Green Bus Fund – purchase of electric bus	290	0	Roads Maintenance
<b>Equipment</b>			
Children's Play Areas (Parkland)	35	1	Environmental Protection
Facilities Management Equipment	13	0	Environmental Protection
Domestic & Trade Waste Bins	35	0	Environmental Protection
Upgrade of containers at recycling centres	10	0	Environmental Protection
New Car Parking Machines	98	98	Transportation
Traffic Data Collection Equipment	11	4	Transportation
Traffic signal replacement Forres	5	0	Transportation
Pool Car Booking System	20	0	Roads Maintenance
<b>Waste Management-New landfill cells, capping and reinstatement</b>	<b>378</b>	<b>0</b>	<b>Environmental Protection</b>

<b>Integrated Waste Management Facility</b>	2,474	0		Environmental Protection
<b>Waste Mgt- NESS Energy</b>	514	0		Environmental Protection
<b>Waste Mgt.- Upgrade Recycling Centre facilities</b>	361	19		Environmental Protection
<b>Materials Recovery Facility Upgrade</b>	100	0		Environmental Protection
<b>Replacement burial grounds – ground investigation Elgin Site</b>	11	0		Environmental Protection
<b>Replace waterproofing and expansion joints at multi storey car parks</b>	114	0		Consultancy
<b>Road Safety Provision</b>	90	0		Transportation
<b>Disability adaptations</b>	70	14		Transportation
<b>Road safety barrier provision</b>	158	0		Consultancy
<b>New road signs and markings</b>	30	2		Transportation
<b>CWSS</b>	131	4		Transportation
<b>Carriageway resurfacing/ reconstruction/ surface dressing</b>	2,042	747		Roads Maintenance

Footways	300	15		Roads Maintenance
Drainage and other works	760	39		Roads Maintenance
Timber Traffic structural works	250	17		Roads Maintenance
U97H Tomliath Bridge	10	0		Consultancy
B9136 Glenlivet Bridge	150	0		Consultancy
A941 New Craigellachie Bridge	25	0		Consultancy
A940 Glenernie Bridge	150	95		Consultancy
B9007 Logie Bridge	150	126		Consultancy
C2E Cloddach Bridge	10	0		Consultancy
Arthurs bridge	114	0		Consultancy
Remote footbridges	55	0		Consultancy
Elgin Transport Strategy	2,500	127		Transportation
Street Lighting - Replace SOX and SON street lights with LED Lights	1,034	230		Roads Maintenance
Street Lighting- Replacement columns and lights	725	100		Roads Maintenance
Flood Risk Management				
Portgordon	155	0		Consultancy
Lossiemouth Seatown	224	11		Consultancy
Dallas	0	13		Consultancy
Newmill	78	0		Consultancy
Harbours – replacement of life expired elements and upgrade				

<b>Buckie</b>	701	0		Consultancy
<b>Burghead</b>	258	5		Consultancy
<b>Hopeman</b>	0	0		Consultancy
<b>Findochty</b>	61	0		Consultancy
<b>Portknockie</b>	0	0		Consultancy
<b>Portknockie landslip</b>	1,745	0		Consultancy
<b>Harbours – Economic Development</b>				
Economic Development	67	0		Transportation
Buckie Harbour Infrastructure Improvements – Ice Plant and Fuel Tank	140	0		Transportation

Note: \*Total capital figure indicated includes budget deferment and carry forwards from 2017/18 to 2018/19 as approved by Moray Council Committee on 28 June 2018.



Major Capital Projects spanning more than 1 financial year as at 30 June 2018

APPENDIX IV

Description	Approved Budget	Total Expenditure in previous financial years	Current 2018-19 Budget	Actual spend to 2018-19	Remaining Budget 2018-19	Project Spend to 30/06/2018	Life to Projected Future Years Budget Required	Estimated Final Cost	Projected Budget Variance
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
LED Street lighting replacement programme	5,000	2,195	1,034	230	804	2,425	1,100	4,329	671
Moycroft Integrated Waste Facility	3,532	58	2,474	0	2,474	58	1,000	3,532	0
<b>Total</b>	<b>8,532</b>	<b>2,253</b>	<b>3,508</b>	<b>230</b>	<b>3,278</b>	<b>2,483</b>	<b>2,100</b>	<b>7,861</b>	<b>671</b>





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**REPORT TO: ECONOMIC DEVELOPMENT AND INFRASTRUCTURE  
SERVICES COMMITTEE ON 14 AUGUST 2018**

**SUBJECT: PERFORMANCE REPORT (DIRECT SERVICES) – HALF YEAR  
TO MARCH 2018**

**BY: CORPORATE DIRECTOR (ECONOMIC DEVELOPMENT,  
PLANNING & INFRASTRUCTURE)**

**1. REASON FOR REPORT**

- 1.1 The purpose of this report is to outline performance of the service for the period from 1 October 2017 to 31 March 2018.
- 1.2 This report is submitted to Committee in terms of Section III (F) (33) of the Council's Scheme of Administration relating to developing and monitoring the Council's Performance Management Framework for the Economic Development and Infrastructure Services.

**2. RECOMMENDATION**

**2.1 It is recommended that Committee:-**

- (i) scrutinises performance against Economic Development, Planning and Infrastructure Performance Indicators, Service Plan and Complaints to the end of March 2018 as outlined;**
- (ii) welcomes good performance as indicated in the report;**
- (iii) notes the actions being taken to improve performance where required; and**
- (iv) approves the changes to the Direct Services' performance indicators, as detailed in Section 6 of the report, which are reported to this Committee.**

**3. BACKGROUND**

- 3.1 The Policy and Resources Committee, at its meeting on 27 April 2010 (Para 12 of the minute refers), approved the development of a quarterly monitoring document which will provide supporting information for the Performance Management Framework. The half-yearly performance report refers to this document. The document includes performance indicators, service plan and complaints data (including codes as referred to in section 5 of this report), and

can be found at:

[http://www.moray.gov.uk/moray\\_standard/page\\_92321.html](http://www.moray.gov.uk/moray_standard/page_92321.html)

#### 4. **SUMMARY OF PERFORMANCE**

##### **Performance Indicators**

4.1 The tables below summarise performance: –

<b>Service</b>	<b>No. of Indicators</b>	<b>Green Performing Well</b>	<b>Amber Close Monitoring</b>	<b>Red Action Required</b>	<b>Annual/Data Only (trend rather than target)</b>
<b>Consultancy</b>	3	3	0	0	0
<b>Environmental Protection</b>	14	3	4	2	5
<b>Roads Maintenance</b>	16	10	2	1	3
<b>Transportation</b>	24	6	1	4	13
<b>Total</b>	57	22 (39%)	7 (12%)	7 (12%)	21 (37%)
<b>Total - reporting period</b>	36	61%	19%	19%	

4.2 Of the 57 indicators reported 36 are subject to performance against target at the six month stage. The other 21 indicators are data-only indicators or have no data for the reporting period.

Performance against indicators relevant to the reporting period is presented across four service areas and, as stated above, involves 36 indicators.

Twenty two indicators are regarded as performing well, seven require close monitoring, and seven need action if the targets are to be met.

##### **Service Plan**

<b>Number of Actions</b>	<b>Completed - Expected by end quarter 4</b>	<b>Completed - Actual by end quarter 4</b>	<b>Cancelled</b>	<b>Overdue at end quarter 4</b>
25	24	14	1	9

4.3 At the end of the reporting period nine actions in the Service Plan were overdue, 14 actions had been completed, one action was not due and was progressing, and one action had been cancelled. Overall, and including progress against actions not completed, the Service Plan was 80% complete.

##### **Complaints**

4.3 One hundred and twenty six complaints were received by Direct Services during the half-year reporting period. One hundred and twenty five complaints were closed during the reporting period. Of the closed complaints, 32 complaints (26%) were upheld. One hundred and eight complaints (86% of those closed) were dealt with at frontline while 17 (14% of those closed)

went to the investigative stage.

## 5. **PERFORMANCE ANALYSIS**

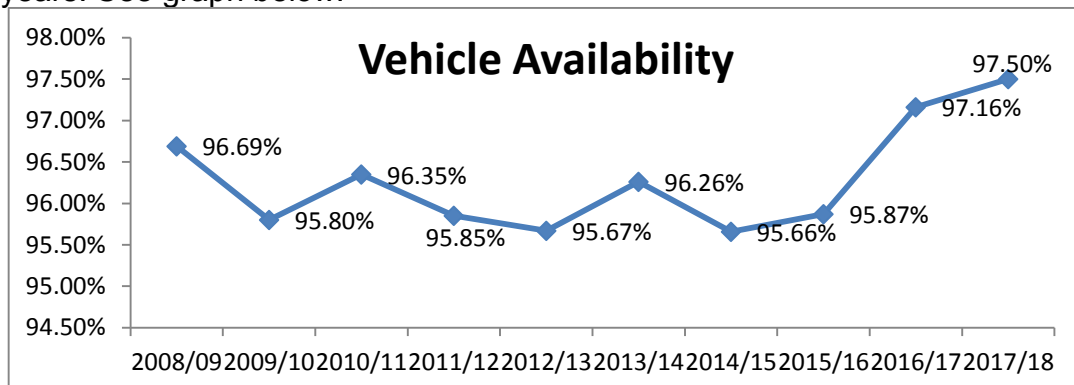
### **Areas of good performance**

#### Local Government Benchmarking Framework (LGBF) Indicators

- 5.1 Direct Services has 13 nationally benchmarked indicators. Results for 2016-17, show that 8 of 13 indicators were in the top quartile nationally and 9 of 13 were in the top quartile for the family group. Only 1 of 13 was in the bottom quartile nationally and the same indicator was in the bottom quartile for the family group (adults satisfied with street cleaning). Moray was ranked 2<sup>nd</sup> of 32 authorities for the cost of street cleaning and waste recycling. The results for 2016-17 are similar to those of 2015-16 in that there were eight indicators in the top quartile nationally in both years. (See **appendix 1** for a table describing all LGBF indicators)

#### Fleet Services

- 5.2 Envdr130c “% Occasions where vehicles were available for use”. The result for availability of all vehicles in the fleet in 2017/18 was 97.5% against a target of 94.5%. This result is the highest vehicle availability for ten years. See graph below.

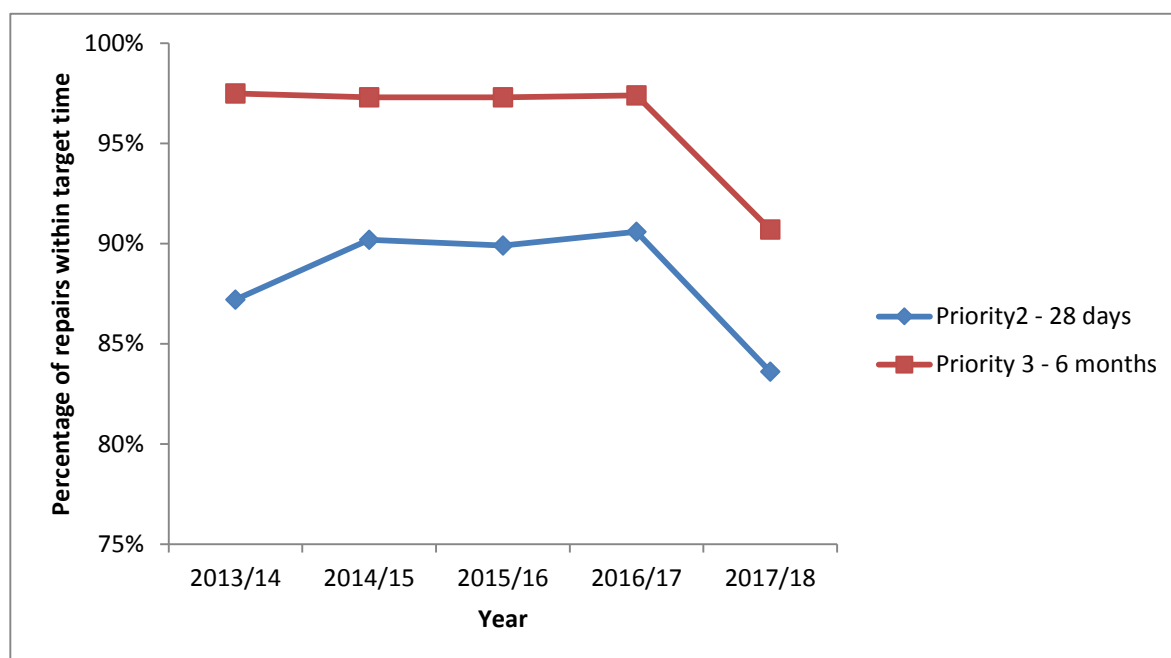


- 5.3 Envdr224 “Net savings from Pool cars”. Savings increased by £103k in 2016/17 to **£235,441** from 2015/16. The main reason for the increased savings was that costs dropped by 16% which was largely due to cheaper fuel but the mileage done by the vehicles increased by 6%, from 2014/15, which also made a large contribution to the savings. Provisional figures for savings in 2017/18 are also available and they show the best savings (**£286,365**) since the pool cars were introduced in 2010. New software to analyse Pool Car usage has recently been installed. The information produced will be used by managers to increase Pool Car efficiency.

#### Roads Maintenance

- 5.4 SENV04a “Cost of maintenance per kilometre of roads”. (one of the LGBF indicators) Due to budget reductions the cost of maintenance fell by 15% from £7,233 in 2015/16 to £6,175 in 2016-17 against a target of £10,791.

- 5.5 Roads Emergency repairs (Envdr136a) and Priority 1 repairs (Envdr136b) both achieved target in Q4. Forty four out of forty seven emergency repairs (93.6%) were done in under two hours against a target of 92.5%. And 130 of 132 priority 1 repairs (98.5%) were done in under three working days against a target of 90%. However, other repair indicators (priority 2 (28 days) and priority 3 (6 months) each saw a dip of seven percentage points in 2017/18 from 2016/17 – see graph below.



## Service Plan

### Consultancy

- 5.6 DirS17-18C2.14 'Flood Risk Management - Develop a system for asset management'  
This action was completed ahead of time. Flood Risk Management WDM system went live in April 2018. WDM is the council's database for roads, harbours, bridges, lighting and flood risk management.

### Roads

- 5.7 DirS17-18R1.02a "Develop the LED replacement programme"  
Work has progressed to plan for 2017/18. Energy savings are being realised and the unit price of lantern supply and installation has been reduced due to bulk purchasing and operational efficiencies introduced.

### Transportation

- 5.8 DirS17-18T3.20 "Review the Port Marine Safety Code Compliance and promote the "Home Safe Every Day" campaign"  
The Port Marine Safety Code audit of the "Home Safe Every Day" campaign has been completed

## Areas of performance identified for improvement





















## Customer Indicators

### 5.9 Customer satisfaction surveys

The data for six customer satisfaction indicators was obtained through four online surveys hosted by the Moray Council website in December 2017. The 2017/18 indicator results taken from the surveys are shown in the table below with comparisons from the previous surveys in 2014/15 and 2015/16 (there was no survey in 2016/17).

**Results from the last three Environmental Surveys**

Section	Indicator	Target	2014/15	2015/16	2017/18
Lands & Parks	Percentage of adults satisfied with parks and open spaces	75%	75% 	79% 	65% 
Waste	Percentage of adults satisfied with refuse collection	93%	93% 	93% 	88% 
Waste	Percentage of adults satisfied with street cleaning	70%	58% 	68% 	61% 
Roads	% of the public satisfied with the Roads Service	60%	53% 	60% 	35% 
Car Parks	% of customers satisfied with the car parks	85%	84% 	84% 	55% 
Harbours	% of harbour users who are satisfied with the facilities	60%	60% 	65% 	33% 

The 2017/18 results for satisfaction rates are in all cases lower than the 2015/16 results and four of the six indicators are much lower. The method of collecting responses was different in 2017/18 from the past four annual surveys, where the method was to use the citizen's panel where questions were sent by post to around 1,000 people producing about 500 responses. The audience for the surveys in 2017/18 was visitors to the council website producing 50 to 90 responses per survey.

Three of the indicators which used data from the survey are also Local Government Benchmark Framework (LGBF) indicators which are measured using data from the Scottish Household Survey (a three year average). They are measured in the same way, using the Household survey, for all 32 Scottish local authorities. A comparison with the same measurements from the council's survey in December (table below) shows that the council survey's results for one indicator is similar but the other two are below the Scottish Household Survey results.

**The Scottish Household Survey results compared to the council survey results**

Indicator	LGBF Scottish Household Survey 14-17	Moray Council Survey Dec 17
Envdr215 Percentage of adults satisfied with parks and open spaces	88%	65%
Envdr220 Percentage of adults satisfied with refuse collection	87%	88%
Envdr221 Percentage of adults satisfied with street cleaning	66%	61%

Because the 2017/18 surveys show a large difference from previous results, had a much lower response rate than previous surveys, and had lower satisfaction rates than another survey, it is thought that there was a non-response bias in the 2017/18 surveys leading to results which are not representative. A review of surveys within Direct Services will be carried out to find ways to gather more representative responses.

### Environmental Protection

- 5.10 Envdr221 “Percentage of adults satisfied with street cleaning”. This was the only LGBF indicator (out of 13 indicators) which was in the bottom quartile nationally. The value for 2016-17 was 66% (data from the Scottish Household Survey) and Moray was ranked 27 out of 32. The target for the indicator is 70% and therefore the result for 2016-17 is just below target. The council survey result for the same indicator in 2017-18 was 61% which scores it as red (just) on the traffic light scheme. In contrast, the measurement of street cleanliness SENV03c ‘Street Cleanliness Score for Acceptable Cleanliness’ scored 87 against a target of 85 for 2017/18. (It should be noted that Moray Council does not participate in the national audit for street cleanliness and therefore the cleanliness score cannot be validated)

### Transportation

- 5.11 Envdr257 “Net unit cost per passenger per trip of the Dial-M Service”. For quarter 3 and quarter 4 the unit cost was £3.19 against a target of £2.50 which means that the results exceed the target by 28% of the target. For the last 6 quarters this indicator has exceeded the target by more than 11%. When the service was first introduced in 2016 usage was higher and costs were around the target of £2.50 but costs rose above target by the end of 2016. Hence estimates for the cost of this service have proved over-optimistic and a request to increase the target for this indicator to £3.25 is part of the request to this committee to make some changes to the indicators which are reported to this committee. There is no impact to the budget with this change.
- 5.12 Envdr240 “Gross unit cost per passenger per trip of school transport” This annual indicator had a value of £4.18 against a target of £3.60. The reason for the poor performance was that the numbers of pupils entitled to free travel had dropped but there was still the same number of school contracts carrying fewer pupils. It is hoped that current contract negotiations will help to reduce costs in the future.
- 5.13 Envdr262 Dredger – “Tonnage moved from internal harbours”. The target is to dredge for 60 days across the year at internal harbours and to report the tonnage of spoil removed. In Q3 2017/18 there was no internal dredging – the weather conditions were not appropriate to dredge Cullen, Findochty, Hopeman, or Portknockie. There were delays to the licence renewal for Buckie and Burghead as Marine Scotland had changed their processes. In Q4 6,389 tonnes of spoil was removed from Moray Council harbours.

### **Service Plan**

### Administration

- 5.14 DirS17-18A3.21 'Carry out reviews of our service to the Customer Service Excellence CSE standard' was 75% complete and was due to be completed in March. This action was delayed by Roads reorganisation but has now been completed (July 2018) after the reporting period.

#### Environmental Protection

- 5.15 DirS17-18E1.04 'Develop a structured long term strategy to ensure that the provision of burial grounds in Moray is equitable and sustainable' 50% complete  
There have been competing pressures and priorities but the main reason for the delay is that the guidance on how the new legislation is to be implemented still hasn't been forthcoming from the Scottish Government. At the moment the Lands & Parks section are identifying the cemeteries with a projected lifespan of less than 10 years and doing a zoning exercise to see which fall outside of a 10 mile radius of a cemetery with capacity. A report is included in the agenda for this committee.
- 5.16 DirS17-18E1.07 'Subject to the estimated funding requirement for the proposed Moycroft rationalization project meeting with the members' approval – progress this to final design, planning approval and contract award'. This is 80% complete and was due to be completed in December 2017.  
Delays in this project were due to value engineering exercises to reduce capital costs. A report is included in the agenda for this committee.

#### Roads Maintenance

- 5.17 The reorganisation of the Roads Maintenance service (DirS17-18R3.18) is 90% complete and was due to be completed in September 2017.  
Job evaluations have taken much longer than anticipated but the vast bulk of the work has been done with only the final two positions of the structure to be advertised and filled.  
The reorganisation delay has had a knock-on effect for one administration action (paragraph 5.17 above) and another two actions for the roads maintenance service.
- DirS17-18R1.01a 'Review Roads & Lighting Asset Management plans'. 10% complete with a due date of March.  
The reorganisation has meant that there is a post unfilled in the Lighting section and has led to delays. This action will be in the 2018/19 plan with a due date of March 2019.
  - DirS17-18R3.16 Develop and communicate a Health and Safety Plan for Roads Maintenance has not been started and was due to be completed in March.  
The health and safety officer position has not been filled and is currently awaiting an evaluation which is part of the overall reorganisation. This action will be in the 2018/19 plan with a due date of March 2019.
- 5.18 DirS17-18R1.01c Further develop mobile working/systems' 25% complete with a due date of March.  
Delays arising from investigating developing the existing system or creating a

bespoke system, and looking at off-the-shelf systems in place at other local authorities, along with the recent retirement of the lead IT officer on the project, have meant that this action will now be part of the 2018/19 service plan with a due date of March 2019.

- 5.19 DirS17-18R1.02b 'Continue to implement measures and new ways of working to drive efficiencies and reduce the carbon footprint of Roads Maintenance' 30% complete with a due date of March.  
This action has had delays including the delay caused by seeking legal advice over an agreement for the installation of new lighting units which can also generate power.

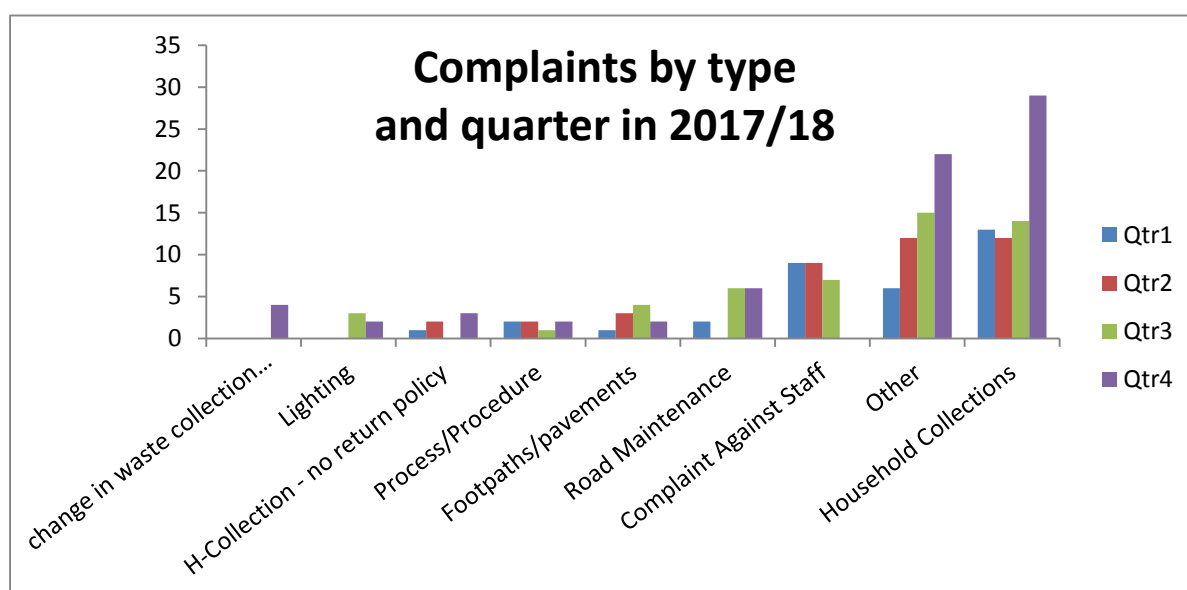
### Transportation

- 5.20 DirS17-18T2.10 'Produce and deliver Moray Road Safety Plan in collaboration with Community Planning Partners' 75% complete  
This action has been delayed due to work pressures. However the Road Safety Plan was approved at the 15 May meeting of this committee (Item 7 of the agenda describes) and therefore the action is now completed.

### **Complaints**

- 5.21 The total complaints in quarter 3 and quarter 4 were 56 and 69 respectively. There were 68 complaints in the first half year 2017/18 and 125 (nearly double) complaints in the second half year 2017/18.

The complaints are broken down by type and quarter in the graph below: The graph shows that household waste collection forms the largest part of complaints and that there was a large rise in 'Household Collection' and 'Other' complaints in quarter 4. Much of the rise in complaints can be attributed to the bad weather in the quarter when collection was sometimes not possible and there were other complaints about icy roads etc.



Including complaints about household collection schedule and no-returns policy over 40% (78 of 194) of complaints to Direct Services in 2017/18 were about household waste collection. To give this some context, there were 44,533 households in Moray in 2017/18 each with the potential to put out five different bins (green, brown, blue,

purple, and orange) on 26 separate occasions. So, in 2017/18, there could have been 5.8 million times when bins were processed against 78 household collection complaints received. Each section learns from complaints and aims to continually improve.

## **6 Proposed changes to the performance indicators reported to this committee.**

A list of all the indicators reported to this committee is given in **APPENDIX 2**. The list includes targets, the last three years data, the last five quarters data and the proposed changes.

### **Summary of proposed changes:-**

- Removing the customer satisfaction PI for building cleaning and catering and replacing with two new PIs. One measuring customer satisfaction for building cleaning and the other measuring customer satisfaction for catering.
- Two new PIs for the Harbours section – Revenue from berthing and Revenue from commercial operations.
- Increase the targets for two PIs – Food cost per school meal and Cost per passenger on the Dial-M service.

## **7 SUMMARY OF IMPLICATIONS**

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

Performance measurement is used to ensure the efficient and sustainable delivery of services to meet the Council's priorities in the Moray 10 Year Plan.

### **(b) Policy and Legal**

The Council has a statutory requirement to publish a range of information that will demonstrate that it is securing best value and assist in comparing performance both over time and between authorities where appropriate.

### **(c) Financial implications**

None.

### **(d) Risk Implications**

None.

### **(e) Staffing Implications**

None.

### **(f) Property**

None.

### **(g) Equalities/Socio Economic Impact**

An Equality Impact Assessment is not needed because the report is to inform the Committee on performance.

**(h) Consultations**

The Head of Direct Services and Service Managers within Direct Services have been consulted and any comments incorporated into the report.

**8. CONCLUSION**


**8.1 Sixty one per cent of Direct Services' performance indicators, for the reporting period, showed good performance. The service plan progress overall for 2017/18 was 80% complete at the end of the reporting period.**


Author of Report: Bob Ramsay

Background Papers: Held by Bob Ramsay, Research & Information Officer

Ref:

Indicator	2015-16			2016-17		
	Measure- ment	Rank Nation al (32)	Rank Family Grp (8)	Measure- ment	Rank Nation al (32)	Rank Family Grp (8)
Envdr214 Cost of parks and open spaces per 1,000 population	£12,533	6	2	£13,615	7	2
Envdr218 Net cost of street cleaning per 1,000 population	£6,879	1	1	£7,671	2	1
SENV01a Net cost of Waste collection per premise	£52.83	7	1	£49.26	7	2
SENV02a Net waste disposal cost per premises	£93.56	15	6	£98.40	18	6
SENV04a Cost of maintenance per kilometre of roads	£7,233	13	3	£6,175	6	1
ENVDR069 Percentage of total waste arising that is recycled (percentage of waste diverted from landfill)	57.4%	2	1	59.1%	2	1
SRL1a Percentage of A class roads that should be considered for maintenance treatment	24.5%	15	2	25.2%	17	3
SRL1b Percentage of B class roads that should be considered for maintenance treatment	22.5%	5	1	22.8%	8	1
SRL1c Percentage of C class roads that should be considered for maintenance treatment	23.9%	5	1	21.9%	5	1
SRL1d Percentage of unclassified roads that should be considered for maintenance treatment	32.7%	8	2	31.4%	5	1
Envdr215 Percentage of adults satisfied with parks and open spaces	79%	8	3	88%	15	4
Envdr220 Percentage of adults satisfied with refuse collection	93%	15	5	87%	9	2
Envdr221 Percentage of adults satisfied with street cleaning	69%	26	7	66%	27	7

 Top quartile nationally

 Bottom quartile nationally



## APPENDIX 2

Direct Services Performance Indicators showing the target, the last three years and the last five quarters results along with the proposed change, if any, to the indicator. Also, there are four proposed new indicators which are shown with a blue background.

### Consultancy Engineering Design Services

Cat	Code	Description	Target	2015/16	2016/17	2017/18	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Requested Change
				Value	Value	Value	Value	Value	Value	Value	Value	
Local	Envdr206	Bridge Condition Index (average of the 379 Bridges in Moray) - A general inspection of each bridge is scheduled every 2 years.	87	87.1	86.93	87.04	Not measured for Quarters	Not measured for Quarters				None
Local	Envdr207	% of responses to Planning Consultation on Flooding and Drainage that are responded to within 14 days	100%	98%	98.8%	100%	Not measured for Quarters	Not measured for Quarters				None
Local	Envdr248	% of projects which were within target budget	90%	100%	90%	90%	Not measured for Quarters	Not measured for Quarters				None

### Environmental Protection Building Cleaning & Catering

Cat	Code	Description	Target	2015/16	2016/17	2017/18	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Requested Change
				Value	Value	Value	Value	Value	Value	Value	Value	
Local	ENVDR071	% Primary School Pupils taking School Meals - Uptake in Primary School Meals	60%	64.3%	64%	60.28%	63.4%	62.7%	59.6%	60.5%	60.9%	None
Local	Envdr211	Food cost per school meal (Primary School)	£0.75	£0.68	£0.67	£0.76	£0.67	£0.71	£0.73	£0.77	£0.76	Target increase to £0.80 because of inflation
Local	Envdr212	Customer Satisfaction rating of Building Cleaning & Catering services	72%	69%	N/A	N/A	Not measured for Quarters	Not measured for Quarters				Remove this PI and replace with the two new PIs below
Local	Envdr212a	Customer satisfaction rating of building cleaning services	Data only	N/A	N/A	N/A	Not measured for Quarters	Not measured for Quarters				Proposed new PI to replace Envdr212

## APPENDIX 2

Cat	Code	Description	Target	2015/16	2016/17	2017/18	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Requested Change
				Value	Value	Value	Value	Value	Value	Value	Value	
Local	Envdr212b	Customer satisfaction rating of catering services	Data only	N/A	N/A	N/A	Not measured for Quarters	Not measured for Quarters				Proposed new PI to replace Envdr212
Local	Envdr213	Unit cost per 100 square metres for Building Cleaning	£4.70	£4.65	£4.92	£4.91	Not measured for Quarters	Not measured for Quarters				None
Local	Envdr249	% Primary School Pupils taking School Meals - Uptake in Primary School Meals for Primary 1,2 &3	75%	78.1%	78.12%	77.06%	78.1%	78.2%	76.9%	76.8%	76.9%	None

### Environmental Protection Lands & Parks/Countryside/Access

Cat	Code	Description	Target	2015/16	2016/17	2017/18	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Requested Change
				Value	Value	Value	Value	Value	Value	Value	Value	
Nat(b)	Envdr214	Cost of parks and open spaces per 1,000 population	£15,000	£12,533	£13,615		Not measured for Quarters	Not measured for Quarters				None
Nat(b)	Envdr215	Percentage of adults satisfied with parks and open spaces	75%	79%	87%	65%	Not measured for Quarters	Not measured for Quarters				None

Environmental Protection  
Waste Management

Cat	Code	Description	Target	2015/16	2016/17	2017/18	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Requested Change
				Value	Value	Value	Value	Value	Value	Value	Value	
Nat(b)	ENVDR069	Percentage of total waste arising that is recycled (percentage of waste diverted from landfill)	60%	57.4%	59.1%	57.9%	Not measured for Quarters	Not measured for Quarters				None
Nat(b)	Envdr218	Net cost of street cleaning per 1,000 population	£7,800	£6,879	£7,671		Not measured for Quarters	Not measured for Quarters				None
Nat(b)	Envdr220	Percentage of adults satisfied with refuse collection	93%	93%	87%	88%	Not measured for Quarters	Not measured for Quarters				None
Nat(b)	Envdr221	Percentage of adults satisfied with street cleaning	70%	68%	66%	61%	Not measured for Quarters	Not measured for Quarters				None
Nat(b)	SENV01a	Net cost of Waste collection per premise	£65.91	£52.83	£49.26		Not measured for Quarters	Not measured for Quarters				None
Nat(b)	SENV02a	Net waste disposal cost per premises	£95.06	£93.56	£98.40		Not measured for Quarters	Not measured for Quarters				None
Nat	SENV03c	Street Cleanliness Score for Acceptable Cleanliness	85	N/A	N/A	87	Not measured for Quarters	Not measured for Quarters				None

## APPENDIX 2

### Roads Maintenance Fleet Services

Cat	Code	Description	Target	2015/16	2016/17	2017/18	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Requested Change
				Value	Value	Value	Value	Value	Value	Value	Value	
Local	ENVDR130c	% Occasions where vehicles were available for use	94.50 %	95.87%	97.16%	97.50%	96.59%	96.43%	96.18%	98.16%	97.42%	None
Local	ENVDR223	Unit cost per vehicle and plant maintenance (weighted)	£205	£808	£775	£763	£207	£194	£172	£186	£211	None
Local	ENVDR224	Net savings for Pool Cars	£190,000	£132,191	£235,441	£286,365	Not measured for Quarters	Not measured for Quarters				None
Local	ENVDR225	% of Customers satisfied with Fleet Services	Data Only	N/A	N/A	N/A	Not measured for Quarters	Not measured for Quarters				None
Local	ENVDR259	Average mileage of Pool Cars	3,000	11,503	11,637	11,618	2,778	2,988	2,868	2,790	2,963	None

### Roads Maintenance Roads Maintenance

Cat	Code	Description	Target	2015/16	2016/17	2017/18	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Requested Change
				Value	Value	Value	Value	Value	Value	Value	Value	
Local	ENVDR074k	% of Road Construction Consent (RCC) applications responded to with final decision within 20 working days of receipt of all relevant information	100%	95%	100%	100%	100%	100%	100%	100%	100%	None
Local	ENVDR136a	% Emergency repairs - made safe within 2 hours	92.5%	97%	97.8%	97.2%	100%	96.4%	100%	100%	93.6%	None
Local	ENVDR136b	% Priority 1 repairs completed within 3 working days	90%	95.3%	95.8%	95.8%	91.1%	93%	97.5%	92.2%	98.5%	None
Local	Envdr231	% of the public satisfied with the Roads Service	60%	59.7%	N/A	35%	Not measured for Quarters	Not measured for Quarters				None
Local	Envdr251	Road Assets -% Ratio of Depreciated Replacement Cost to Gross Replacement Costs of assets (degree to which assets	Data Only	87.4%	77.6%	76.9%	Not measured for	Not measured for Quarters				None

## APPENDIX 2

Cat	Code	Description	Target	2015/16	2016/17	2017/18	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Requested Change
				Value	Value	Value	Value	Value	Value	Value	Value	
		have not been used up)					Quarters					
Nat(b)	SENV04a	Cost of maintenance per kilometre of roads	£10791	£7233	£6175		Not measured for Quarters	Not measured for Quarters				None
Nat(b)	SRL1a	Percentage of A class roads that should be considered for maintenance treatment	26.6%	24.5%	25.2%	25.9%	Not measured for Quarters	Not measured for Quarters				None
Nat(b)	SRL1b	Percentage of B class roads that should be considered for maintenance treatment	31.6%	22.5%	22.8%	23.5%	Not measured for Quarters	Not measured for Quarters				None
Nat(b)	SRL1c	Percentage of C class roads that should be considered for maintenance treatment	33.5%	23.9%	21.9%	24.9%	Not measured for Quarters	Not measured for Quarters				None
Nat(b)	SRL1d	Percentage of unclassified roads that should be considered for maintenance treatment	35.2%	32.7%	31.4%	31.6%	Not measured for Quarters	Not measured for Quarters				None
Nat(b)	SRL1e	Overall percentage of road network that should be considered for maintenance treatment	35.2%	27.9%	26.9%	27.9%	Not measured for Quarters	Not measured for Quarters				None

### Transportation Car Parks

Cat	Code	Description	Target	2015/16	2016/17	2017/18	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Requested Change
				Value	Value	Value	Value	Value	Value	Value	Value	
Local	ENVDR097e	% representing the number of short term (2 hours or less) stays in Pay & Display car parks to the total number of stays	84%	85%	85%	84%	84%	85%	84%	84%	84%	None
Local	Envdr232	Average occupancy of all paid car parks in Elgin	50%	51%	51%	52%	52%	53%	53%	52%	46%	None
Local	Envdr233	Net income from Elgin Pay & Display car parks after maintenance expenses	£586,000	£582,734	£564,000	£599,875	Not measured	Not measured for Quarters				None

## APPENDIX 2

Cat	Code	Description	Target	2015/16	2016/17	2017/18	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Requested Change
				Value	Value	Value	Value	Value	Value	Value	Value	
							for Quarters					
Local	Envdr234	% of customers satisfied with the car parks	85%	84%	N/A	55%	Not measured for Quarters	Not measured for Quarters				None

### Transportation Harbours Services (including dredger)

Cat	Code	Description	Target	2015/16	2016/17	2017/18	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Requested Change
				Value	Value	Value	Value	Value	Value	Value	Value	
Local	Envdr235	Net cost per berthing (recreational) – taking account of capital, revenue and income	Data Only	-£130	£2,409	-£81	Not measured for Quarters	Not measured for Quarters				None
Local	Envdr235a	Revenue from berthing (recreational)	Data Only	N/A	N/A	N/A	Not measured for Quarters	Not measured for Quarters				Proposed new PI
Local	Envdr236	Net cost for commercial operations for all harbours – taking account of capital, revenue and income	Data Only	£342,420	£196,817	£99,508	Not measured for Quarters	Not measured for Quarters				None
Local	Envdr236a	Revenue from commercial operations for all harbours	Data Only	N/A	N/A	N/A	Not measured for Quarters	Not measured for Quarters				Proposed new PI
Local	Envdr237	% of harbour users who are satisfied with the facilities	60%	65%	N/A	33%	Not measured for Quarters	Not measured for Quarters				None
Local	Envdr262	Dredger – Tonnage moved from internal harbours	Data Only			20,839		8,140	6,310	0	6,389	None
Local	Envdr263	Dredger – Number of days in external ports	Data Only			3	Not measured for Quarters	Not measured for Quarters				None

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Cat	Code	Description	Target	2015/16	2016/17	2017/18	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Requested Change
				Value	Value	Value	Value	Value	Value	Value	Value	
Local	Envdr264	Dredger – Satisfaction rating from customers	Data Only				Not measured for Quarters	Not measured for Quarters				None

### Transportation Public Transport

Cat	Code	Description	Target	2015/16	2016/17	2017/18	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Requested Change
				Value	Value	Value	Value	Value	Value	Value	Value	
Local	Envdr238	% of parents who are satisfied with the school bus service	55%	70%	N/A	N/A	Not measured for Quarters	Not measured for Quarters				None
Local	Envdr239	% of users who are satisfied with the Dial-A-Bus service	80%	90%	N/A	N/A	Not measured for Quarters	Not measured for Quarters				None
Local	Envdr240	Gross unit cost per passenger per trip of school transport	£3.60	£3.66	£3.89	£4.18	Not measured for Quarters	Not measured for Quarters				None
Local	Envdr257	Net unit cost per passenger per trip of the Dial-M Service (which includes Dial-a-Bus and scheduled services)	£2.50		£2.54	£2.99	£2.94	£2.78	£2.80	£3.19	£3.19	Change target to £3.25 because of increased costs



Transportation  
Statutory & General Transportation

Cat	Code	Description	Target	2015/16	2016/17	2017/18	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Requested Change
				Value	Value	Value	Value	Value	Value	Value	Value	
Local	ENVDR074b	% of pre-application cases (major) responded to planning department within target time of 15 working days of scheduled meeting with developer	100%	100%	100%	100%	N/A	100%	100%	100%	N/A	None
Local	ENVDR074dv	% of Local Review Body (LRB) notifications returned within 10 working days in the period	100%	100%	100%	100%	100%	100%	100%	100%	100%	None
Local	Envdr252	Percentage of planning applications returned to the planning department within target time	80%	83.3%	85.9%	86.3%	92%	90%	89%	88%	80.3%	None

Transportation  
Traffic Management

Cat	Code	Description	Target	2015/16	2016/17	2017/18	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Requested Change
				Value	Value	Value	Value	Value	Value	Value	Value	
Local	Envdr242	% of Traffic enquiries dealt with within target time (10 working days)	95%	96%	96%	95%	95%	96%	95%	95%	95%	None
Local	Envdr243	% of planned projects completed within the financial year	100%	100%	100%	100%	Not measured for Quarters	Not measured for Quarters				None
Local	Envdr244	Number of Traffic enquiries/ applications dealt with within a year	Data Only	1,400	1,336	1,271	Not measured for Quarters	Not measured for Quarters				None
Local	Envdr245	Number of cycle journeys made on shared use/national cycle network within Moray (from a set sample of counters)	Data Only	472	455	375	Not measured for Quarters	Not measured for Quarters				None
Local	Envdr246	Number of primary schools participating in Level 2 Bikeability (level after the pupil can control the bike. For level 1, training	Data Only	21	N/A	17	Not measured for	Not measured for Quarters				None

## APPENDIX 2

Cat	Code	Description	Target	2015/16	2016/17	2017/18	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Requested Change
				Value	Value	Value	Value	Value	Value	Value	Value	
		takes place within a controlled environment. In Level 2 the training takes place on local roads)					Quarters					
Local	Envdr247	Number of schools completing the Hands Up survey	Data Only	48	48	48	Not measured for Quarters	Not measured for Quarters				None
Local	Envdr265	Number of times the car charger points are used.	Data Only			515		84	174	127	130	None




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**REPORT TO: ECONOMIC DEVELOPMENT & INFRASTRUCTURE  
SERVICES COMMITTEE ON 14 AUGUST 2018**

**SUBJECT: INDUSTRIAL PORTFOLIO ANNUAL REPORT 2017/18**

**BY: CORPORATE DIRECTOR (ECONOMIC DEVELOPMENT,  
PLANNING & INFRASTRUCTURE)**

**1. REASON FOR REPORT**

- 1.1 This report sets out the annual performance of the Council's Industrial Portfolio in 2017/18.
- 1.2 This report is submitted to Committee in terms of Section III (F) (3) of the Council's Scheme of Administration relating to industrial and commercial development.

**2. RECOMMENDATION**

**2.1 It is recommended that the Committee:-**

- (i) considers and notes the Annual Report for 2017/18; and
- (ii) welcomes the good performance of the Council's Industrial Portfolio.

**3. BACKGROUND**

- 3.1 Annual reports have been presented to the Environmental Services Committee and this Committee since 2002; the last report was presented to this Committee on 5 September 2017 (paragraph 12 of the Minute refers). The Annual Report on The Moray Council's Industrial Portfolio for 2017/18 is attached to this report as **APPENDIX I**, together with supporting **APPENDICES II – IX**. The main issues are summarised below.

**4. PERFORMANCE**

Rental income

- 4.1 The rental income generated by the industrial portfolio increased by £3,000 in 2017/18 to £1.756M. As stated in last year's annual report although rents are continuing to increase at rent review and new lettings the portfolio's rental income was likely to remain similar in 2017/18 to that achieved in 2016/17, as unlike in recent years no new units came on stream in 2017/18. In addition a number of larger units were vacated in late 2016 which were slow to re-let (larger units typically take longer to let than smaller units). However by the

end of 2017/18 all bar one of those larger units had been re-let and it is anticipated that the portfolio's rental income will increase in 2018/19 and add to the portfolio's £737,000 increase in annual income over the last 9 years.

#### Occupancy

- 4.2 At 31 March 2017 the occupancy rate in terms of buildings occupied was 92.7% compared to the target of 80%. There will always be some turnover of tenants and the current occupancy rate is considered to be very close to maximum occupancy.

#### Rate of return

- 4.3 The rate of return in 2017/18 was 7.10%, exceeding the target rate of return of 5.75%.

#### Development

- 4.4 In 2017/18 roads and services were constructed at March Road East, Buckie to provide serviced sites ready for development, as well as a new business unit – all within budget.
- 4.5 A refurbishment/upgrading programme is ongoing in relation to existing properties, to ensure they remain responsive to future business needs.

### **5. CHALLENGES**

- 5.1 The industrial portfolio is meeting its objectives of:-
- (i) minimising the number of vacant properties as far as is consistent with current market conditions; and
  - (ii) maximising overall rental income and thereby minimising the cost of the service.
- 5.2 There are however concerns about the portfolio's ability to fulfil the objective of maintaining an adequate supply of affordable premises in appropriate locations within Moray, in particular a shortage of industrial development land and units in locations throughout Moray.
- 5.3 The following actions are aimed at addressing these concerns:-
- (i) the development of a major extension of March Road Industrial Estate in Buckie;
  - (ii) sites surplus to the flood scheme in Elgin have been made available and are under offer to local businesses/subject to firm interest;
  - (iii) negotiations to purchase land in Forres to provide serviced sites and business units are at an advanced stage and are expected to complete shortly;
  - (iv) investigating feasibility of acquiring specific sites in Speyside with a view to providing serviced sites and business units;
  - (v) potential further opportunities to acquire and develop land and buildings will be considered as part of the Council's asset management rationalisation programme;

- (vi) existing properties will be repaired and refurbished as required;
  - (vii) proposals for funding future development of the Industrial Portfolio will be brought forward through the Council's asset management, capital planning and economic development capital fund processes; and
  - (viii) there has been significant recent private sector interest in developing small business units for lease on sites which the Council has serviced and officers are working with private developers to facilitate the provision of new business units.
- 5.4 A lack of capital or revenue investment in the future could result in the industrial portfolio being unable to provide suitable units and sites to meet business needs, thereby stifling economic growth in the area.
- 5.5 The level of rent/insurance arrears was 4.66% in 2017/18 and the Estates Team continues to work corporately with Finance and Legal Services to reduce these arrears. As part of this work a system of charges to recover the Council's costs of pursuing outstanding rent has recently been introduced. This is primarily designed to persuade habitual late payers to pay timeously, improve the Council's cash flow and cut staff resources required to pursue debts. It is not expected to generate significant additional revenue to the Council.
- 5.6 A significant deterioration in the local economy could reduce demand for industrial units and new sites. This would increase voids, reduce rental income and lower the rate of return on the portfolio. Although demand slowed slightly in late 2016/2017 (particularly for larger units) it has bounced back and it is anticipated that there will continue to be demand for small industrial premises in Moray for the foreseeable future.
- 5.7 Officers will continue to monitor potential opportunities in properties vacated by businesses relocating to Elgin Business Park.

## **6. SUMMARY OF IMPLICATIONS**

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

The management and development of the Industrial Portfolio supports the priority of the Corporate Plan of promoting economic development and growth. It also accords with the aim of the Moray Economic Strategy of facilitating economic growth and diversification of the local economy.

### **(b) Policy and Legal**

The policy objectives of the Industrial Portfolio are set out in **APPENDIX I** (Section 2).

### **(c) Financial Implications**

The financial implications are outlined in **APPENDIX I** (Section 4).

Revenue expenditure in 2016/17 was within budget, whilst capital expenditure was within the capital allocation, with £128,000 carried forward into 2018/19.

Rental income increased slightly.

Looking forward, revenue expenditure on repairs and maintenance is forecast to be within the current budget of £70,185 in 2018/19. The capital provision of £1.482M is anticipated to be adequate for the 2018/19 development programme and proposals for future years' capital developments will be taken forward through the Council's financial planning process.

**(d) Risk Implications**

The main risks are detailed above in Section 5 of this report and in **APPENDIX I**.

**(e) Staffing Implications**

The Estates Team manage the Industrial Portfolio on behalf of the Council. Workload within the team is at capacity and timescales are having to be extended on priority tasks. Any further expansion of the industrial portfolio will require additional staffing resource within the Estates Section.

Legal Services staff continue to be involved in formalising lease agreements and pursuing rent arrears where necessary.

**(f) Property**

The property implications are outlined in **APPENDIX I**.

**(g) Equalities/Socio Economic Impact**

There are no equalities or socio economic issues arising from this report.

**(h) Consultations**

The Head of Housing and Property Services, Paul Connor, Principal Accountant, the Design Manager, the Legal Services Manager (Property and Contracts), the Head of Development Services, Rowena MacDougall, Planning Officer, the Equal Opportunities Officer and Lissa Rowan, Committee Services Officer have been consulted and their comments incorporated in this report as appropriate.

The Planning & Economic Development Manager supports continued provision of serviced sites and small industrial/business units, as well as the acquisition, refurbishment/reconfiguration of industrial property vacated by the private sector where it would facilitate early reuse and enhance supply.

Discussions continue to take place regularly with Highlands and Islands Enterprise (HIE) and private sector developers to ensure a co-ordinated and complimentary approach to property provision. HIE concentrates on the provision of larger, higher specification/amenity properties, whereas the Council focuses on smaller more general industrial properties.

It is thought there is a gap between these two markets for higher specification small units. These types of units would carry greater risk of voids for longer periods. However officers intend to investigate such provision and bring forward proposals for consideration through the Council's capital planning process.

## **7. CONCLUSIONS**

- 7.1 The Industrial Portfolio has exceeded the targets for rental income and rate of return.**
- 7.2 The Industrial Portfolio has exceeded the target for occupancy levels and the underlying trend is for high occupancy levels to continue.**
- 7.3 To ensure the portfolio continues to fulfil its objective of maintaining an adequate supply of affordable premises for businesses in appropriate locations throughout Moray, there has been significant expenditure to provide additional buildings and sites, as well as a programme of works to improve the condition of the Council's existing industrial buildings. These developments have been delivered within budget and provided essential property and infrastructure to support economic development in Moray.**
- 7.4 The provision of further serviced sites is currently considered as the priority requirement for future industrial portfolio development and a number of projects are currently being investigated, subject to sufficient funding.**
- 7.5 The provision of further business units is also considered a priority and officers are working with private sector developers to facilitate the necessary provision.**

Author of Report: Stuart Beveridge, Estates Manager

Background Papers: None

Ref: GEN/Annual Industrial Portfolio Report 17-18







## APPENDIX I

### INDUSTRIAL PORTFOLIO

### ANNUAL REPORT 2017-18



## **1. Introduction**

Over the past 4 decades Local Authorities, Central Government Agencies and other public organisations have provided and managed industrial land and buildings in Moray as part of a strategy to retain job opportunities and attract inward investment.

The public sector became involved because of the inability of the private sector to provide serviced industrial land and buildings to lease. This market failure arose as a result of the low returns on capital investment and the relatively high risks involved in the provision of industrial land and buildings to let, especially those for smaller businesses. Private developments are usually specialist buildings for owner occupation and there has traditionally been very little private speculative industrial development in Moray. However there have been several small scale speculative private developments in recent years and a significant upturn in such interest in the last 12 months - facilitated by the Council providing serviced sites.

By providing industrial buildings for lease the Council gives new and existing businesses an opportunity to secure premises at reasonable cost in comparison to buying or building their own premises. This encourages economic growth in Moray by enabling businesses to secure premises without incurring substantial capital investment thus releasing capital to fund growth.

The Moray Local Development Plan incorporates Scottish Government Planning Policy guidelines on industrial land and sets targets for the allocation and provision of marketable land in the main towns (see Section 5 of this Report).

The Moray Local Outcomes Improvement Plan and the Council's Corporate Plan identify promoting sustainable economic growth as a priority. The Council is assisting people and businesses in locating or growing in Moray by ensuring there is an adequate supply of business units and sites in suitable locations.

The Moray Economic Strategy sets out a long term economic diversification strategy for Moray, which includes the provision of serviced land ready for development to meet the needs of existing businesses and prospective inward investment, as well as identifying potential opportunities to refurbish/reconfigure industrial premises vacated through relocation/expansion.

## **2. The Objectives of the Industrial Portfolio**

The policy objectives of the industrial portfolio are as follows:-

- a) To maintain an adequate supply of affordable premises in appropriate locations within Moray;
- b) To minimise the number of vacant properties as far as is consistent with current market conditions; and
- c) To maximise overall rental income and thereby minimise the cost of the service.

### 3. **The Industrial Portfolio**

The Moray Council's industrial portfolio comprises a range of industrial land and buildings throughout Moray including all of the principal settlements. At 31 March 2018, the Council's industrial portfolio comprised 177 industrial buildings with a total floor area of 34,871m<sup>2</sup>; 126 development and ground leases with a total site area of 19.01 hectares (47 acres) and a stock of serviced and unserviced land for future development totalling 21.59 hectares (53.33 acres). An analysis of the distribution of industrial buildings, industrial sites and development land in Moray is detailed in **APPENDIX II**.

### 4. **Performance of the Industrial Portfolio**

#### a) **Rental Income**

In recent years the rental income generated from the portfolio has increased steadily. The total rental income for the past 5 years is set out below:-

2013/2014	£1,336,000
2014/2015	£1,422,000
2015/2016	£1,607,000
2016/2017	£1,753,000
2017/2018	£1,756,000

The income for 2017/18 stated above is on a like for like basis with previous years. However following auditors advice Finance has adopted new accountancy practise which has included deducting £69,000 from 2017/18 and allocating it to 2016/17. The amended figure for 2017/18 based on the new methodology is therefore £1,687,000. This was however a one off allowance and future years' figures should be on a like for like basis.

**APPENDIX III** illustrates the gross rental income generated by the industrial portfolio over the period 2008-2017.

As stated in last year's annual report although rents are continuing to increase at rent review and new lettings the portfolio's rental income was likely to remain similar in 2017/18 to that achieved in 2016/17, as unlike in recent years no new units came on stream in 2017/18. In addition a number of larger units were vacated in late 2016 which were slow to re-let (larger units typically take longer to let than smaller units). However by the end of 2017/18 all bar one of those larger units had been re-let and it is anticipated that the portfolio's rental income will increase significantly in 2018/19.

The use of 3 properties at Chanonry Business Centre as a store for aid to Syrian refugees has reduced the portfolio's net income by around £15,000 per annum.

It is very difficult to compare the rental of the industrial portfolio objectively over a number of years as its composition changes due to the sale of properties, addition of new properties and the refurbishment and repair of existing properties. However **APPENDIX IV** shows the increases in rental achieved at rent review for industrial premises (3 yearly rent reviews) and for

industrial sites (5 yearly rent reviews), compared to the Retail Prices Index over the corresponding periods.

The level of rent at review is assessed in accordance with the provisions of the rent review clause of each lease, which invariably refers to the level of market rental at the rent review date.

The level of rent and insurance (over 28 days old) outstanding at financial year end (2017/18) was £81,762. The % debt on this basis for the last five years is:-

2017/18 - 4.66%

2016/17 - 4.55%

2015/16 - 4.9%

2014/15 - 4.2%

2013/14 - 4.7%

Estates staff are working constructively with tenants to minimise arrears and assist businesses tackle the issues causing arrears.

A system of charges to recover the Council's costs of pursuing outstanding rent has recently been introduced. This is primarily designed to persuade habitual late payers to pay timeously, improve the Council's cash flow and cut staff resources required to pursue debts. It is not expected to generate significant additional revenue to the Council.

b) Occupancy Levels

Occupancy levels of industrial land and buildings in Moray continue to remain high with 13 buildings vacant at 31 March 2018, giving a floor area occupancy level of 94.4% compared to a target of 80%. The occupancy levels of Council industrial buildings in recent years are set out below:-

Year	% of floorspace occupied	% of buildings occupied
2013/14	91.8%	91.8%
2014/15	84.8%*	93.9%
2015/16	98.66%	97%
2016/17	96.1%	95.4%
2017/18	94.4%	92.7%

\* The floor area occupancy figures for 2014/15 were skewed as a result of the sawmill operator at Waterford Circle in Forres entering administration and its property, which is by far the largest in the portfolio, reverting to the Council. The property was however subsequently leased on a short term basis to a company working on the upgrade of the Aberdeen-Inverness railway.

With the present high levels of occupancy, there are very few vacant properties available to meet the demand of new and incoming businesses throughout Moray.

**APPENDICES V, VI and VII** give an analysis of vacant/occupied floor space by settlement and size, as at 31 March 2018.

**APPENDIX VIII** identifies all the buildings that were vacant as at 31 March 2018, their current status and the length of time they have been unoccupied.

c) Capital Receipts

The sale of industrial land and buildings has generated capital receipts to the Council over the past 5 years as follows:-

2013/14 -	£220,000
2014/15 -	£112,000
2015/16 -	£21,500
2016/17 -	£0
2017/18 -	£70,500

d) Expenditure

In recent years the Council has invested in general upgrading works to the Industrial Portfolio. During 2017/18 the Council invested £65,037 of revenue and £1,823,664 of capital in the Industrial Portfolio and in supporting industrial development in Moray through the following projects:-

1. Developing new serviced sites at March Road (Rathven Industrial Estate) Buckie
2. Developing a new unit at March Road (Rathven Industrial Estate) Buckie
3. Site preparation at former go kart track site, Chanonry, Elgin
4. New roof at Unit X Isla Bank, Keith
5. Flood Risk Assessment, Mosstodloch Industrial Estate
6. New fencing, Mosstodloch Industrial Estate
7. Drainage designs at Isla Bank, Keith
8. Drainage works at Isla Bank, Keith
9. Refurbishment of former Balloch Road Depot, Keith
10. Roof repairs Units W and P Isla Bank, Keith
11. New security fencing at March Road East, Buckie
12. Miscellaneous repairs, maintenance and minor improvements at various locations

e) Rate of Return

The asset value of the industrial portfolio as at 31 March 2018 totalled £19.26M. The gross rental income for the year 2017/2018 was £1,756,000. After deduction of property running costs, plus staff and administrative costs the net rental income was £1,367,000, which represented a return on capital of 7.10%. The rate of return is reported exclusive of capital financing and some staff costs. This compares to a rate of return in 2016/17 of 7.28%, with the change due to a slight increase in capital financing costs.

For many years vacant industrial properties received 100% empty property rates relief. However the regulations changed with effect from 1 April 2016,

so that vacant industrial property now receives 100% rates relief for 6 months, but thereafter is liable for 90% of the full rates. In addition, from 1 April 2017, empty industrial properties are no longer exempt from water service charges. The Council has very few vacant industrial properties and most that are vacated are quickly re-let. Therefore, to date, the changes have had only a small financial impact and it is envisaged this will continue to be the case for the portfolio in the short term. However officers will closely monitor the situation and the potential additional costs of meeting the objective of the portfolio of providing a supply of affordable properties.

## **5. Industrial Land Supply in Moray - Public and Private Sector**

Development rates over the past 5 years have shown a steady take up of land and sufficient industrial land was allocated in the Moray Local Plans in 2008 and 2015 to satisfy the medium to long term economic growth in most of the main settlements. However a number of sites have not been developed because of constraints and/or landowners' unwillingness to sell sites for prices reflecting industrial use/values and as previously forecast there is now an acute shortage of serviced land ready for development in a number of locations throughout Moray.

Scottish Planning Policy (SPP) requires that the supply of marketable employment sites be regularly reviewed. The aim is to ensure there is sufficient supply of land to meet current and anticipated market requirements. SPP requires Planning Authorities to ensure that there is a range and choice of marketable sites and locations for businesses allocated in the local development plan. The levels of effective/marketable employment land and take up of land are National Headline Indicators returned annually in the Planning Performance Framework to the Scottish Government.

The latest Moray Employment Land Audit, which was considered by the Planning and Regulatory Services Committee on 19 June 2018, highlights that whilst there is a reasonable area available the number and choice of sites across all settlements is limited and that 48% of the established supply has some form of constraint that is likely to prevent the land being developed in the next five years.

A review of Employment Land designations and policy is currently underway as part of preparations for the next Local Development Plan. The land requirements and policy options to aid site delivery were explored in the Main Issues Report published in January 2018.

The Moray Economic Strategy identifies the need for the provision of additional serviced industrial land and buildings across Moray to meet business needs.

The provision of new industrial development sites is not generally viable in purely financial terms, particularly when there is little existing infrastructure in the vicinity, hence the private sector has been reluctant to get involved, except with substantial public sector support. The Council's predecessors acquired substantial areas of land with potential for commercial development in the 1970s and 1980s which were developed as demand dictated and funds were made available. Given the current severe shortage of serviced industrial development



land in Moray officers are working to identify opportunities to secure a supply of land for the short, medium and long term.

The assessments of the market for industrial property in Section 6 below give details of local situations, whilst Sections 8 and 9 give details of proposals to address matters.

## **6. Local Reports**

### Buckie

Demand for premises remains strong with only 1 unit vacant at 31 March 2018.

Having purchased 18.3 hectares of land in January 2017 the Council recently completed the first phase of the new Rathven Industrial Estate which provides 8.2 hectares of serviced sites and a new business unit (3 Newtonhill Spur) extending to 319 m<sup>2</sup> as well as options for further development of unserviced lands in future phases. This now provides a short, medium and long long-term supply of development land in East Moray, with potential to accommodate a large inward investment development of a commercial/industrial nature.

Officers are pursuing firm interest from four parties seeking to secure sites at Rathven Industrial Estate as well as interest in the new unit.

A 0.39 hectares development site at March Road West is constrained both by proximity to housing and by required landscaping areas, which reduce the developable area to approximately 0.32 hectares. Officers are pursuing a new interest in the site from a local business, but meantime have made representations to the Local Development Plan review to have the site re-zoned as a mixed use Opportunity Site.

### Elgin

Demand for industrial buildings in Elgin has remained strong over the past year, as at 31 March 2018 95% of the Council's units were occupied.

Provisional agreement has been reached with a local developer to lease a Council site at Chanonry to develop 18 units for lease on a speculative basis and the company is currently pursuing planning consent for its proposals. In addition another local developer is nearing completion of the construction of 4 new business units for speculative let at Chanonry, again on a site leased from the Council.

Although the Council invested significantly in recent years in upfiling and servicing land at Chanonry as a result of developer interest (including a new regional depot for Scottish and Southern Electricity) all 2.71 hectares of remaining development land is under offer or subject to firm interest. This includes 0.56 hectares at Grampian Road which was used by the Elgin Flood Team as its operations base, as well as 1.25 hectares at Chanonry which was formerly used by the Flood Contractor and is being prepared for letting.

Privately there is a 2.1 hectare site at Linkwood East which has been partially serviced and developed, leaving a net developable area of approximately 1.6 hectares, although a sizeable area of that is likely to be required for access

roads and for landscaping along the A96. Accordingly there is currently approximately only 4.31 hectares of developable land in Elgin. It should also be noted that the land at Linkwood East is being marketed as general commercial development sites, for uses such as retail, leisure, fast food, office and hotel and is unlikely to be made available for general industrial uses.

The provision of a Business Park for Elgin is a key feature of the Moray Economic Strategy and the Moray Local Plan 2015 makes designations for Business Parks, the largest being at Barmuckity, with a smaller site in Council ownership (Elgin Common Good) opposite the Eight Acres Hotel. Some areas would require a higher environmental setting than standard industrial estates, however 14.69 hectares of the Barmuckity site is intended for general industrial and business uses, whilst 7.41 hectares is intended for retail, leisure and hotel uses - potentially providing a significant supply of commercial development land.

A local developer with support from Highlands and Islands Enterprise has begun constructing infrastructure at Barmuckity (branded as Elgin Business Park) and officers are aware of significant developer/occupier interest.

Although the Council has no immediate proposals to invest at Barmuckity officers will monitor the development of the Park and consider any opportunities that may arise there, as well as properties vacated in the town by businesses relocating to Barmuckity.

Studies previously indicated that the very high servicing/infrastructure costs make development of the site opposite the Eight Acres Hotel on West Road, Elgin unviable. However consideration is being given to widening the use classification in terms of a review of the Local Development Plan and consultants have indicated that there may be a reduced new junction requirement with the A96 than previously envisaged – these factors could potentially improve the financial viability of the site.

The Moray Local Development Plan 2015 designates approximately 12 hectares to the north of the town for business uses of an office/research and light industrial nature, however officers are not aware of any current proposals to develop the area.

In considering last year's annual industrial report a query was raised at Committee about improving pedestrian access through Pinefield Industrial Estate, Elgin, particularly for school children. Since then the provision of an active travel route between Pinefield and East End Primary School has been approved as part of the Elgin Transport Strategy and will be considered for funding within that context.

#### Forres

Demand for industrial units in Forres remains strong with high occupancy rates and cannot be met at present. This is despite the development by the Council of 9 new small units at Waterford in recent years. This demand/supply imbalance for smaller units has been exacerbated by the lack of development land to meet the needs of those tenants who might otherwise have developed and relocated to their own premises.

Construction of a new garage premises on Council land at Greshop by a local business means all development sites at Waterford Circle and Greshop Industrial Estates have now been let.

The former Moray Timber sawmill is leased to Network Rail for use as a depot whilst carrying out upgrading works to the Aberdeen–Inverness railway. Although the railway improvement works are understood to be nearing completion the company's lease is not due to expire until 29 March 2019. Meantime the Council has begun marketing the property to try and secure a new tenant and minimise any potential void period.

As part of Network Rail's works the level crossing at Waterford Road has been stopped up and a new bridge constructed over the railway to the west of the former Moray Timber building. This provides improved access to the existing businesses at Waterford as well as potentially opening up further land in private ownership for development.

As reported previously, a privately owned site located to the north of the A96 was designated for general industrial development in the Moray Local Plan 2008 and additional adjacent land, which was considered could be more easily developed, was allocated for industrial development in the Moray Local Development Plan 2015. However development of these sites has not been taken forward. Servicing is believed to be difficult and the land owners are understood to be reluctant to sell for industrial land values.

Proposals are being progressed (in terms of the review of the Local Development Plan) for new industrial land designations at Waterford, although land owners in the vicinity have advised officers that they either do not wish to proceed to sell land to the Council at this time, or only for prices in excess of industrial land values.

Highlands and Islands Enterprise (HIE) has invested heavily in the Enterprise Park at Forres, part of which has Enterprise Zone status. Around 13 hectares of land is available for development and HIE has prepared a masterplan for the area which includes provision for light industrial uses, subject to suitable screening/landscaping. Officers have prepared designs/costs and are in negotiations with HIE to purchase 4 hectares of land for the development of serviced sites and units for lease to small businesses.

#### Keith

There is continuing strong demand for smaller industrial premises in Keith. Although 5 Units were vacant at 31 March 2018, three were let shortly thereafter, one is under offer and the other is to be refurbished.

The town has benefitted in the short term from major infrastructure works in the area – the Blackhillock substation, Moray to Caithness interconnector cable and a windfarm cable.

Minor refurbishment works to the former Council's depots at Balloch Road were completed in autumn 2017 and approximately half has subsequently been let to a distribution company. Marketing of the remainder of the depot identified that

prospective tenants would like better access and a more open layout internally and works to resolve these issues are currently being designed and costed.

Isla Bank Mills Estate has historically lagged other industrial estates in terms of occupancy levels. However works in recent years to reduce the flood risk and upgrade individual units and common areas/infrastructure has helped improve demand and the estate has been near to full occupancy for the last 2 years. Unit Y was occupied by a landscaping firm, but requires refurbishment for re-letting. Works have been designed, costed and agreed with a whisky barrel company which is expected to take entry in early course. This will see the estate fully let again. Officers have been investigating options to bring void areas beside Unit P (which is occupied by the Council as a records store) into productive use and agreement has been reached for an adjoining tenant to lease an area as a small store. The remaining larger void area could be cost effectively adapted for use with Unit P, but is not well suited to separate occupation.

As a result of the high levels of occupancy at Isla Bank there is pressure on existing vehicle parking provision. Works are being arranged to provide an additional 7 spaces and officers are investigating the feasibility of further new parking provision.

The Council completed the construction of a new road and services to provide serviced development land at Westerton Road South in 2015. Three sites totalling 0.7 hectares (1.7 acres) are currently let on a short term basis. The sites continue to be marketed with a view to securing developer interest/long term tenants and currently there are two developer notes of interest.

The unserviced land at Isla Bank extending to 1.84 hectares is subject to flooding and is likely undevelopable without major investment in terms of servicing and flood protection, which is considered unviable.

### Lossiemouth

Demand for standard industrial buildings in Lossiemouth, has remained strong over the past year, with all bar 1 of the Council's units occupied as at 31 March 2018.

A local business is nearing completion of a large workshop unit at Coulardbank Industrial Estate on a site leased from the Council, which will allow him to release 3 or 4 of his smaller units, also built on Council land, for lease to small businesses. Another business is nearing completion of two small workshop units for its own use on a site leased from the Council.

As part of proposals to consolidate waste facilities the current Council operation at Unit 7 Coulardbank would relocate to Moycroft in Elgin in early 2020. Unit 7 is a much larger than normal units and may be difficult to re-let. Officers will investigate options to maximise the likelihood of re-letting.

The supply of serviced industrial development land is now exhausted and although there has been a reduction in enquiries for industrial land in recent years, this is believed to reflect the lack of sites ready for development more than a slowing of the market. A site (in private ownership) to the south of the town is designated in the Moray Local Development Plan for industrial, business

park and retail uses. It is unlikely to be developed for industrial or business park use unless it is serviced as a result of adjacent retail development.

The provision of additional development land in Elgin would assist meeting demand for sites in the Lossiemouth area.

#### Other Settlements

All but 1 industrial unit in Burghead, Dufftown, Rothes, Mosstodloch and Lhanbryde are currently let and demand remains strong, particularly in Lhanbryde and Rothes.

Following the development of a new complex needs facility 1.69 hectares of unserviced development land remains adjacent to Lhanbryde Industrial Estate which is suitable for wider uses including residential due to its Local Development Plan designation as an Opportunity Site. There has been interest in the site from a housing association and alternative sites may require to be investigated if further industrial development in Lhanbryde is required, although the provision of additional development land in Elgin would assist meeting demand for sites in the Lhanbryde area.

Recent discussions with businesses in Speyside have indicated demand for serviced sites and units.

A large local business has acquired land to the north of Rothes and is developing part for its own purposes. The company has indicated that it would in principle be amenable to selling adjacent land to the Council to facilitate small scale commercial/industrial development. Officers are investigating this and another site owned by the same company to the south of Rothes. Meantime another local developer is contemplating the provision of small industrial units on a site to the south of Aberlour and officers will liaise with that firm to ensure any proposals for small scale industrial property provision in Speyside is complementary to private sector provision.

### **7. Future Trends for the Council's Industrial Portfolio**

- a) Occupation levels in the industrial portfolio remain at a very high level with demand for premises in most settlements in Moray outstripping supply. Barring an unforeseen change of circumstance in the local economy, occupancy levels will continue to remain generally high in the short/medium term.
- b) A number of the Council's properties are occupied by Council services as detailed in **APPENDIX IX**. Where opportunities arise officers will seek to relocate Council services to free the properties for letting to private enterprises.
- c) There is a shortage of serviced land ready for development in Moray. However as part of a programme of proposals to secure land in various locations the purchase and servicing by the Council of land in Buckie provides a long term supply in East Moray. Meanwhile officers are close to agreeing terms to secure additional industrial land in Forres and are actively exploring opportunities to expand industrial land provision in Speyside.

There is a critical shortage of serviced development land in Elgin; however the development of a Business Park at Barmuckity will greatly improve the situation.

Industrial land designations are being considered as part of the review of the Local Development Plan.

- d) For decades there has been very little private sector provision of industrial property to let in Moray. However several units for speculative let are currently under construction and more are being planned by private developers – in Elgin, Forres and Speyside. The majority have been facilitated by the Council investing in infrastructure to provide serviced sites. Officers will monitor their progress and take account of this activity in assessing future property needs.
- e) Rental levels have increased steadily in recent years. Rents are expected to continue to rise and although there has been a levelling of the rate of rental growth of industrial units they are expected to continue to outstrip inflation. The rental income generated by the industrial portfolio has been boosted by the development of 19 new business units in the last 5 years and letting of new development sites.

The abattoir at 9 Linkwood Place has a rent of £63,600 per annum, which is the highest in the portfolio. This property has recently been vacated by the tenant and although the lease is not due to expire until September 2019 officers are currently actively working to attract a new meat/food processing operator to the property. Indications to date are that it will be difficult to secure another food use. Given the property's size and specialist fit out, re-letting is likely to be difficult and a void period is anticipated. Officers expect that the rent will need to be reduced and/or works carried out to strip out the specialist fittings and fixtures in order to attract a tenant for an alternative use of the property.

In addition the lease of the former Sawmill at Waterford Circle, Forres to Network Rail which has a rent of £59,000 per annum, the second highest in the portfolio is due to expire on 29 March 2019. The property is being marketed in advance of the lease termination and has attracted interest from a number of local businesses looking to expand their operations. However given its size and "basic" specification there is a risk of a significant void period in 2019/20.

The Council's Waste Management Service is due to relocate from Unit 7 Coularbank Industrial Estate, Lossiemouth, to new facilities at Moycroft in early 2020. This property has a current rent of £24,400 per annum. Officers will start marketing in advance of the move, but again given its size there is a risk of a significant void period.

Given the above the rental income on these three units is considered secure for 2018/19 and it is anticipated that the portfolio's rental income will increase in 2018/19. However there is a distinct risk of voids at these three large properties and reduced rental income in 2019/20.

- f) A significant amount of the portfolio was provided during the 1960s and 1970s and condition surveys are used to identify backlog maintenance/repair. Although tenants are obliged to carry out some of the outstanding repairs/maintenance where their leases include an obligation to maintain and repair their properties, some of the outstanding works, particularly those of an inherent nature, due to the age of the property require to be addressed by the Council - an ongoing refurbishment programme is in place to ensure the portfolio continues to meet the needs of businesses.
- g) Whilst the revenue repairs budget is sufficient at present to meet ongoing repairs and maintenance needs, as the portfolio expands and the newer units age, there will likely be a future requirement to increase the revenue repairs budget.
- h) Over the last 5 years a prioritised programme has seen the roadways at industrial estates in Buckie, Dufftown, Elgin, Forres, Keith, Lossiemouth and Mosstodloch upgraded to ensure businesses on estates can continue to access their properties and to avoid claims against the Council for damage to vehicles. Details of further upgrading works planned for 2018/19 are provided in Section 9 below.

In the medium to long term it is expected that more substantial investment will be required to maintain the integrity of the estate roads.

- i) Currently Energy Performance Certificates (EPCs) are required for properties for lease above 50m<sup>2</sup> which meet certain criteria (mainly the presence of heating systems in buildings). However the Energy Act 2011 enables regulations to be passed which would prohibit the letting of properties with poor EPC ratings (currently thought likely to be set at ratings above E). In England and Wales the new regime is expected to take effect in 2018, whilst it is less clear at present as to when the Scottish Government will introduce the regulations. Officers are monitoring the development of these regulations, which would potentially impact on approximately 35 units and will investigate cost effective means of complying.

The Scottish Government recently consulted on draft proposals to make non-domestic properties more energy efficient and is planning further consultation in 2019 ahead of new regulations in 2021. Officers will monitor developments closely.

- j) Mosstodloch Industrial Estate has suffered flooding on several occasions during periods of exceptional rainfall, despite significant investment by the Council in upgrading the surface water drainage system. The Council, working collaboratively with Highlands and Islands Enterprise and businesses in the vicinity commissioned specialist consultants to carry out a flood risk assessment, including potential costed solutions. This has been shared with the Council's partners and responses are awaited.
- k) In ensuring the portfolio remains responsive to needs, the Council will continue to consider acquiring/adding property which assists the objectives of the industrial portfolio.

- l) The Council will consider the sale of properties in limited circumstances in accordance with its existing policy - where retaining a property is no longer in the Council's best interests and/or a property no longer supports the objectives of the industrial portfolio.
- m) New Rateable Values of non-domestic properties came into effect on 1 April 2017 and officers made all tenants aware of their right to appeal. The Council appealed the new Rateable Values of certain let properties where it was felt there was a particular risk of the Council being exposed to significant empty property rates liability.
- n) The Council continues to work closely with Highlands and Islands Enterprise (HIE) and private sector developers to ensure a co-ordinated and complimentary approach to property provision. HIE concentrates on the provision of larger, higher specification/amenity properties, whereas the Council focuses on smaller more general industrial properties.
- o) From 1 April 2018 unmetered water charges of non-domestic properties have been based on new Rateable Values which came into effect on 1 April 2017. This is likely to result in increased costs for many of the Council's tenants.

## 8. **Development Projects**

Updates on current projects previously approved by the Economic Development and Infrastructure Services Committee are provided below.

### 1. Continue to make provision for refurbishment and maintenance works to the Industrial Portfolio.

The Industrial Estates Revenue Budget contains an element of £70,185 for repairs, maintenance, minor development and improvement works in the revenue plan for 2018/19 and a programme of minor works is being progressed. This includes road repairs, roof repairs, clearing fly tipping, fencing works and minor miscellaneous works at various locations.

### 2. Consideration should be given to the provision/acquisition and servicing of land for further industrial development in Forres.

The latest Council Employment Land Audit states that there is a shortage of general industrial land in Forres. Although 20.5 hectares on the north-eastern edge of town is identified in the Moray Local Development Plan 2015 there is little likelihood of it being developed in the foreseeable future and consideration is being given to removing this designation in favour of more suitable sites in the Waterford area as part of the Local Development Plan review.

Network Rail has constructed a new road link from the A96 to Waterford Industrial Estate, which as well as improving access to existing properties may create opportunities to service additional land in this area.

Officers had discussions with land owners in Forres to identify opportunities to acquire land, however they have either sought land values well above



industrial use value or been otherwise reluctant to facilitate development at this time. In addition one of the proposed routes for the A96 dualling would impact on this land.

Highlands and Islands Enterprise (HIE) has approximately 13 hectares of serviced land available at the Forres Enterprise Park suitable for businesses with higher design and amenity requirements than traditional industrial uses. Officers have prepared costed designs and are in discussions with HIE with a view to the Council acquiring land for more general light industrial uses. Consideration is being given to a higher standard and specification of unit than normally provided in order to be compatible with the general design standards at the Enterprise Park and also to widen the variety of accommodation available to businesses. There is money in the capital plan for the purchase and provisional terms are expected to be agreed with the land owner in early course.

3. Investigate the provision of serviced industrial development land in East Moray

The Council completed the purchase of 18.8 hectares of land at March Road East, Buckie in January 2017 and the servicing of Phase 1 (approx. 10.7 hectares) as well as the construction of a new unit were completed in March 2018.

4. Provision of serviced industrial development land in Elgin

Accommodation works have been carried out to provide serviced industrial development sites, utilising the Council's sites which became available after completion of the Elgin Flood Scheme. One is under offer and due to strong demand a closing date for offers is shortly to be set in respect of the other.

Options for the provision of a long term supply of industrial development land in Elgin are limited at present, although the imminent development of a business park at Barmuckity will greatly improve the situation.

5. Provision of serviced industrial development land in other locations

Land to the north of Rothes was recently acquired by a large manufacturing business and officers are in discussions with the company about utilising any land it does not require at that location, as well as at a site to the south of Rothes owned by the same firm. In addition officers are liaising with a local development company which has plans to provide industrial property on land it owns land to the south of Aberlour.

**9. 2018/19 Projects**

It is projected that the current capital programme will be delivered within the approved budget. The main projects are as listed below:-

- a) Acquire land at the Enterprise Park, Forres.
- b) Investigate provision of new sites in Speyside.

- c) Estate road improvements at Dufftown, Pinefield (Elgin), Isla Bank (Keith), and Newmill Road (Keith).
- d) Refurbishment of Unit Y Isla Bank, Keith.
- e) Provide roller doors at Unit A Balloch Road, Keith.
- f) Drainage solution at Mosstodloch Industrial Estate.
- g) Drainage works at Isla Bank, Keith.
- h) Roof works at West Road, Forres.
- i) Fencing at March Road East, Buckie.
- j) Complete site preparation at Chanonry, Elgin.

Detailed proposals on the industrial development programme for future years will be taken forward through the Council's budget setting process.

## **10. Future Projects**

The existing approved capital budget for industrial development is sufficient to progress the current development projects, excepting the provision of development land in Speyside. There is a need for the provision of more serviced industrial land and small business units in various locations in Moray – as evidenced by the Property Demand Study carried out by the Council in March/April 2016 in partnership with Highlands and Islands Enterprise, Business Gateway and the Chamber of Commerce. This showed continuing demand for additional serviced sites and units, particularly in Elgin and Forres.

Officers will work with private developers who have recently shown interest in providing business units. This will influence assessments of whether there is a future need for the Council to develop more units, including whether there is a need to provide units of a size/specification which is not being provided by the market.

Many of the industrial development projects in Moray are financially viable because they utilise previous public sector investment in infrastructure at the Council's industrial estates in the 1970's and 1980's and it is unlikely that there will be any significant new provision of serviced development land, to address current shortages, without further major public sector investment, as the returns are not sufficient for the private sector compared to the costs and risks.

Officers will continue to assess the need for refurbishment of the Council's existing stock of properties to ensure the portfolio continues to meet business needs. In this respect condition surveys of the portfolio are expected to be completed shortly.

The Council will continue to explore opportunities with private/public sector partners and proposals for future development of the industrial portfolio will be brought forward through the Council's asset management and capital planning processes.

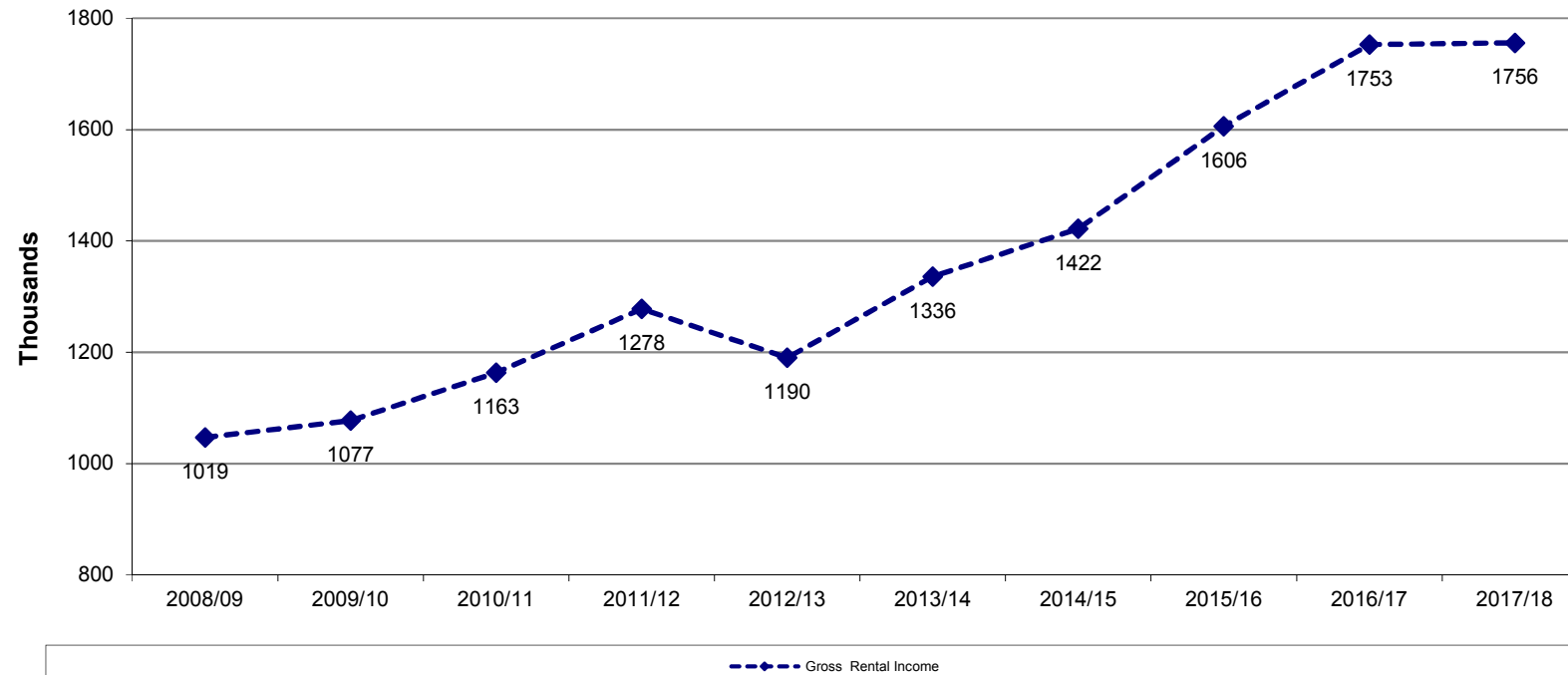
## INDUSTRIAL PORTFOLIO ANNUAL REPORT 2017/18

## ANALYSIS OF PORTFOLIO AS AT 31 MARCH 2018

ALL INDUSTRIAL BUILDINGS			LET INDUSTRIAL SITES		FUTURE INDUSTRIAL DEVELOPMENT LAND	
Settlement	No.	Floor Area (m <sup>2</sup> )	No.	Total Area (Ha)	Serviced (Ha)	Unserviced (Ha)
Elgin	66	10,601	69	8.45	2.10	0.61
Forres	25	7,141	14	3.59	0.00	0.00
Buckie	19	2,564	10	2.43	10.70	7.96
Keith	39	11,550	12	1.35	0.22	0.00
Lossiemouth	13	1,393	9	0.97	0.00	0.00
Others	15	1,622	12	2.22	0.00	0.00
TOTAL	177	34,871	126	19.01	13.02	8.57



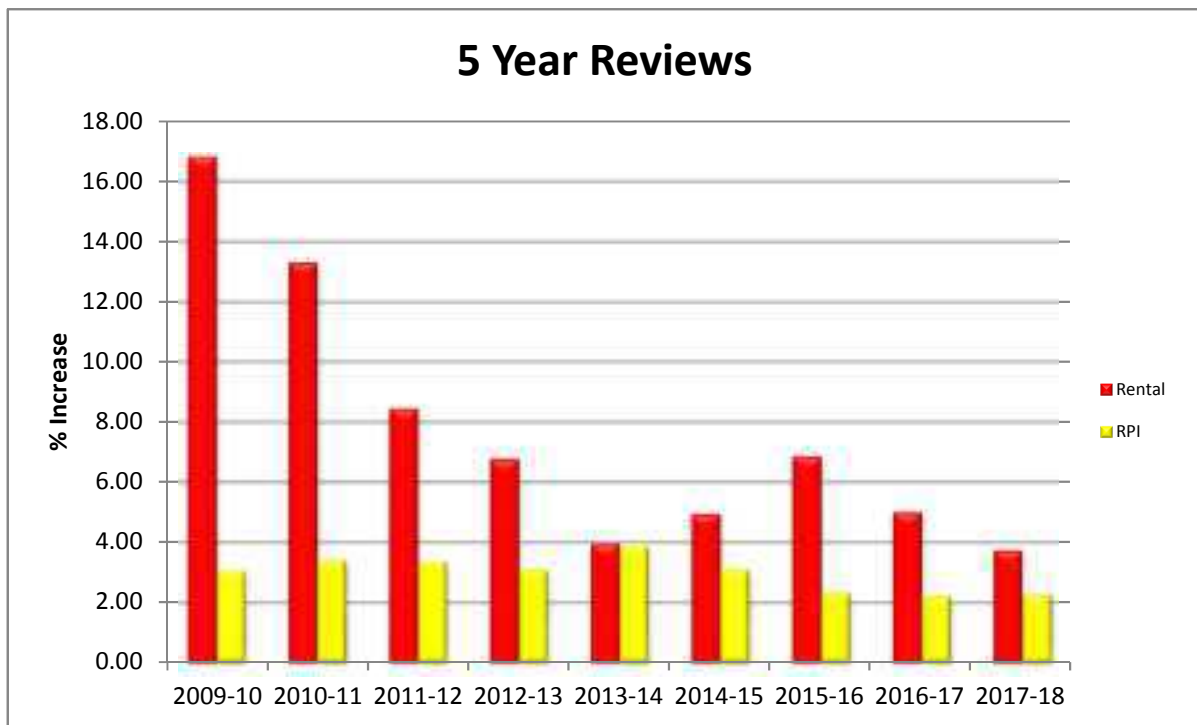
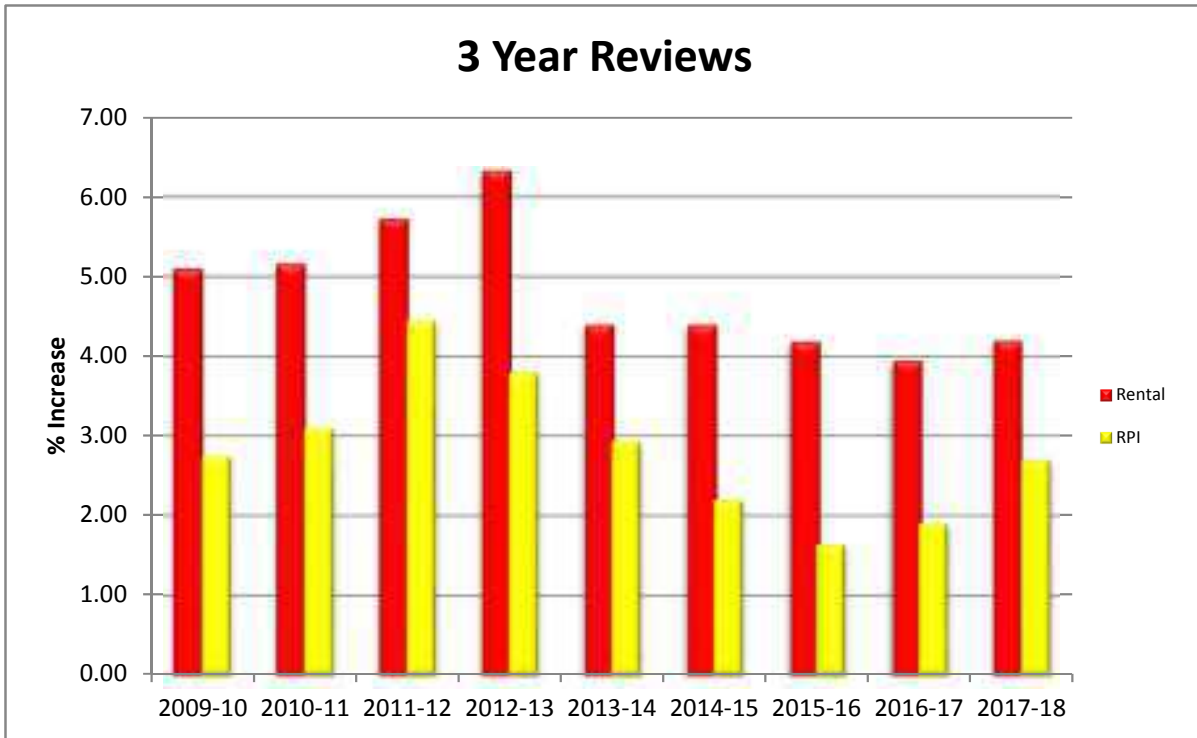
**Appendix III  
Industrial Portfolio  
Gross Rental Income**





Annualised Rental Growth

APPENDIX IV



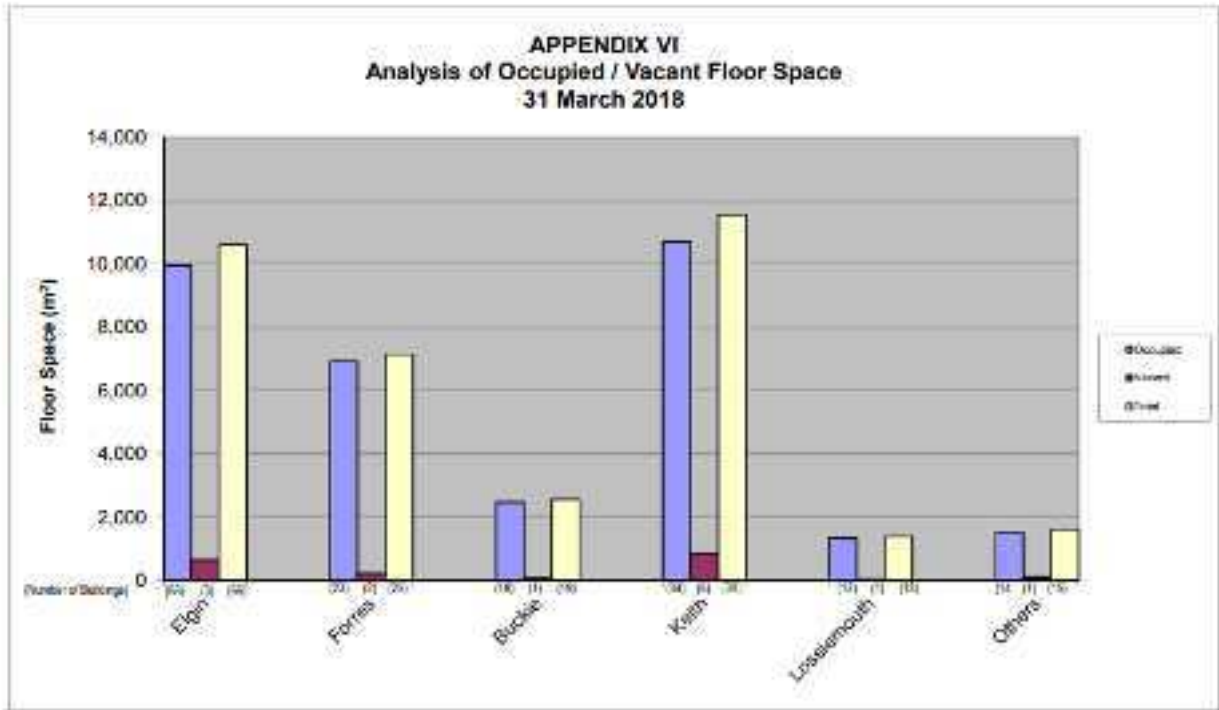




INDUSTRIAL PORTFOLIO ANNUAL REPORT 2017/18  
ANALYSIS OF OCCUPIED/VACANT FLOOR SPACE AS AT 31 MARCH 2018

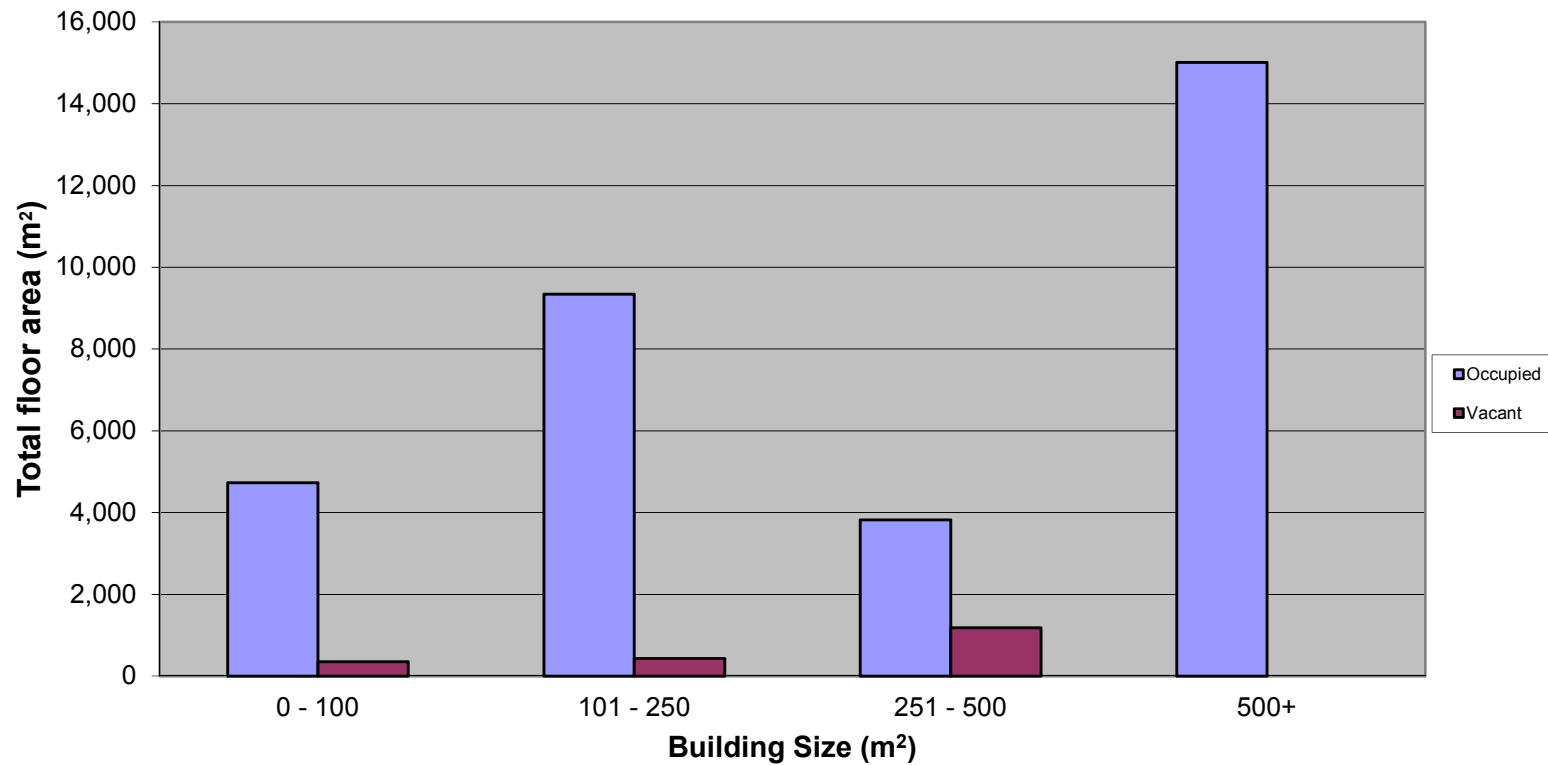
	OCCUPIED		VACANT		Total floor area (m <sup>2</sup> )	Total no. of buildings	% of floor area occupied	% of buildings occupied
	Floor area occupied (m <sup>2</sup> )	No. of buildings	Floor area vacant (m <sup>2</sup> )	No. of buildings				
Elgin	9,959	63	642	3	10,601	66	93.94%	95.45%
Forres	6,920	23	222	2	7,142	25	96.89%	92.00%
Buckie	2,479	18	85	1	2,564	19	96.68%	94.74%
Keith	10,696	34	855	5	11,551	39	92.60%	87.18%
Lossiemouth	1,344	12	50	1	1,394	13	96.41%	92.31%
Others	1,509	14	112	1	1,621	15	93.09%	93.33%
<b>TOTAL</b>	<b>32,907</b>	<b>164</b>	<b>1,966</b>	<b>13</b>	<b>34,873</b>	<b>177</b>	<b>94.36%</b>	<b>92.66%</b>







**APPENDIX VII**  
**Analysis of Occupied / Vacant Floor Space by Size of Building**  
**31 March 2018**





## ANALYSIS OF TIME SPENT VACANT AS AT 31 MARCH 2018

Time Vacant	Address	G.I.A. sq.m.	Vacant Date	Comments
0 - 6 Months	Store, Dunbar Street, Burghead	112.50	12-Mar-18	On market.
	Unit A, Balloch Road, Keith AB55 5EN	285.00	01-Mar-18	On market. Provision of new vehicle doors being assessed.
	Unit 11, Greshop Road, Forres IV36 2GU	90.00	22-Jan-18	Under offer.
	5 Greshop Road, Greshop Industrial Estate, Forres IV36 2GU	131.90	09-Dec-17	Re-let 16/4/18.
	Unit 1, 2 Chanonry Road North, Elgin, IV30 6NB	25.15	30-Nov-17	Re-let 23/4/18.
	Unit 5 Coularbank Business Centre, 21 Coularbank Industrial Estate, Loss	50.00	16-Nov-17	Under offer.
6 - 12 Months	Unit M Isla Bank Mills, Station Road, Keith AB55 5DD	186.90	30-Aug-17	Re-let 1/4/18.
	Unit Y Isla Bank Mills, Station Road, Keith AB55 5DD	284.00	18-Jun-17	Under offer.
	Unit 6, 4 Westerton Road South, Keith, AB55 5FH	49.00	31-May-17	Re-let 1/5/18.
	Unit 5, 4 Westerton Road South, Keith, AB55 5FH	50.00	26-May-17	Re-let 1/5/18.





## APPENDIX IX

## Industrial Properties Occupied by Council Services

ADDRESS	SERVICE	AREA (m <sup>2</sup> )	RENT (per annum)
<b>Units</b>			
Unit P Isla Bank, Keith	Records Store	338	£9,000
4 Linkwood Lane, Elgin	Environmental Protection	110	£7,575
Unit 10 Tyock, Elgin	Housing DLO	210	£13,250
8 Mossotloch Ind. Estate	Housing	400	£12,300
9 West Road, Forres	Libraries	202	£15,000
Unit H Isla Bank, Keith	Housing DLO	726	£19,830
6 Chanonry Road North, Elgin	Transportation	110	£11,500
9 Chanonry Spur, Elgin	Social Work Integrated Learning Disability Service	86	£5,500
6 Chanonry spur, Elgin	Criminal Justice Service	174	£11,400
7 Coulardbank Ind. Estate	Waste Management	759	£24,400
<b>Sites</b>			
14 March Road East, Buckie	Grounds Maintenance Depot	3,156	£6,200
Site 1 Moycroft Road, Elgin	Recycling	2,471	£7,950
1 Mosstodloch Ind. Estate	Housing DLO	3,560	£10,000
3 Dufftown Ind. Estate	Waste Management	720	£1,300
10 Chanonry Spur, Elgin	Social Work Integrated Learning Disability Service	1,260	£3,800






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**REPORT TO: ECONOMIC DEVELOPMENT & INFRASTRUCTURE  
SERVICES COMMITTEE ON 14 AUGUST 2018**

**SUBJECT: MARINE SAFETY QUARTER 1 2018**

**BY: CORPORATE DIRECTOR (ECONOMIC DEVELOPMENT,  
PLANNING & INFRASTRUCTURE)**

**1. REASON FOR REPORT**

- 1.1 To inform the Committee with regard to matters of Marine Safety and compliance with the Port Marine Safety Code (PMSA) for the first quarter of 2018
- 1.2 This report is submitted to Committee in terms of Section III (F) (25) of the Council's Scheme of Administration relating to the functions of Council as Statutory Harbour Authority (SHA).

**2. RECOMMENDATIONS**

- 2.1 **Committee is asked to consider and note the safety performance fulfilling their function as Duty Holder under the Port Marine Safety Code.**

**3. BACKGROUND**

- 3.1 A report was submitted to the meeting of this committee on the 20 March 2018, with the subject Port Marine Safety Code (Para 6 of the minute refers).
- 3.2 The Committee agreed that officers be instructed to report to this Committee on matters of marine safety and code compliance on a quarterly basis.
- 3.3 The current Marine Safety Plan is attached as **APPENDIX 1**.

**4. QUARTERLY PERFORMANCE REVIEW**

- 4.1 Commitment to the Port Marine Safety Code (PMSA)

Moray Council, in its capacity as a Statutory Harbour Authority, is committed to undertaking and regulating marine operations to safeguard all its harbour areas, the users, the public and the environment.

The aim of the harbour team is to manage operations safely, efficiently, sustainably and as a benefit to all of the users and wider communities. The team are committed to:

- a) full compliance with all legal requirements in harbour operations while seeking to meet the changing needs of all harbour users;
- b) ensuring that all personnel are well trained, engaged and committed to improving safety in all processes. Competent skilled personnel backed by an active safety culture are key to a positive safety record;
- c) undertaking hazard identification and risk assessments when required and implementing improvement measures where necessary.

The team expect that all harbour users recognise the effect that they can have on the harbours operation and reputation and must work to our standards as a minimum. A Permit to Work system is in place to maintain control over hazardous work. The team will ensure that any contractors or other management systems fully support the same commitment to health, safety and environmental performance.

#### 4.2 **Vessel Movements**

In the first quarter of 2018 there were 18 cargo movements (arrival and departure) at Buckie. This included 9 acts of pilotage. All vessel movements including fishing, leisure and others are recorded and work is currently underway to enable more detail to be captured and made available.

#### 4.3 **Conservancy**

All harbours are regularly surveyed to check the depths and identify areas of shoaling, particularly in the entrances. When the dredger is available we have a list of priorities that we work to depending on the commercial nature of that harbour. Generally any high spot reported is actioned promptly depending on commitments of the dredger elsewhere.

The priority areas of current concern are:

- Buckie: west pier into the channel
- Burghead: sand bank which moves across the approach channel
- Hopeman: large bank of silt at the end of the pontoon system limiting access and egress
- Cullen: stones in channel limiting available time to depart the harbour
- Findochty: lack of depth between the pontoons and entrance
- Portknockie: no major issues at this time

#### 4.4 **General Safety Improvements**

Several training packages for the team have been developed including a Harbour Induction, Mooring Operations, Pilotage and Coxwains and Port Security. There are plans to create further training packages e.g. general housekeeping, safe use of chemicals, pollution response, inspection of lifesaving appliances, ladders and bollards.

Further Personal Protective Equipment (PPE) measures for particular tasks have been implemented, such as the requirement for head protection when taking cargo vessels in or out due to the messenger line having to be thrown to the pier when coming alongside.

Housekeeping has been improved significantly with the removal of the scrap nets and metal from West of the Buckie fishmarket and elsewhere. So far 14 tonnes of net have been removed with 12 tonnes of scrap metal. Boats have been informed that we will not be accepting any more scrap nets as had been done in the past. There is still some more of this waste to be taken away.

The Harbourmaster is currently undertaking a review of navigation aids at Buckie, Portknockie and Cullen with the intention of updating some of the systems used to improve safety of navigation.

#### 4.5 Incident Statistics (excluding near misses)

There were no injuries to personnel in the 1<sup>st</sup> quarter at any of the harbours.

Navigation: On 28<sup>th</sup> of January the cargo vessel MV Britannica Hav was making the approach to Buckie with the pilot on board. The pilot noticed that the vessel was moving offline to starboard and requested the Captain steer to port. When it became apparent that this action was inefficient or not followed the pilot requested the Captain go hard to Port. There were no known equipment issues. When the pilot realised the steering and thrusters were insufficient he instructed the Captain to go hard astern. The vessel's speed dropped but it still hit the West quay causing slight damage to the bow of the vessel and some handrails on the pier. This incident occurred because the skipper did not react quickly enough to instructions from the pilot as the vessel made the approach. This has been further discussed within the team to minimise the reoccurrence of a similar incident and appropriate lessons learned fed back into the pilot training package.

General: Spill of fuel oil when the wrong valve was operated by a crew member of BCK 364 – Conquest. No clean up required

#### 4.6 Key performance Indicators

Whilst having a pilot available on request at Buckie is a statutory requirement, it is not compulsory for pilotage to occur for all vessel movements. As a result not all cargo movements request the services of a pilot. The number of pilotage acts carried out in the first quarter of 2018/19 was 9, in relation to 18 vessel movements in and out of the harbour.

As a Statutory Harbour Authority, Moray Council has to report the availability of all its navigational lights to the Northern Lighthouse Board. The following table gives the detail that is reported on an annual basis.

#### Availability of Navigation Lights

IALA Category	No Of Aids	Total Hours	No Of Failures	DOS Hours	MTTR	MTBF	Availability	Target Availability
<b>Moray Council</b>								
CAT 1	1	26,304	0	0:00	0:00	0:00	100.00 %	99.80 %
CAT 2	16	394,560	3	6:30:00	1267:13	65116:30	97.79 %	99.00 %
CAT 3	4	105,216	1	2208:00	2208:00	103008:00	97.00 %	97.00 %
No Category	0	0	0	0:00	0:00	0:00	0.00 %	0.00 %
<b>Total</b>	<b>21</b>							

\* MTTR – Mean Time To Repair, MTBF – Mean Time Between Failures

#### **4.7 Overview of Q1 2018**

Safety performance has continued to be of a high standard, with no injuries to personnel recorded. The single navigation incident occurred because the skipper did not react quickly enough to instructions from the pilot as the vessel made the approach. This has been further discussed within the team to minimise the reoccurrence of a similar incident and appropriate lessons learned fed back into the pilot training package. We have four new team members who are all integrating well into the team and proving themselves to be valuable assets as we move forward.

#### **4.8 Future Objectives and plans**

Objectives identified for 2018 and beyond are as follows:

- Make use of the Sharepoint system to disseminate information, reports and best practice
- Monitor consistent incident reporting, including potential incidents
- Implement new KPIs
- Undertake further reviews of Marine Policy, Safety Management System (SMS) and training requirements
- Maintain momentum of Pilot training and accreditation

Some discussions have already been held with the team regarding incident reporting, particularly looking at the near miss incidents and how we can use them to look for trends and ways to improve our operations. Sharepoint is now used by all those with access.

A review of the training requirements for all staff has been held and a new training matrix is under development which includes a mix of internal and external training courses. Many of the internal courses are yet to be developed and we are in the process of booking the external trainers. Pilot and Coxswain training continues with training opportunities being taken when possible.

### **5. HSE VISIT TO BUCKIE HARBOUR**

On the 30 April 2018 Mr C Gibson, Her Majesty's Inspector from the Health and Safety Executive, conducted a planned inspection visit to Buckie harbour. Following the visit, written formal advice was sent to Moray Council, as the Statutory Harbour Authority, on 8 May. Formal advice means that there are no areas where the Inspector believes the Health & Safety At Work Act 1984 has been breached, but where he/she believes that there are areas for improvement. Failure to respond appropriately to formal advice would, however, lead to enforcement action. The Council's response was sent on 31 May, and Her Majesty's Inspector replied to state that he was happy with our response and had closed the inspection file. The advice and our response is summarised as follows:

#### **5.1 Mooring Operations**

In response to the advice to improve training records and a written safe system of work, a 'Mooring Manual' has been produced which was attached to the letter. The document sets out the importance of safe working practices, and highlights the risks in undertaking mooring operations. It then sets out a safe system of work, and notes key hazards. Officers have also put in place a

training and competency record to be completed for each member of staff. Whilst staff have already had un-recorded training in this area, by the end of June 2018 all members of staff had received full or refresher training and their competence recorded. Also attached to the letter was a blank copy of the training and competency record, and the risk assessment for mooring operations

## **5.2 Inspection of Bollards, Life Saving Equipment and Harbour Ladders**

All of these items will be subject to a visual inspection on a monthly basis with immediate effect, the details of which will be recorded and stored, and used to inform repair and maintenance work. The guidance notes and a blank record sheet for Buckie Harbour were attached to the letter.

Bollards and ladders will also be inspected annually by competent engineers to give a more detailed assessment of their condition. Records of these inspections (including names and qualifications) will be kept by the Council, and again the results will inform repair and maintenance work. These inspections may include non-destructive testing where necessary.

## **5.3 Use of quay edge protection for mooring**

The advice noted that the quay edge protection had been used by a vessel for mooring. The Council has made it clear that this is not acceptable, and the Harbourmaster (and his team) will ensure that this practice no longer takes place. The Mooring Manual referred to above clearly states in Section 4 that all mooring ropes must be attached to a bollard and not to any other structure.

## **5.4 Workplace Transport Arrangements on Pier 1**

This is an area which the Council had already given considerable thought to, however, following the inspection and advice we have looked into this again, particularly with respect to the potential proximity of pedestrians to the movement of heavy goods vehicles in the area. A Traffic Management Risk Assessment was attached to the letter, with a sketch of the arrangements described below.

Officers have agreed to create a safe 'holding' area for pedestrians, marked with paint, on the pier surface close to the main gate at the corner of Basin 1. Appropriate signage will be positioned in this area and at the gate to explain the procedure. Any pedestrian entering the area must wait at this location for an instruction from the person in overall charge of the cargo operation at the time. In the vast majority of cases, persons entering the area when cargo operations are underway are ship's crew returning to the vessel, harbour staff, or members of the Stevedore team. The person in charge of operations will temporarily stop vehicle and plant movements (if required) to ensure safe pedestrian movement for the individual(s) concerned. At the start of each cargo operation the person in charge (normally the Stevedore) must communicate the plan for vehicle and pedestrian control to all personnel present. In this way, safe control of pedestrian movements can be achieved without creating fixed walkways and crossing points which officers do not believe are workable because of the different working patterns created by different cargo and vessel types.

With regard to control of access on to the site, it is fully recognised that unauthorised persons must be kept off the pier when cargo operations are taking place. Officers have commissioned monitoring of vehicle and pedestrian activity of this area using a camera designed for this purpose, which will be kept in place for a month to gain a full and accurate picture of activity, and the scale of any unauthorised pedestrian or vehicle access. The results of this monitoring will allow officers to determine if further control measures are required. If the monitoring indicates that this is the case, automatic gates / barriers, trained gate keeper and further signage improvements are some of the options that would be assessed for effectiveness.

For all of the controls and changes stated above, a review date of Monday 26 November 2018 has been established to assess the effectiveness of all the measures.

## **6. SUMMARY OF IMPLICATIONS**

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

Sustainable harbours maintained to operate safely and efficiently contribute to the economic development of Moray

### **(b) Policy and Legal**

Non-compliance with the PMSC could have legal implications as it would likely be a breach of health & safety legislation.

### **(c) Financial implications**

Non-compliance of the PMSC may have financial implications in relation to cost of remedial actions and any fines related to this.

### **(d) Risk Implications**

Prosecution of the authority may result from the failure to comply with the Port Marine Safety Code.

### **(e) Staffing Implications**

Key personnel are to be trained, qualified and experienced.

### **(f) Property**

There are no property implications arising from this report.

### **(g) Equalities/Socio Economic Impact**

There are no specific equalities matters, however, the Equalities Officer has been consulted and comments incorporated into this report.

### **(h) Consultations**

The Legal Services Manager (Property & Contracts), Principal Accountant, Committee Services Officer (L Rowan), and Equalities Officer have all been consulted and their comments incorporated into this report.



## **7. CONCLUSION**

- 7.1 The council is currently deemed to be compliant with the PMSC, however, there is still work to be done to stabilise our position in relation to marine safety. This will be evidenced through future reports to this Committee, and scrutinised by this Committee as Duty Holder.**

Author of Report: Duncan Brown, Development & Operations Manager,  
Harbours

Background Papers:  
Ref:



**APPENDIX 1**



**Port Marine Safety Code**  
**Marine Safety Plan**  
**2018-2021**

As part of its compliance with the requirements of the Port Marine Safety Code (PMSC), Moray Council has provided the following Marine Safety Plan for marine operations in its harbours for the period 2018 – 2021.

A more comprehensive overview of the structure, management and maintenance of the Marine Safety Management System (MSMS) and compliance with the PMSC in support of this plan can be found on the Council's webpages.

### **1. Marine Policies**

Moray Council has the following policies and documents governing its approach to marine safety and compliance with the Port Marine Safety Code.

- Marine Safety Management System
- Emergency Plan
- Oil Spill Contingency Plan
- Safety Plan
- Annual Performance Review
- Compliance Statement

All of the above are to be available on [moray.gov.uk/harbours](http://moray.gov.uk/harbours) or in hard copy on request.

In addition, a Marine Policy is in development and will be brought for approval to the Council's Economic Development & Infrastructure Services Committee as the Harbour Board and Duty Holder.

### **2. Marine Procedures**

Operational procedures, processes and guidance in support of Moray Council's Marine services and operations are developed and maintained by the harbours department. All are reviewed on a regular basis by members of the team.

### **3. Management of Marine Operations**

This Marine Safety Plan commits Moray Council to undertake the management and regulation of marine operations, within the scope of its powers and authority, in a way that safeguards the harbours, harbour users, members of the public and the environment.

Moray Council will undertake its role and responsibilities to ensure that, whenever possible, it provides efficient and effective services and regulation of shipping and other vessels in support of all activities in the harbours: in particular commercial vessel movements at Buckie, to facilitate the safe and prompt transit of vessels throughout the harbour area.

In ensuring the continued provision of services Moray Council will always keep the safety of its personnel, harbour users and vessels as a priority.

#### **4. Established Management Activities**

A number of key functions underpin the operation and maintenance of the MSMS in addition to the core services provided by the harbours department. The following processes ensure the maintenance of an effective regime and support compliance with the requirements of the PMSC:

- Dedicated risk assessments of new and existing marine operations as and when required
- Proactive and reactive review of identified hazards to navigation and the associated risk control measures that mitigate those risks to an acceptable level (As Low As Reasonably Practicable)
- Investigation of all reported marine incidents
- Proactive and regular liaison with Macduff Shipyards
- Regular, wide-ranging liaison with harbour users, stake holders and other interested parties, through formal and informal consultations
- Monthly Marine Management team meetings
- Routine Pilot liaison meetings
- Regular internal and external audits and reviews of the MSMS, its functions and procedures
- Comprehensive training and development for harbour staff
- Maintenance and exercising of the Moray Council Harbours Emergency Plan, Port Facilities Security Plan and the Coastal Pollution Arrangements Plan

#### **5. Performance Indicators**

	Area	Target	Date
1	Navigation Incidents	No major incidents, serious injuries or serious pollution as a result of a failure of the MSMS	Report every 3 months
2	Provision of Pilotage services	No major incidents resulting from Pilotage	Report every 3 months
3	Conservancy and Survey	<p>Ensure that the all approaches, entrances, basin and berths have an adequate schedule of hydrographic surveys, that these are undertaken in line with a defined schedule and that the results are published within the target timescales.</p> <p>Specifically:</p> <p><b>Navigational Safety</b> surveys – significant data to be promulgated within 24 hours: surveys to be completed within 3 days of target (or 5% of period)</p> <p><b>Conservancy</b> surveys - no surveys to be outstanding (significantly overdue) beyond 10% of the period beyond the due date. Results to be published within 8 weeks of the survey being undertaken.</p> <p><b>Wreck &amp; Obstruction Investigation</b> – investigate all reported wreck and obstruction on immediate mobilisation. Issue navigation warnings, arrange markings and removal at earliest opportunity, time dependant on severity/risk to navigation</p>	Annually
4	Liaison and consultation with harbour users	Routine meetings every quarter (or equivalent) with harbour users. Appropriate and open consultation with users and interested parties regarding proposed amendments to Directions, Codes of Practice Byelaws and Policies.	Quarterly
5	Support for, approval and facilitation of events	Associated risks to be at ALARP prior to approval. Avoid any unnecessary restrictions on vessel movements and disruption to commercial services and leisure activities.	As required

## 6. Action Plan 2018 - 2021

Area	Target	Date
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1	Risk Assessment	Introduce electronic marine risk management system	By end of 2019
2	Training	HM: career progression to continue AHMs: Oil Spill Response and Port Security Pilots: to be competent and authorised as per MSMS Pilot Boat crew: to meet required statutory qualifications HAs: to be trained to appropriate levels for OPRC	By end of 2018
3	Legislation	Review Byelaws	By end of 2019
4	Weighbridge upgrade	Investigate unmanned operation/relocation to Pier 1	By end of 2018
5	Digitisation of processes	Migrate administration processes from paper to digital as far as possible	By end of 2018
6	Review signage	Review and upgrade /replace all signage particularly with respect to safety	By end of 2018
7	Equipment/vehicles	Investigate provision of new equipment to minimise manual handling and replacement vehicles which are fit for the purposes of harbours maintenance works	By end of 2018








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**REPORT TO: ECONOMIC DEVELOPMENT AND INFRASTRUCTURE  
SERVICES COMMITTEE ON 14 AUGUST 2018**

**SUBJECT: PLASTIC BASED MATERIALS USED IN ROAD CONSTRUCTION**

**BY: CORPORATE DIRECTOR (ECONOMIC DEVELOPMENT,  
PLANNING & INFRASTRUCTURE)**

**1. REASON FOR REPORT**

- 1.1 At a recent meeting of this committee on 20 March 2018 (Para 9 of the minute refers), agreed “that a report on the benefits of plastic road surfacing be brought to a future meeting of this Committee”.
- 1.2 This report is to inform the Committee of the potential benefits and drawbacks of considering using this type of material in future works within Moray.
- 1.3 This report is submitted to Committee in terms of Section III (F) (15) of the Council's Scheme of Administration relating to exercising all functions of the Council as Roads Authority.

**2. RECOMMENDATION**

- 2.1 **The Committee is asked to consider and note the contents of this report and that further evidence as outlined in paragraph 5.8 of this report is required before committing to using recycled plastic in road construction within Moray.**

**3. BACKGROUND**

- 3.1 There has been a lot of recent publicity about how waste, plastic bottles and bags are being recycled into asphalt mixture to produce roads that are kinder to the environment and the manufacturer claims, longer lasting to make a revolutionary new road surface.
- 3.2 Officers within the Council and across the Industry appreciate that plastics can have a devastating impact on the environment, particularly when the product reaches our seas and oceans. There is a genuine appetite to understand our responsibility and to step up our efforts to help the environment by recycling more, upcycling and responsibly sourcing materials.
- 3.3 The product is the brainchild of MacRebur founder Toby McCartney, who got his inspiration after visiting southern India with a charity helping people who

work on rubbish dumps. During the trip he saw how some of the plastic litter was put into potholes, doused in petrol and then set alight until it melted into the craters.

- 3.4 On his return he went on to develop the idea to produce pellets made out of assorted plastic waste that can be blended with traditional materials to create an enhanced asphalt.
- 3.5 The company secured a £1M investment from Virgin following a successful entry into Richard Branson's 2016 Virgin Voom competition in the "start-up" category. By reducing the use of bitumen in asphalt, the carbon footprint associated with road construction can be reduced.
- 3.6 The process involves making plastic pellets from bottles and bags that would otherwise be destined for landfill sites. The pellets are then melted into the asphalt mix to act as a binding agent. The plastic used makes up approximately 0.5% of the mixture.

#### **4. POTENTIAL BENEFITS OF USING THIS MATERIAL**

- 4.1 It is claimed that the product, when used as additive to traditional asphalt mixes provides a unique way of enhancing the material to give a cost effective and longer lasting asphalt solution. Laboratory tests undertaken by the Company promoting the product have shown that when added to traditional mixes, the MR6 filler is 60 per cent stronger and ten times longer-lasting than regular asphalt.
- 4.2 The "Green" benefits clearly link to lowering the environmental impact of roads maintenance as the product is made with 100% recycled materials. The company promoting this product highlight how the use of this type of local waste can be diverted from land fill sites into the asphalt that is produced and used on roads.
- 4.3 After 18 months of testing and trials undertaken by the Company, the product complies within British and European standards, is patent pending and is claimed to be a high performance, asphalt binder additive.

#### **5. RECENT TRIALS**

- 5.1 There have been a number of recent and reported successful trials carried out. Cumbria County Council report to be the first authority in England to incorporate the plastic based material into the standard asphalt used to resurface a small section of the A6 in Carlisle in late 2016.
- 5.2 The plastic based product was used in the resurfacing of a demanding section of road at a junction on the A6 close to Calthwaite. The road is used by significant numbers of heavy goods vehicles and had previously failed to stand up to the demands of the traffic going to and from a water bottling plant and a sand quarry. The Council hopes that the new product will prove to be more durable in this location than conventional asphalt.
- 5.3 More locally and recently (September 2017), Dumfries & Galloway Council have used the material on the C28s Henderland road at Shawhead. It is too

early to note the outcome of the trial, however roads officials at Dumfries & Galloway have committed to now closely monitor the performance of the material and share the data with other local authorities considering the use of this product.

- 5.4 Both Councils have reported positive press and supportive community interest in the use of this new concept. Other Scottish authorities like Moray are continuing to monitor the success of these trials. Fife Council has recently commented that they are open to trialling, but the cost of any trial must be economic and competitive with traditional materials.
- 5.5 A recent question dated 17 May 2018 has been asked of the Secretary of State for Transport; *“what steps the Government is taking to encourage the use of (a) recycled plastic materials and (b) other innovative and durable techniques for road repairs”*. The full response is detailed within **APPENDIX 1** of this report. However, the key headline from the response is that at the moment the use of this material is not widespread and that the trial undertaken will continue to be monitored and any outcomes, positive or negative, will be noted.
- 5.6 Within the last few weeks, officers at Moray have also spoken to Ken McNeil, Technical Director at Breedon Aggregates, who chairs the MPA technical committee (Marine Protected Areas Technical group) on surfacing products. Ken has confirmed that he is aware of the trials but results are not available yet, as the durability has yet to be ascertained. The Transport Research Laboratories (TRL) are awaiting data from the company, MacRebur, to analyse their results and publish details.
- 5.7 Dr Karl Williams, director of the University of Central Lancashire’s Centre for Waste and Resource Management, recently reported that it remains unclear how environmentally friendly the roads really are: “They are only going on trial roads at the moment, and in terms of what plastics they are using, where the plastic comes from and the level of contamination, there are lots of issues that are still big question marks.”
- 5.8 As a result, key issues which require to be clarified include:
- more verified research to be undertaken by TRL (Transport Research Laboratory), SCOTS (Society of Chief Officers of Transportation in Scotland) and other industry researchers
  - conclusive proof of the long term durability and financial benefits
  - clarification that any toxins that may be present in the co-mingled plastic waste will not result in leaching once the material has been laid or at some point in the future

## **6. COSTS OF USING PLASTIC BASED MATERIAL**

- 6.1 It is unclear at the moment whether using this product will be more expensive or cheaper. There have been initial conflicting comments made about the costs and it is suggested that until more information becomes available that this is treated with an open mind.

- 6.2 A recent survey published in the International Journal of Innovative Research in Science, Engineering and Technology (Vol 6, Issue 2, Feb 2017), suggests its initial cost is slightly more as compared to conventional methods.

## **7. OTHER OPTIONS BEING CONSIDERED**

- 7.1 There are other options being considered both by Officers within the Council and on a wider scale throughout the roads industry. These include;
- 7.2 Researchers at Delft University in the Netherlands have come up with a self-healing asphalt that incorporates steel wool fibres. The fibres are conducive to electricity and, at the first sign of a crack, a magnetic induction machine is rolled over the surface to heat the mixture and close the cracks before they develop into potholes.
- 7.3 Researchers have conducted successful trials in the Netherlands on 12 different roads since 2010, with none needing repairs. Although the material will cost 25% more than regular asphalt, like MacRebur's plastic compound, it could double road life, and save councils money long term.
- 7.4 A research partnership between Brunel University in London and engineering company Epicuro has developed a Controlled Pothole Repair System that uses infrared heat technology to double road lifespan. It is suggested by heating the pothole so its temperature is aligned with that of the hot asphalt mix, the researchers believe road life could be doubled. Testing has also shown a 25 per cent reduction in repair costs, helping councils to meet their shrinking budgets.
- 7.5 Other attempts to improve the environmental credentials of roads include solar road surfaces - one such road is being tested in the village of Tourouvre-au-Perche, Normandy, which cost €5 million (£4.2 million) to build in 2016.

## **8. SUMMARY OF IMPLICATIONS**

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

The maintenance of the road infrastructure aligns with the Council's outcome of "Empowering and connecting communities" and a CPP focus of "A thriving and well connected place, where more people live well in their communities".

### **(b) Policy and Legal**

The Council is responsible for the maintenance of 1556 km of road and 18,136 street lights which have been adopted by the Local Authority in terms of the Roads (Scotland) Act 1984. The Act places a duty on the Local Authority to maintain the roads, lighting units and structures so adopted, but does not prescribe the level of maintenance to be delivered.

Codes of Practice for Highway Maintenance Management, Management of Highway Structures and for Highway Lighting Management identify good practice and consideration has to be given to this advice.

The Council have agreed standards for response to identified roads and lighting defects (public performance standards).

**(c) Financial implications**

None at this stage.

**(d) Risk Implications**

There are no current risks identified at this moment in time. Once further results are available the Council may organise a trial using plastic products in road materials.

There is a risk of exceeding revenue budget although every attempt will be made not to do so. Pressure on general maintenance budgets will increase in terms of reactive maintenance as carriageway conditions deteriorate.

**(e) Staffing Implications**

None.

**(f) Property**

There are no property implications as a result of this report.

**(g) Equalities/Socio Economic Impact**

There are no equalities or socio economic implications as a result of this report.

**(h) Consultations**

The Legal Services Manager (Property and Contracts), P Connor, Principal Accountant, L Rowan, Committee Services Officer and the Equal Opportunities Officer have been consulted and comments have been taken into account.

**9. CONCLUSIONS**

- 9.1 While early indications are promising it is felt there is not sufficient evidence yet to support the use of this material in road construction within Moray Council's road infrastructure, particularly in relation to long term financial benefits and environmental impact.

Author of report: Mark Atherton, Roads Maintenance Manager

Background Papers:

Ref:

## APPENDIX 1 – WRITTEN QUESTION TO SECRETARY OF STATE

### **Roads: Repairs and Maintenance: Written Question -145382**

To ask the Secretary of State for Transport, what steps the Government is taking to encourage the use of (a) recycled plastic materials and (b) other innovative and durable techniques for road repairs.

Q

Asked by Alex Chalk(Cheltenham) Asked on: 17 May 2018

Department for Transport

**To ask the Secretary of State for Transport, what steps the Government is taking to encourage the use of (a) recycled plastic materials and (b) other innovative and durable techniques for road repairs.**

A

Answered by: Jesse Norman Answered on: 24 May 2018

The use of recycled plastic materials as a component in road surfacing is not widespread. Officials at the Department for Transport are, however, aware that it has been used in a small proportion of England's strategic road network for high friction surfacing materials, and on one short stretch of public road in England.

Officials from the Department have been in discussion with Cumbria County Council, which is trialling the use of recycled plastic materials in their road resurfacing, and with the company that supplies the material. They will continue to monitor the situation and any outcomes, positive or negative, from the trial currently underway.

The Department is also encouraging local highway authorities to trial new innovations and technology to help repair the roads for which they are responsible. The Department recently announced that it is working in collaboration with the Association of Directors of Environment, Planning and Transport (ADEPT) on future-proofing the local road network through the use of smart infrastructure and new materials.

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**REPORT TO: ECONOMIC DEVELOPMENT AND INFRASTRUCTURE  
SERVICES COMMITTEE ON 14 AUGUST 2018**

**SUBJECT: LOSSIEMOUTH: A941 ELGIN ROAD/SCHOOL BRAE, JUNCTION  
IMPROVEMENT**

**BY: CORPORATE DIRECTOR (ECONOMIC DEVELOPMENT,  
PLANNING AND INFRASTRUCTURE)**

## **1. REASON FOR REPORT**

- 1.1 To inform the Committee of a safer routes to school scheme at the junction of Elgin Road/School Brae/Clifton Road, Lossiemouth. The scheme requires the signalisation of the junction to control vehicle movements and improve the crossing points for pedestrians.
- 1.2 This report is submitted to Committee in terms of Section III (F) (15) of the Council's Scheme of Administration, relating to the function of the Council as Roads Authority including safety, the detailed planning, design and construction, improvement, maintenance and lighting of roads, bridges and other structures.

## **2. RECOMMENDATION**

### **2.1 The Committee is asked to:**

- i) **approve the project to upgrade the junction of A941 Elgin Road and School Brae to a signalised junction; and**
- ii) **note that consultation will be undertaken with the local community once a scheme design has been finalised.**

## **3. BACKGROUND**

- 3.1 Lossiemouth Community Council approached Living Streets about becoming involved in the Lower Speed Communities project following long standing concerns about the speed and volume of traffic, particularly around the three schools; Hythehill and St Gerardine's Primary Schools and Lossiemouth High School.
- 3.2 Living Streets are a registered charity who specialise in promoting walking. In this case they are using Scottish Government funding to work with communities where speed has been identified as an issue which is having a negative effect on community life.

- 3.3 A working group with representatives from Lossiemouth Community Council, Lossiemouth Community Development Trust, Hythehill and St Gerardine's Primary Schools and Police Scotland was established. All four Moray Council Ward Members also joined the group as they were aware of local concerns and wished to support a local initiative.
- 3.4 Working with the schools and particularly the school pupils, Living Streets undertook work to understand travel patterns and behaviours for the community.
- 3.5 Although the project covered a wide area, the main focus has become the junction of Elgin Road/School Brae/Clifton Road as this is a key node to many journeys to school and in and out of Lossiemouth. As a result, a proposal to signalise the junction and improve it for pedestrians etc. was made. The junction is currently a T-junction with School Brae giving way to Elgin Road. At school times this is a location for a school crossing patrol.
- 3.6 A draft design for the junction was submitted to the working group at a meeting on 15 January 2018. The draft design was subsequently taken to the Community Council and received general approval as a good project to pursue.
- 3.7 Transportation has bid to Sustrans for funding through their Safer Routes to School grant for a scheme estimated at £120,000. This bid is for 50/50 match funding and if successful officers expect to receive a grant of £60,000 from Sustrans which the council will match from a combination of the Cycling Walking Safer Streets (CWSS) grant from Transport Scotland and the capital Road Safety budget.
- 3.8 In order to facilitate the changes in the area, Ramsay Lane will need to be made one way, travelling away from the junction with Clifton Road. The work to make Ramsay Lane one way will require a permanent traffic regulation order.
- 3.9 The benefits to pedestrians will be a signalised junction with crossing facilities combined, allowing them to cross any leg of the junction. For cyclists, advance stop lines will be included to allow them to pull away from the signals clear of any other vehicles. At the same time there will be limited impact on the junction capacity for all vehicles and at peak times the phasing of the signals will guarantee drivers will have an opportunity to exit School Brae.

#### **4. SUMMARY OF IMPLICATIONS**

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

This report relates to the maintenance of an efficient road network, improved connectivity and safer children.

##### **(b) Policy and Legal**

The works are within the scope and powers delegated to officers. There are policy implications in relation to the School Crossing Patrol site – please see sub-paragraph (e) below.

**(c) Financial implications**

The scheme is estimated to cost £120,000 with funding sought from Sustran's Safer Routes to School grant funding which will be matched from a combination CWSS grant and capital Road Safety provision budget.

**(d) Risk Implications**

The scheme is an improvement to an existing junction. Although there have been no injury accidents at this location over the last 5 years, providing an improved pedestrian facility will reduce the risk of one occurring in the future

**(e) Staffing Implications**

There is currently a School Crossing Patrol site at this junction. In line with the Council's policy decision on 28 June 2018 (para 19 of the draft minute refers), introduction of a signalled crossing point would result in the School Crossing Patrol site being removed. The site is currently staffed by a relief patroller, who would be reallocated to another vacant site, so there would be no change in staff numbers.

The design of the signalised junction can be undertaken using existing resources in Transportation.

**(f) Property**

Not applicable

**(g) Equalities/Socio Economic Impact**

An Equality Impact Assessment is not required as consultation will be carried out with the local community in Lossiemouth.

**(h) Consultations**

Previously a draft preliminary layout drawing was passed to Lossiemouth Community Council, who are supportive of the proposal.

The Principal Accountant, Legal Services Manager (Property and Contracts), Equalities Officer, and Committee Services Officer (Lissa Rowan) have been consulted and their comments included in this report.

**5. CONCLUSION**

**5.1 The Committee is asked to support the development of this scheme which will be delivered in 2018/19 subject to receiving funding from Sustrans, otherwise the scheme will be developed for delivery in the next financial year.**

**5.2 During the development of the scheme, consultation will take place with the community in Lossiemouth.**

Author of Report: Ken Major  
Background Papers:  
Ref:





**REPORT TO: ECONOMIC DEVELOPMENT AND INFRASTRUCTURE SERVICES COMMITTEE ON 14 AUGUST 2018**

**SUBJECT: MAINTENANCE OF SUDS UNDER SECTION 7 OF THE SEWERAGE (SCOTLAND) ACT 1968**

**BY: CORPORATE DIRECTOR (ECONOMIC DEVELOPMENT, PLANNING & INFRASTRUCTURE)**

## **1. REASON FOR REPORT**

- 1.1 To ask the Committee to consider changes to SuDs arrangements.
- 1.2 This report is submitted to Committee in terms of Section III (F) (21) of the Council's Scheme of Administration relating to the Flood Risk Management (Scotland) Act 2009.

## **2. RECOMMENDATION**

- 2.1 It is recommended that Committee agree to:
  - (i) sign up to the principles set out in the Memorandum of Understanding for shared maintenance of SuDS for new development under Section 7 of the Sewerage (Scotland) Act 1968, as set out in the Appendix;
  - (ii) the policy which states that above ground components of SuDS for new development will be maintained by the landowner/s; and
  - (iii) to note that a further report will be submitted to a future meeting of this committee outlining the governance arrangements for the Section 7 agreements.

## **3. BACKGROUND**

- 3.1 SCOTS Road Group, SCOTS Flood Group and Scottish Water, with support from the Scottish Government have worked in partnership to develop a collaborative framework that enables shared Sustainable urban Drainage Systems (SuDS) to treat and convey road drainage and surface water from the roofs and curtilages of buildings.
- 3.2 The framework is in the form of a Memorandum of Understanding (MOU), which outlines the principles of working together to minimise the costs to roads authorities and Scottish Water. Under these principles surface water

drained from roads and curtilage of houses within new developments will be accommodated in a shared SuDS, with shared maintenance responsibilities.

- 3.3 The MOU is not legally binding, however, all Local Authorities are being asked to adopt the framework and enter into a maintenance agreement with Scottish Water under Section 7 of the Sewerage (Scotland) Act 1968 for all new development requiring SuDS. A separate agreement will be required for each new development. Should Local Authorities decide not to adopt the framework then the current three pipe system would remain. The current system is: Local Authorities are responsible for roads drainage; Scottish Water is responsible for curtilage of houses; and the attenuation pond is the responsibility of the party identified by the developer.
- 3.4 The main principles in the MOU are that Scottish Water will maintain the below ground components and Local Authorities will maintain the above ground components of the shared SuDS. The proposals for the drainage of surface water and a copy of the MOU are provided in the **Appendix 1**.
- 3.5 To ensure the SuDS is constructed to the required standard the Local Authority will include an amount sufficient to construct the SuDS in the security normally taken as part of the Roads Construction Consent process. If the road and / or SuDS is not constructed to the required standard the Local Authority will use the security to complete the construction. The standard required for the above ground components of the SuDS in Moray will be specified by Moray Council.
- 3.6 The SuDS will be vested in Scottish Water and it will be responsible for renewing the SuDS at the end of its life.
- 3.7 Maintenance of the above ground component of the SuDS have ongoing financial implications for Local Authorities. In Moray it is proposed that maintenance be undertaken through a factoring arrangement, whereby maintenance of the above ground components would be included in the annual maintenance contract paid for by residents of the new development. Details of this agreement would be required to obtain planning consent for each development.
- 3.8 To facilitate this approach a policy regarding the maintenance of above ground SuDS has been drafted for agreement by this Committee. The policy is stated below.

“On completing SuDS construction within new housing developments the developer must submit an Operation and Maintenance Manual for approval by the Planning Authority acting reasonably. Maintenance of the SuDS shall be the responsibility of the owner/s of the development. Day to day maintenance will be subject to a factoring arrangement along with other communal maintenance works and this arrangement must form part of the title conditions for each dwelling within the housing development.. The details of the factoring arrangement must be supplied to the Planning Authority.”

- 3.9 The benefit to Moray Council in signing up to these principles is there would be clear roles and responsibilities regarding maintenance of SuDS for all new development that requires SuDS, which should reduce the risk of future flood risk that could occur if SuDS are not maintained properly. It would also enable Moray Council to influence the standard of SuDS to improve the ecological and amenity benefits that can be achieved, which would support the Council's policies seeking to achieve better placemaking, promoting biodiversity and multi benefit greenspaces.
- 3.10 Agreeing to the principles set out in the Memorandum of Agreement is the first step in the process of shared maintenance of SuDS. Details of the proposed governance arrangements (including monitoring and enforcement) and practicalities of how an agreement for each new development will be implemented will be the final stage of this process. It is anticipated that as well as the title conditions included in the policy statement at para 3.8 of this report, it would be prudent to employ planning conditions or section 75 agreements to ensure that the SuDs is properly maintained by landowners. Once the details of the final stage have been established a report will be submitted to a future meeting of this committee for agreement.

#### **4. SUMMARY OF IMPLICATIONS**

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

Flood Risk Management is a key priority in the 10 year plan "Building a better future for our children and young people in Moray."

**(b) Policy and Legal**

The principles in the MOU are not legally binding. Maintenance agreement between the Moray Council and Scottish Water in terms of Section 7 of the Sewerage (Scotland) Act 1968 will be legally binding. In the case of new developments, the Moray Council will delegate their maintenance responsibility under Section 7 agreements to landowners to facilitate enforcement and recompense should the SuDS scheme fail through insufficient maintenance.

**(c) Financial implications**

If delegation by Moray Council to landowner/s fails through lack of enforceability against or non payment by the landowner/s, then the council will incur costs in terms of its obligation under the Section 7 agreement with Scottish Water.

**(d) Risk Implications**

Delegation by Moray Council of its maintenance responsibility under the Section 7 agreements may fail either by non-compliance by or lack of enforceability against landowners. Title conditions may not be directly enforceable by the council and also they may require adjudication by the courts. This risk can be mitigated by a thorough investigation of the use of planning conditions or section 75 agreements as anticipated in

paragraph 3.10 of this report, and the results of this investigation will be included in the further report referred to in recommendation iii) of this report.

**(e) Staffing Implications**

There are no staffing implications associated with the recommendations in this report. Any staffing implications that arise from the governance or implementation of the agreements will be the subject of a future report to this Committee.

**(f) Property**

There are no property implications associated with the recommendations in this report.

**(g) Equalities/Socio Economic Impact**

An Equalities Impact Assessment is not needed because the recommendations in this report do not impact on people.

**(h) Consultations**

The Legal Services Manager (Property and Contracts), P Connor, Principal Accountant, Head of Development Services, The Manager (Development Management), Gary Templeton Principal Planning Officer, Lissa. Rowan, Committee Services Officer and the Equal Opportunities Officer have been consulted and comments have been taken into account.

**5. CONCLUSIONS**

- 5.1 Local Authorities in Scotland are being encouraged to enter into a collaborative framework with Scottish Water for the maintenance of SuDS for new development. The main principles of the framework are contained in a MOU that Moray Council would sign up to. These principles are Scottish Water will maintain all below ground components and Moray Council will maintain all above ground components of SuDS for new development.**
- 5.2 By entering into this framework Moray Council would have more control over future SuDS, which would help reduce future flood risk. Financial implications associated with ongoing maintenance of SuDS could be neutralised through a factoring agreement, which would be required to obtain planning consent.**

Author of Report: Debbie Halliday, Consultancy Manager

Background Papers: None

Ref:



## APPENDIX 1

**Proposal for the drainage of surface water****Introduction**

The Scottish Government charged Scottish Water and roads authorities to make the most cost effective arrangements for draining new development sites, in particular to avoid a 3-pipe drainage solution. As the environmental considerations over the disposal of surface water have developed, and additional flood risk management issues have come to the fore, consideration has been given to providing a shared drainage system to take both curtilage and roads drainage, treat it effectively and outfall it into our existing natural drainage with minimal environmental impact.

To achieve this aim, representatives from Scottish Water, the SCOTS Roads Group and the SCOTS Flood Group have drawn up an arrangement under which the authorities with responsibility for drainage, roads and flood risk management at new housing developments work together to require the developers to provide a shared, environmentally-friendly surface water drainage system which will vest in an in-perpetuity public body with the maintenance costs shared between Scottish Water and roads authorities, to their mutual benefit.

No changes are required to the statutory powers and responsibilities of the separate authorities. The framework proposed brings together the exercise of their respective powers from initial approval of the design of the shared drainage system through to the shared responsibility of maintaining the system.

The framework is in the form of a memorandum of understanding of working together, the principles of which are not legally binding on any authority. Each authority will be asked to sign up to these principles for individual housing developments. A maintenance agreement under section 7 of the Sewerage (Scotland) Act 1968 will be put in place. If any authority does not wish to do so, then Scottish Water and the roads authority will have to ensure the provision of, and meet the full costs of maintaining, their own separate drainage systems.

At legacy sites, where authorities accept the proposals, then when the reasons preventing vesting are resolved, the principles of shared maintenance may, where practicable, be applied.

At this time, the proposal relates to housing developments to which the Security for Private Road Works (Scotland) Regulations 1985 applies. Those regulations do not apply to all housing developments (eg some publicly-financed housing developments) or to non-housing developments. It is intended addenda will be produced catering for the variations required to the framework at those types of developments.

The memorandum of understanding is attached as Appendix 2. It will be housed on Scottish Water's website, and other authorities are encouraged to provide links from their own websites to the memorandum.

SCOTS and Scottish Water have signed up to this proposal, and encourage local authorities to do the same and adopt the principles and working practices set out in the memorandum.

**Recommended maintenance split**

A sub-group was set up to consider what constitutes a fair and equitable division of maintenance responsibilities for the shared drainage system. Appendix 4 lists the scenario and assumptions used to inform this process.

The recommendation is that maintenance responsibility be split between Scottish Water and roads authorities on the basis of Scottish Water maintaining that part of the shared drainage system which lies below ground and roads authorities maintaining that part of the shared drainage system which lies

above ground. Scottish Water will, in addition, renew the shared drainage system at the end of its life at its own expense.

By way of example, Scottish Water will take care of desilting, outlet/inlet and forebay cleaning and repairs/maintenance to engineered structures. Scottish Water will also be responsible for capital maintenance of access surfaces, with the roads authority responsible for the day-to-day clearance and management of these surfaces.

Roads authorities will be responsible for grounds and vegetation maintenance including grass cutting, litter picking, plant and weed management and fencing/signage if applicable.

Each authority will retain the responsibility it has under statute for those parts of the drainage infrastructure lying outwith the shared drainage system. For example, roads authorities will retain responsibility for gullies and drains that exclusively drain the road.

The Whole Life Cost spreadsheet at Appendix 4 reflects a typical example scenario consisting of a swale, pond and basin over a 25-year lifespan. Maintenance task costs have been extracted using CIRIA standard rates and (where appropriate) maintenance frequencies. During discussions within the sub-group, some of these frequencies were adjusted to reflect real world experience.

The costs reflect an example scenario. Roads authorities will incur high frequency, smaller value costs over the life of the asset. Scottish Water will incur lower frequency, higher cost activities, including asset renewal. Scottish Water will also be ultimately liable, as the system owner, for any liabilities in relation to licensed activities under SEPA.

It should be noted that no allowance has been made for events such as reactive chokes, vandalism and damage. Damage costs will be incurred on the basis of which party maintains that part of the asset. For example, damage to planting will fall to be made good by roads authorities, and damage to inlets/outlets by Scottish Water.

#### **Maintenance agreement**

A style agreement under section 7 of the Sewerage (Scotland) Act 1968, should authorities wish to use it, is attached as Appendix 3.

**Memorandum of Understanding regarding the provision of surface water drainage from housing developments**

1. When proposals are received from a developer of a new housing development to which the Security for Private Road Works (Scotland) Regulations 1985 apply to incorporate into the development as part of its overall drainage design a section which carries surface water from both the curtilage of houses and other buildings within the development and the roads serving the development (this section being the "shared drainage system"), the authorities responsible for drainage (SW), roads (RA) and flood risk management (FRM) at the development will work together to agree the technical aspects of the shared drainage system to ensure it meets the requirements of each of the authorities involved, liaising with other authorities with statutory responsibility in relation to the development as required.
2. The approvals given to the developer to allow the developer to proceed will include conditions to ensure the shared drainage system (1) is constructed to the agreed technical standards, and (2) can vest in SW on its completion independently from the remainder of the drainage system of which it forms a part.
3. Subject to any change in law over the period in question, the technical standards will not be revised over the period of time given to the developer to complete the development. If the developer seeks an extension to the timescale for completion, RA will liaise with SW and FRM on the proposal, and the three authorities will agree any revised technical standards to be imposed.
4. Where the development comprises a phase of a larger development, the developer must include a stand-alone drainage system in the first phase to be completed, and either an individual stand-alone drainage system or integration by agreement into a completed drainage system for each subsequent phase.
5. RA will take a security to construct the road in accordance with the terms of the relevant construction consent. This will include an amount sufficient to construct the shared drainage system to the agreed standard.
6. The shared drainage system will vest in SW on completion in accordance with agreed standards.
7. In the event of RA being required to construct the road in accordance with the provisions of the 1985 regulations, SW will allow RA access onto land it has acquired to house the shared drainage system to allow RA to complete the infrastructure. As required by the 1985 regulations, RA will adopt the road on completion.
8. SW's vesting process will result in SW being legally responsible for maintaining the shared drainage system. Once vested, SW will maintain that shared drainage system. Where the road is not constructed by RA, RA will adopt the road as and when it is required to do so in accordance with the provisions of section 16(2) of the Roads (Scotland) Act 1984. When the road is adopted by RA, SW and RA will share the cost of maintenance of the shared drainage system on a basis to be agreed. The agreed sharing of costs will be set out in a maintenance agreement under section 7 of the Sewerage (Scotland) Act 1968. RA will become liable for its share of maintenance under the maintenance agreement relating to that road from the date of its adoption of the road.
9. The maintenance agreement will be specific to each development, and be based on a standard framework, as follows –
  - 9.1 SW will maintain the 'below ground' components of the shared drainage system,
  - 9.2 RA will maintain the 'above ground' components of the shared drainage system,
  - 9.3 the 'below ground' and 'above ground' components will be identified on the drawing forming part of the maintenance agreement, and

- 9.4 SW will meet the cost of renewing the shared drainage system or any part thereof at the end of its life.
10. If a developer proposes to add discharge to an existing shared drainage system, SW, RA and FRM will liaise over the proposal and agree a response.
  11. Should damage or an incident be caused by a third party which affects any part of the shared drainage system, SW and RA will co-operate fully and openly in investigating the incident, together with, where necessary, any relevant regulator, and join in seeking to recover the costs of repair from that third party, if both consider that action is reasonable and proportionate.
  12. Where a road is stopped up or de-listed, RA will no longer be responsible for its share of the maintenance of any shared drainage system serving that road. If all connections from the curtilage of houses and other buildings into a shared drainage system are removed, SW will no longer be responsible for its share of the maintenance of that shared drainage system.
  13. In their dealings with each other and other stakeholders in relation to the application of these principles, SW, RA and FRM will endeavour always to act in a reasonable manner and a spirit of co-operation. In addition, SW and RA will keep under review the terms of any maintenance agreement they enter into, and will endeavour to ensure it always reflects a fair and equitable division of the overall maintenance costs.
  14. If a difference of opinion on any issue covered by these principles or a maintenance agreement cannot be resolved through internal escalation procedures agreed between SW and RA, the matter will be referred to the Scottish Ministers for determination, and that determination is final.
  15. It is acknowledged these principles will evolve over time to reflect changes in legislation and practice. SW, RA and FRM agree to review these principles from time to time at the instigation of any of the authorities.

November 2016



**REPORT TO: ECONOMIC DEVELOPMENT AND INFRASTRUCTURE SERVICES COMMITTEE ON 14 AUGUST 2018**

**SUBJECT: CASTLE TO CATHEDRAL TO CASHMERE**

**BY: CORPORATE DIRECTOR (ECONOMIC DEVELOPMENT, PLANNING & INFRASTRUCTURE)**

## **1. REASON FOR REPORT**

- 1.1 To inform the Committee of the successful outcomes of the Castle to Cathedral to Cashmere, Elgin Conservation Area Regeneration Scheme and Heritage Experience projects.
- 1.2 This report is submitted to Committee in terms of Section III (F) (2, 3, 4, 5) of the Council's Scheme of Administration relating to the exercise of functions that promote economic development, dealing with all matters relating to commercial development, providing financial and other assistance to those engaged in commerce; and relating to applications for assistance.

## **2. RECOMMENDATION**

- 2.1 **It is recommended that the Committee considers and notes the report.**

## **3. BACKGROUND**

- 3.1 Building on the success of the City of Elgin Business Improvement District (BID) development, the Town Centre Regeneration Fund (TCRF) physical improvements and the developments at the Cathedral by Historic Environment Scotland, the Castle to Cathedral to Cashmere partnership was formed in 2011. It was also in response to the Moray Economic Strategy and the Elgin City for the Future study and its priorities of 'High Street First', 'The Visitor Economy' and 'Arts, Culture and Heritage'. These studies identified that the 'Town Centre to Cathedral to Cashmere' corridor were key areas for heritage related development and one of the key drivers in Elgin and Moray's recovery.
- 3.2 The overarching aims and objectives of this evolved partnership initiative between Moray Council, Elgin BID, Elgin Fund, Historic Environment Scotland, Moray College/University of the Highland and Islands (UHI), Johnstons of Elgin, Elgin Benevolent Trust, Highland & Island Enterprise (HIE), Moray Speyside Tourism, Robert Gordon University, Moray Society and specialist advisors and heritage champions are:

The vision is to establish Elgin and Moray as a compelling visitor destination

- To achieve and enhance the visitor experience of Elgin City Centre.
- To provide greater access to the local heritage.
- To create a sense of ownership of and pride in the historical and environmental legacy within Elgin particularly by the younger generation.
- To improve the economic opportunities within Elgin City Centre.
- To create the opportunity to conserve and improve the built, historical, cultural and social environment.

3.3 These aims are identified as being intrinsically linked and the Partnership Management Group is tasked with developing and delivering projects and programmes that meet these aims and objectives now and in the future. The current key areas of focus are;

- To co-ordinate the development and delivery of the Castle to Cathedral to Cashmere partnership, such as the Heritage experience, Elgin Conservation Regeneration Scheme, Cooper Park and other relevant initiatives.
- To monitor and review the Elgin Town Centre Conservation Area's Management Action Plan.
- To identify and develop initiatives that collectively supports the aims of the partnership within a strategic framework.
- To ensure that all proposals and investments are complementary.

3.4 Previous regeneration work highlighted that there was great interest in the local heritage; however it also identified a lack of interpretation through which visitors and the community could engage with the town's heritage. It was agreed that high quality interpretation and improvements would not only support the heritage experience but potentially increase dwell-time and secondary spend in the town. Interpretation initiatives by themselves would not be effective and the various studies and work carried out pinpointed that a range of physical improvements & activities had to be undertaken together to maximise the effect/outcome for the visitor experience and community engagement.

3.5 In 2011 a set of four studies was commissioned comprising of a Conservation Area Appraisal, Action, Management & Interpretation plans emphasising the importance of Elgin's historic environment and provided new insight into how to care for and appreciate it, through providing enhanced levels of understanding.

3.6 These detailed studies completed in 2012, provided the foundation for the successful developments for an Elgin Conservation Area Regeneration Scheme (CARS) and Heritage Experience, which were funded by local partners, Historic Environment Scotland and Heritage Lottery Fund.

3.7 Previous improvements through the Town Centre Regeneration Fund & Elgin BID development had already instilled community and business confidence in partnership efforts to regenerate the town centre and this was further reflected through the commitment by property owners and businesses in uptake of grants for the CARS regeneration work.

3.8 Detailed work plans were created, which set out all activities & actions, delivery, targets, outputs and outcomes to maximise local resources available to deliver such large scale projects in the most efficient and effective manner

possible. Moray Council acted as lead partner for delivery of the projects and undertook overall responsibility for finance including procurement and administration. The Castle to Cathedral to Cashmere Partnership and its Elgin CARS management group took decisions for the overall development of the projects. Four smaller working groups were set up to lead on and develop interpretation & orientation initiatives, public realm work, website & mobile technology and a calendar of events & activities. Additional champions, consultants & local heritage advisors were involved throughout. In addition to this, a reference group was also formed to include those who wished to be advised of the developments via e-bulletins, specific meetings and focus groups.

- 3.9 To ensure that the project had a full mandate and community buy-in and a sense of ownership, there were public consultations, stakeholder events, regular press releases and young people from local schools and Moray College were consulted and included regularly throughout the planning and development stages. The two Elgin Secondary Schools also included their work with the project as part of their curricula. Involvement with the project has enabled the community to develop pride and understanding in their historical and environmental legacy within Elgin, particularly by the younger generation.
- 3.10 In order for the work to be successful and make as much positive impact as possible, both projects have been developed in tandem, so that collectively they leave a legacy far beyond the life span of the individual elements.
- 3.11 **Elgin CARS** – In April 2013 the Elgin Conservation Area Regeneration Scheme was established and repairs and restoration works were carried out on 53 properties through the delivery of 73 CARS Grants. The project ran for 5 years, ending on 31 March 2018.
- 3.12 All full details are contained within **APPENDIX I** Elgin CARS Final report and summary is below:
  - **Priority Buildings** - 14% of CARS funding for
    - 35 High Street
    - 185 High Street
    - 'Clancys' building - 165,167,169 High Street
    - 7 South Street
    - Muckle Cross
    - Victoria Cottages (6 adjoining buildings)
  - **Building Health Check Scheme** – 25% of CARS funding. In 2015, Elgin CARS offered a free condition survey to a number of building owners, where their building had been identified as needing repair. Of the 26 buildings identified, 26 building owners agreed to a schedule of repairs on 17 buildings. Through this scheme, some dangerous chimneys were identified both on the grant recipients' buildings but also on adjoining buildings where urgent work was required and carried out on an emergency basis. The value of this additional investment in emergency repairs which is as a direct result of the CARS project is estimated at in excess of £1,200,000 and some of these works will be ongoing throughout 2018 and into 2019.
  - **Shopfront improvements** for 9 properties were carried out and high vegetation removal from 50 properties – 3% of CARS funding.

- **General Fabric Repairs** - 35.5% of CARS funding was provided for 27 individual grants which ranged in size from the smallest at £930 to the largest at £145,506. Notable buildings, which benefitted from grants included Elgin Museum, St. Giles Church, Thunderton House and the Elgin Club.
  - **Public Realm works** - 6% of CARS funding. In addition to the work carried out to the Muckle Cross, it ranged from refurbishment of the Elgin Fountain, to contribution towards the Heritage Experience, Closes signage to removal of unsightly disused phone boxes from the Plainstones.
- 3.13 To complement this, there were educational opportunities through 2 apprenticeships as well as a training programme for tradespeople, contractors and the general public – 10.5% of CARS funding.
- 3.14 The training programme was a joint initiative with the Keith CARS where Elgin CARS contributed 50% of the cost. 12 courses ran across Keith and Elgin which were well attended and received positive feedback. In total, there were 158 separate attendances at the 12 courses, made up of 117 individual people. 74% of people who attended a course chose to return and attend at least one other. Most of these delegates attended at least half of the courses in the series and frequently commented that the reason for continued attendance was down to the excellent quality and delivery of the training material.
- 3.15 In addition evening talks and drop in sessions for local homeowners were provided with the CARS officers for Keith and Elgin as well as Planning & Building Control officers and local craftspeople available for advice. These evenings were generally well attended and received positive feedback from participants.
- 3.16 The Keith and Elgin CARS also hosted a Historic Environment Scotland run Energy Efficiency course and a two day Technical Seminar. These events had a combined attendance of 110 people.
- 3.17 An Interactive Tours Training was piloted. 13 participants were offered 2 training sessions to enable them to deliver heritage tours with the potential to further develop this and possibly start up their own Tour business.
- 3.18 A dedicated CARS Officer post was created at 6% of CARS funding & was based in the Economic Development team with additional support from the Council Legal, Finance, Procurement, Planning and Building Control teams for assistance with specialist matters relating to the project.



### 3.19 Economic & Social Outputs

	<b>CARS</b>	<b>Owners/Private</b>	<b>Total</b>
Priority Projects	£188,161	£164,827	£352,988
Shopfront Repairs	£ 54,248	£14,679	£68,927
Building Health Check	£417,953	£223,215	£641,168
General Fabric Repairs	£548,006	£361,652	£909,658
Public Realm	£105,205	£51,444	£156,649
Training And Events	£ 81,280	£89,492	£170,772
Apprentices	£103,146	-	£103,146
Administration And Cars Officer	£157,489	-	£157,489
<b>Totals</b>	<b>£1,655,488</b>	<b>£905,309</b>	<b>£2,560,797</b>
Additional Public Investment (Estimate)		£1,200,000	£1,200,000
<b>Total Investment</b>		<b>£2,105,309</b>	<b>£3,760,797</b>

Key indicators for the properties receiving CARS funding is as follows:

Approximate numbers of new jobs created	3
Existing economic activity safeguarded	34
New Businesses	24
Floor space back into use - commercial	665sqm
Floor space back into use - residential	1,445sqm
Category A listed buildings grant funded	2
Category B Listed buildings grant funded	11
Category C Listed buildings grant funded	3
Historic shopfronts grant funded	4

There has been a marked decrease in the number of empty shop units in the Conservation Area. Total Vacant Units (where former use was comparison, convenience, retail service, or leisure service)

<b>2018</b>	<b>2016</b>	<b>2014</b>	<b>2012</b>	<b>2010</b>
25	36	39	25	15

This shows a significant improvement over the last 2 years, and brings it back to occupancy level in 2012. A noticeable difference is particularly evident on Batchen Street and Commerce Street.

The data below shows the anti-social behaviour statistics for Elgin and Moray as a whole for the start of the scheme in 2013 and at its completion in 2017/18. It should be noted that this data covers Elgin as a whole and not just the town centre. These identify a marked decrease in anti-social behaviour as a whole in Elgin over the five years 2013-2018.

Type of Complaint	Elgin 2012-13	Elgin 2017-18	Moray 2012-13	Moray 2017-18
Noise*	381	362	1102	906
Rowdy Behaviour**	490	277	1164	719
Neighbour Dispute*	125	231	296	589
Graffiti	14	5	23	13
Vandalism*	260	145	798	504
Litter	6	8	181	122
Fly Tipping	1	11	327	317
Dog Fouling	59	51	140	201

Source: Community Safety, Moray Council

\*Incidents reported to both Police and the Community Safety Team

\*\*Rowdy Behaviour figures include incidents of; Breach of the Peace, Urinating, Drunk & Incapable and Threatening or Abusive Behaviour from Police Scotland and Rowdy Behaviour & Youth Disorder from the Community Safety Team

3.20 The highly successful Elgin CARS project enabled investment of £2,560,797 together with an additional £1,200,000 of owners investment as a direct result of the Elgin CARS representing a value of funds invested into the Elgin Conservation area of £3,760,797.

3.21 **Heritage Experience** - Elgin's heritage has been interpreted for a twenty-first century audience using a variety of new and creative methods and mediums. The information available is multi-levelled so it appeals to all ages and interests. This includes the following activities set out below.

3.22 **Digital** - An interactive website with mobile technology for downloads onto mobile phones and tablets has been created at [www.elginheritage.scot](http://www.elginheritage.scot), with QR/URL codes on interpretation panels to provide a future-proof way of making the link between physical and virtual interpretation and also to allow further updates to be carried out easily and effectively.

3D high definition laser scanning images provides valuable architectural information, which also offers a platform for developing gaming and for 3D modelling. The work by Robert Gordon University was accompanied by public presentations and talks at the Elgin Museum, Moray College and Elgin Academy.

The interactive orientation point at St. Giles Shopping Centre gives people access to information on all the heritage sites within Elgin and of the 41 heritage sites throughout Moray. It includes a distance calculator so people can plan their stay/visit more easily.

3.23 **Interpretation** - Bespoke interpretation panels and way markers with QR codes have been installed at over 25 sites, some with audio recordings. Interpretive virtual windows at Grant Lodge feature heritage images of people and items that have direct connections to Elgin have improved the appearance of this important, derelict building.

For the commissioning of Sculptures the partnership set up a panel with specialist advisors. A public consultation process took place via displays of the maquettes of the shortlisted Dandy Lion, Drummer, Wolf of Badenoch & Flaming Arches sculptures at Elgin Library with images on website and through media coverage. Feedback cards were available in the Library, Elgin

Academy, Elgin High School and Moray College/UHI as well as having the option to comment on the website. There were over 752 responses with more than 200 of these being from youngsters resulting in the commissioning of the three sculptures of the Dandy Lion, Drummer & Wolf of Badenoch.

A light show depicting Elgin's people and events over the years to the present day is projected onto the back wall of St Giles Church every evening throughout the winter months from October until March. People of Moray were invited to take part in the filming process and have been included in the film.

- 3.24 **Public realm** - New heritage maps have been installed at all car park entry points, railway station and at Ladyhill, alongside a bespoke Heritage wall mural map in St. Giles Shopping Centre and directional signage throughout the Castle to Cathedral to Cashmere Corridor.

To further enhance some of the Heritage features, lights have been installed at the Wolf & Elgin Drummer sculptures and the Tower building on the Plainstones.

An all abilities access path has been created at Ladyhill Castle Scheduled Ancient Monument. On top of Ladyhill site, a bespoke metal bench with inscription based on a visit by Robert Burns to Elgin has been installed. Counters have been fitted at both access points, allowing for the first time to measure the number of visits.

- 3.25 **Events & Activities** - To reach the widest possible target groups and audiences, a range of methods of engagement and delivery were used. These included for the community, visitors, secondary schools, youth café and college talks, meetings, competitions, public presentations & exhibitions and included a calendar of over 30 'free of charge' events which were suitable for all ages and interests. The events and activities attracted over 20,754 visitors and participants. The signature event 'Sword, Fire & Stone' - a 2 day historical tented medieval encampment recreating life in 1390s, with performances and re-enactments scripted on the 'Wolf of Badenoch' and his arrival in Elgin attracted 8,972 visitors, with over 26,000 hits on the temporary Castle to Cathedral to Cashmere website and 24,000 hits for the video clip at Re-enactment Event Scotland.
- 3.26 **Maintenance** – As part of the developments, a maintenance plan has been drawn up with the Criminal Justice section undertaking regular cleaning of the panels, seating etc. and checking for any damage throughout the season.
- 3.27 **Results & Impact** - Robust systems are in place to monitor data, evaluate and analyse on an ongoing basis the impact the project has made in delivering the aims & objectives. The table below provides the key figures up to February 2018.

<b>Creations &amp; installations</b>		
Website - <a href="http://www.elginheritage.scot">www.elginheritage.scot</a> . (excluding temporary site)	18,305	hits
Interactive Orientation Point, St Giles Shopping Centre	6,502	users
All abilities - Access path to Ladyhill Castle Scheduled Ancient Monument with counters	30,797	visitors
Interpretation panels of various sizes	32	
Way-markers with QR code	17	
Heritage images at Grant Lodge	41	
New heritage maps at car park entry points & at Ladyhill	7	
Bespoke Heritage wall mural map in St. Giles Shopping Centre	1	
Sculptures	3	
New directional signs	31	
Lighting of heritage features - Wolf & Elgin Drummer sculptures and the Tower building	3	locations
Bespoke metal bench on top of Ladyhill site with inscription based on a visit by Robert Burns to Elgin	1	
Outdoor projectors with seasonal light show at St. Giles Church	1	
Film on the creation of the Drummer sculpture	1	
Audio recordings with sound effects	6	
3D high definition scans project with range of talks	1	
<b>Events &amp; activities</b> – exhibitions, talks, tours, outreach, competitions & special events	35	
Participants including young people	22,679	Visitors
Volunteers	191	
Volunteer Sessions	320	
Volunteers hours	2176	
<b>Promotion &amp; Marketing</b>		
Gateway large signs at the entry roads from the West and East into Elgin	2	
Explore Elgin's History' leaflets	5000	
Video clip of Sword, Fire & Stone at Re-enactment Event Scotland	24,000	hits
Sword, Fire & Stone temporary Castle to Cathedral to Cashmere website	26,000	hits

- 3.28 Results from focus groups and surveys provided invaluable qualitative data which has been analysed, evaluated and incorporated into a project evaluation report that was produced by Robert Gordon University and is included as **APPENDIX II**.
- 3.29 There was regular media coverage, both local and national of elements of progress, events and activities throughout the duration of the CARS & heritage experience projects with stands taken at local events to further promote the schemes. Elgin was shortlisted amongst the top ten most beautiful High Streets in Scotland (Scotland's Town Partnership, Keep Scotland Beautiful and Herald competition) with an article about the Castle to Cathedral to Cashmere projects featuring in History Scotland & Herald Sunday magazines.
- 3.30 With the completion of the Elgin CARS project, the work of the Elgin CARS Management group has been concluded. However the Castle to Cathedral to Cashmere Partnership has the potential to build on the successful track record of securing funding and delivering further regeneration work, which may also enhance project developments under the Growth Deal. The

partnership is also exploring income generation to ensure the long-term maintenance and sustainability of the investments so far.

#### 4. **SUMMARY OF IMPLICATIONS**

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

The projects will contribute to achieve 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. For CARS grants exceeding £25,000, Legal has been involved in the contractual arrangements.

**(c) Financial implications**

The Castle to Cathedral to Cashmere projects created a combined investment of over £4 million into the town centre and the details are outlined below.

The Elgin CARS has been funded by Historic Environment Scotland £750,000, Moray Council £740,488, Elgin BID £125,000 and Elgin Fund £40,000 with owners / private contribution of £2,105,309 at a total investment of £3,760,797. The expenditure is set out in the table below.

<b>Details</b>	<b>CARS</b>	<b>Owners/Private</b>	<b>Totals</b>
Priority Projects	£188,161	£164,827	£352,988
Shopfront Repairs	£54,248	£14,679	£68,927
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Apprentices	£103,146	-	£103,146
Administration and CARS Officer	£157,489	-	£157,489
<b>Sub -Totals</b>	<b>£1,655,488</b>	<b>£905,309</b>	<b>£2,560,797</b>
Additional Public Investment (Estimate)		£1,200,000	£1,200,000
<b>Total Investment</b>	<b>£1,655,488</b>	<b>£2,105,309</b>	<b>£3,760,797</b>

The Heritage Experience has been funded by Heritage Lottery Fund £78,000, Moray Council £123,345, Elgin CARS £106,854, Elgin BID £70,000, Highland & Island Enterprise £32,000 and Elgin Fund £12,000 at a total of £422,199. The expenditure is set out in the table below.

<b>Details</b>	<b>Description</b>	<b>Total</b>
Digital outputs	Web design & mobile technology, 3D laser scanning	£62,954
Professional fees	Copy Writing & Interpretative Design	£32,597
Other	Activities budget (Events budget, Materials, etc.)	£26,895
Equipment and materials	3D interactive model, Interpretation, Lighting, Signage, Sculpture, bench, map boards	£271,029
New build works	Ladyhill Castle site path	£28,724
<b>Total</b>		<b>£422,199</b>

In addition, the Elgin Rotary Club and local businesses provided sponsorship for competitions.

**(d) Risk Implications**

All possible care is taken across departments delivering externally funded projects to mitigate any risks.

**(e) Staffing Implications**

The projects were overall co-ordinated by the Economic Development team with an additional dedicated Elgin CARS Officer post being created and supported by staff from the Council's Legal, Finance, Procurement, Planning, Building Control, Roads, Direct Services, Property and Criminal Justice teams.

**(f) Property**

The Elgin CARS allowed to substantially enhance the public realm through grants for the Fountain and Muckle Cross, which was further complemented by the Heritage Experience projects interpretation works.

**(g) Equalities/Socio Economic Impact**

An equality impact assessment is not required as the reason for the report is for the Committee to note and consider.

**(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.

## **5. CONCLUSION**

- 5.1 Elgin, like so many other towns across the UK had been affected by out of town retail parks and changes in shopping habits resulting in empty shop units and a general sense of decay and economic decline. In response to the various studies, the Castle to Cathedral to Cashmere Partnership was formed, involving more than 17 organisations across**

sectors to regenerate the city centre by using its rich heritage and outstanding historic buildings to make Elgin & Moray a compelling visitor destination.

- 5.2 The Elgin Conservation Area Regeneration Scheme (CARS) & Heritage Experience projects were developed with the joint aims and objectives to bring Elgin's history to life in new and exciting ways, engage more people in their heritage, attract more visitors, improve and regenerate infrastructure through a schedule of physical works - to transform some of its key buildings, monuments and public realm as well as administering general fabric repair grants for buildings and shop front improvements. Collaborative working has meant that over £4.1 million has been invested through private, public and owner contributions.**
- 5.3 Crucial to the success of the projects has been the regular wider community engagement and the partnership model for management and local decision making process, which has created a sense of ownership and pride. The projects have transformed the town centre into a more attractive place to visit, live and work, leaving a legacy for future generations.**
- 5.4 The success of the partnership work has already been a catalyst for other developments such as the Discover Moray's Great Places project.**

Author of Report:	Reni Milburn, Principal Officer Economic Development
Background Papers:	Documents on file in Economic Development
Ref:	

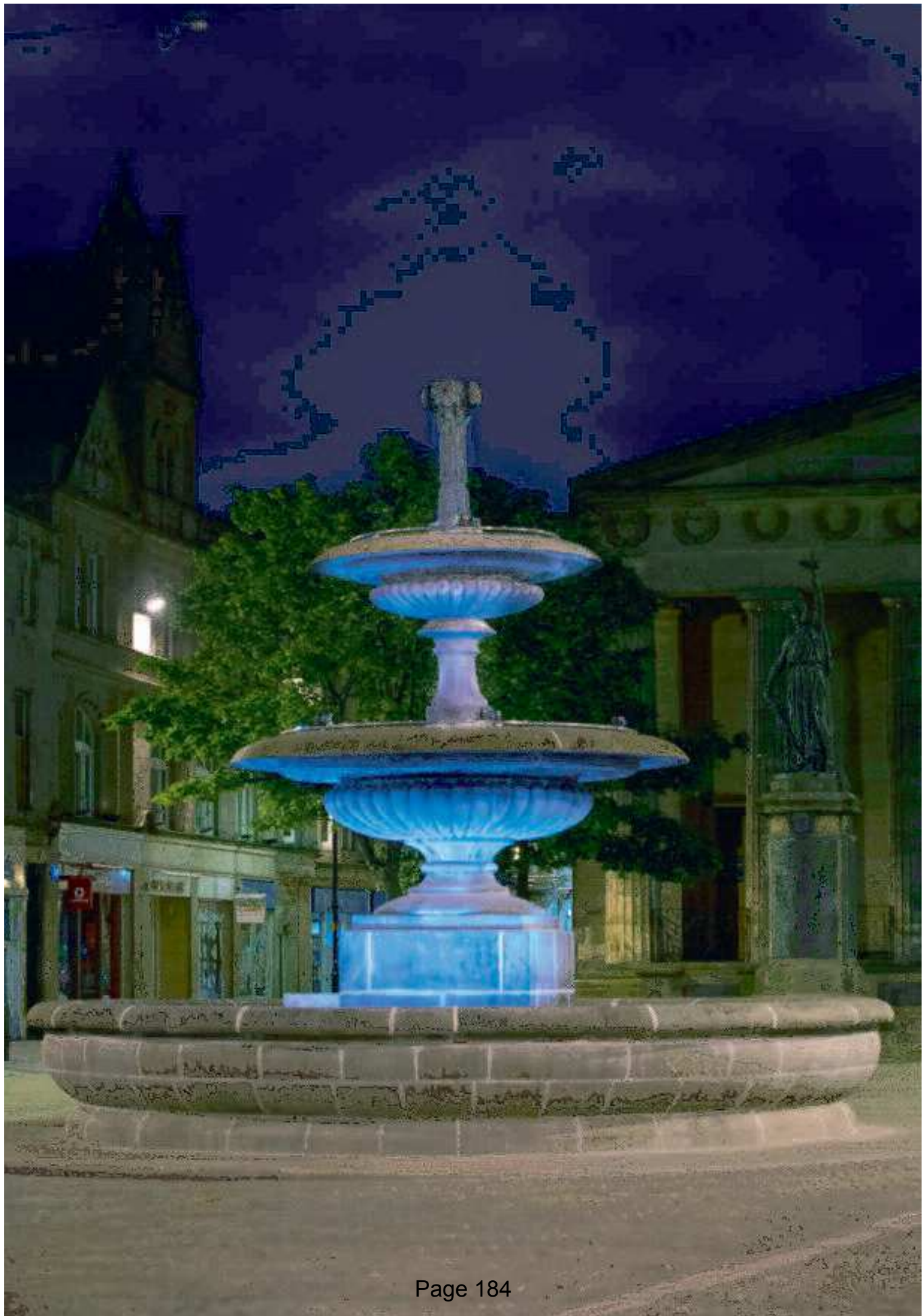






ELGIN CONSERVATION AREA  
REGENERATION SCHEME  
**FINAL REPORT**





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*Members of the Castle to Cathedral to Cashmere and Elgin CARS  
Management Group, along with contractors, supporters and staff.*

# FOREWORD

It is a great privilege to be the Chair of the Castle to Cathedral to Cashmere and the Elgin CARS Management Group. We are very proud of the significant success of the CARS Scheme and the difference that it has made in Elgin.

I would like to take this opportunity to thank the funders for their financial support, the Partnership Management Group and Moray Council staff who provided a wealth of expertise and commitment throughout, enabling them to fulfil the objectives in conserving and breathing new life into some of Elgin's key buildings and public realm.

We are extremely fortunate to have such an attractive High Street which boasts excellent examples of architecture. The investment has not only enabled the physical restoration and future preservation of these buildings, it has also created a legacy for our future generations.

As a result of all of the hard work, we now have a more attractive place to live and work, and we can look confidently towards building a healthy future of economic growth to attract inward investment and tourism for Elgin and the wider Moray area.

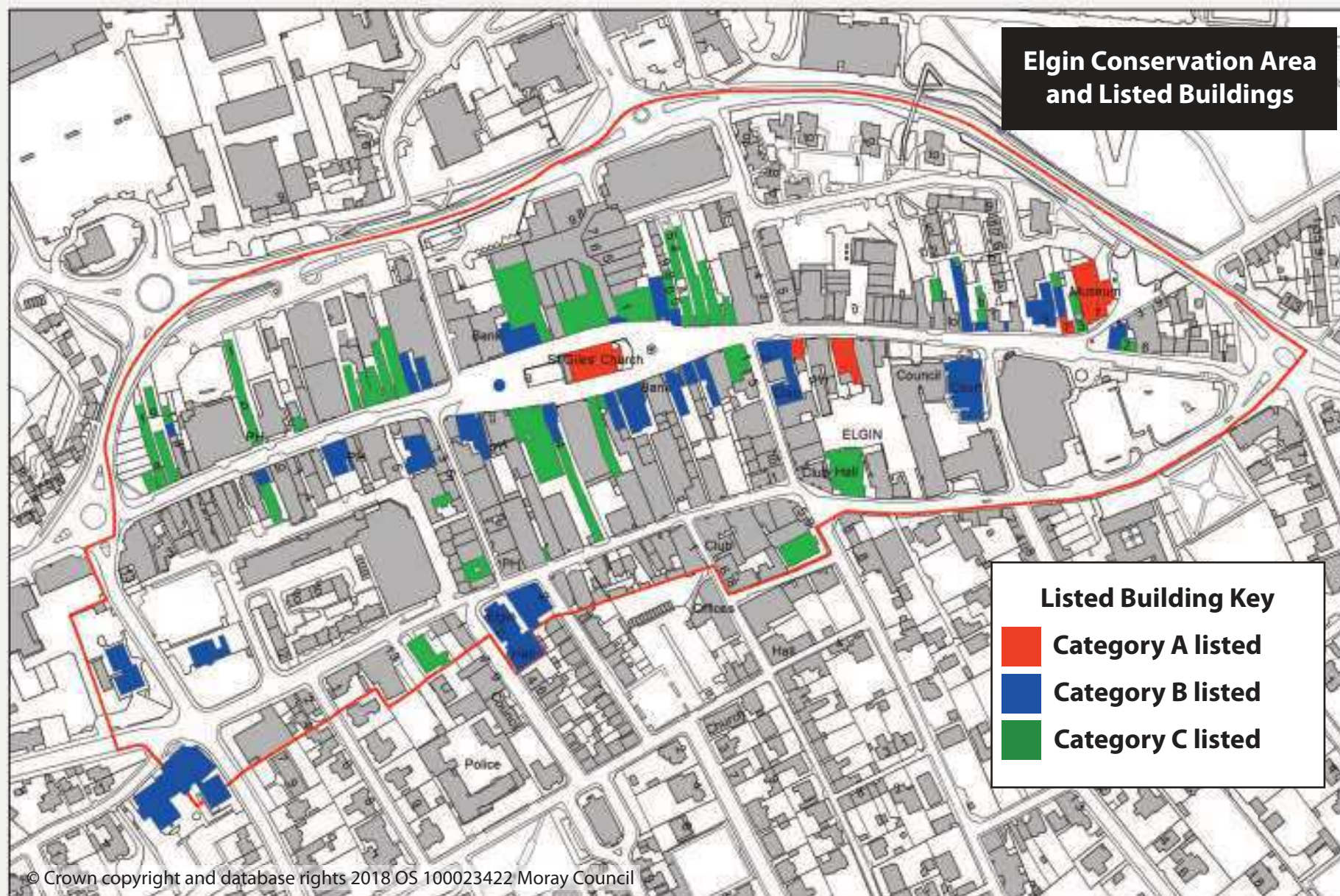


**Jim Royan**

**Chair of Castle to Cathedral to Cashmere**

**And Elgin CARS Partnership Management Groups**





# 1 SUMMARY

## **Elgin Conservation Area Regeneration Scheme**

The *Elgin High Street Conservation Area Appraisal* which was carried out in 2012 as the foundation for building the Castle to Cathedral to Cashmere Partnership and Elgin's Heritage Experience highlighted the need for vital repairs and refurbishment of a number of buildings and monuments within the Elgin Conservation Area.

The report commented that "*Elgin has some of the most attractive and durable sandstone on the Scottish mainland but the widespread use of softer stone from quarries operating from the mid-19th Century has taken its toll*" and that Elgin's townscape benefits from a number of important historic qualities requiring preservation, namely; the Medieval layout of the Burgh; a legacy of original shopfronts; a high standard of stone carvings and architectural details on street frontages and buildings.

In April 2013 the Elgin Conservation Area Regeneration Scheme (CARS) was established and repairs and restoration works were carried out on 53 properties through the delivery of 73 CARS Grants. The project ran for 5 years, ending on 31st March 2018.

The grants were categorised as - Priority Buildings, the Building Health Check Scheme, Shopfront repairs, General Fabric Repairs and Public Realm works, representing a wide scope of buildings and historic monuments which were repaired and refurbished. To compliment this, there were educational opportunities through 2 apprenticeships as well as a training programme for tradespeople, contractors and the general public.

The highly successful Elgin CARS project enabled investment of £2,560,795 utilising all the funding that was available and, together with an additional £1,200,000 of owners investment as a direct result of the Elgin CARS representing a value of funds invested into the Elgin Conservation Area of £3,770,795.

The Funding Partnership of Historic Environment Scotland, The Moray Council, Elgin BID and the Elgin Fund enabled this project to benefit from excellent positive contributions from each and the management of all the funds locally greatly assisted the process.

## 2 PRIORITY PROJECTS

The Elgin High Street and Conservation Area Appraisal carried out in 2012 identified properties within the Conservation Area it considered were Priority Buildings in view of their condition, and prominence within the townscape, together with their historic significance. These included a building on the BAR Register and 175-177 High Street.

As the owner of 175-177 High Street also owned Victoria Cottages and could proceed with one development during the timescales for CARS, it was agreed that Victoria Cottages would replace 175-177 High Street in the Priority Buildings scheme.

Consequently the works that were completed on Priority Buildings were;

- 35 High Street
- 185 High Street
- 'Clancys' building - 165,167,169 High Street
- 7 South Street
- Muckle Cross
- Victoria Cottages (6 adjoining buildings)

**Please note:** Whilst 186-188 High Street (the property on the BAR register) was included within the Conservation Area Appraisal, during the CARS project the property was sold and Planning Consent granted for conversion to part residential and part commercial use, though owing to various issues, this building is, as yet, undeveloped.

The UP Church in Moss Street was also identified as a Priority Project, however unfortunately were unable to proceed with the works during the project timescale.

**A total of £188,161 was grant funded to these properties with owners' contributions amounting to £164,827. The combined investment was £352,988 with an average intervention rate of 61%.**



### 35 HIGH STREET



This property comprises an Early 19th century unlisted building with 3 storeys, an ashlar façade, 12 pane glazing, and a slate roof. There is a modern bar and shop front on the ground floor.

The building is located towards the east end of the High Street. The primary issues were that the upper stories of this building were having a negative visual effect on the Conservation Area as it was in a poor state of repair, and together with the deteriorating stonework, the condition of the building was declining rapidly.

Repairs of the original building fabric included: cutting out and lime repointing of full façade of upper levels; repairs to the cast iron guttering and downpipe; replacement of 4 first floor windows with new slim line double glazed timber sash and case windows which complied with HES guidance on the size of the window profiles.

The external restoration has significantly enhanced the building and the replacement stonework has ensured that further deterioration of the façade is halted. The replacement windows are in keeping with its appearance and safeguard the building from water penetration.

The upper floors of the building are now in use as a residential apartment.

**Grant Award: £16,870**

**Total Cost: £28,116**

## 185 HIGH STREET



### **Owners quote:**

***“The two grants they are contributing means renovation work can now go ahead at the two Cancer Research UK shops in Elgin so all customers and volunteers get the best possible shopping experience. We’d like to say a huge thanks to all our supporters.”***

This is an early 19th century Category C Listed building having 2 storeys and an attic. There are 2 bay windows on the top floor and a modern shop front on the ground floor. With a classical ashlar facade and symmetrical corniced windows, this is a prominent High Street property.

The building had suffered from considerable deterioration through water penetration and resultant rot. The schedule of works was put in place to address these issues.

Works to this property were substantial and included; roofing work, skew pointing, lead work, replacement cast iron rainwater goods, replaced and repaired stone work, window repair and paint and rot repairs.

**Grant Award: £35,924**

**Total Cost: £71,848**

## VICTORIA COTTAGES



Victoria cottages form a block of six Grade C Listed terrace cottages built prior to 1870 and situated in the west end of the conservation area and which forms part of a popular thoroughfare known as Victoria Close. The flat and row of cottages had been boarded up for over 10 years and refurbishment has had a high visual and positive impact to the townscape.

The owner secured Scottish Government Empty Homes funding to restore the properties internally which are being let as affordable housing thus contributing to the regeneration of the High Street.

There were multiple external repair issues which had to be addressed including masonry work, chimney heads and roof replacement (which was not structurally sound), replacement cast iron guttering, external paint work, repairs to sash and case windows and replacement external doors.

Following the CARS grant refurbishment scheme the properties were made available to rent as Affordable Housing and have subsequently all been let.

**Grant Award (total for all 6 cottages): £69,094**

**Total Cost: £138,188**

### **Owners quote:**

***“Without the CARS grant it is unlikely that we would have proceeded with the project. Being able to apply for each individual property made a huge difference to the viability of the overall project.”***



## 165, 167, 169 HIGH STREET



This group of properties is known as 'Clancys' and is Category B Listed. Built circa 1811, it comprises four bays with a centre depressed arched pend with a keystone and is flanked by modern shop fronts. There is a date on the keystone above the pend entrance.

Whilst this building was initially included within the Priority Buildings, having three owners meant that lengthy negotiations delayed an early start, therefore it was included within the Building Health Check group of properties where the buildings were surveyed by architects and recommendations for repair were made to the owners and the works were then architect supervised.

The works were all at high level and once commenced, it was found that the chimneys had suffered considerable decay and poor levels of repair had led to holes developing in the chimneys - the stack had a cement render applied which had been struck to imitate stonework.

An extension of grant funding was awarded and further additional works to the value of in excess of £15,000 was funded by the owners.

The chimneys at this building were attached to the building next door, 161-163 High Street which was not undergoing grant work. Further investigation at high level revealed the urgent need for this adjacent building to carry out emergency works to its chimneys, roof and gable wall which were found to be in a dangerous condition. The value of this ongoing work to the adjacent property is estimated to be in the region of £1m.



**Grant Award: £28,798**

**Total Cost: £35,998**

## 7 SOUTH STREET



This property was identified for priority funding as the original cast iron grilles on the front of the building had decayed significantly over time.

New, cast iron grilles were manufactured in the original pattern and replaced on this shop frontage.

**Grant Award: £1,494**

**Total Cost: £1,993**

*“Elgin BID is proud to have been a partner in the Elgin Conservation Area Regeneration Scheme. From inception to completion, our support remained steadfast, such was our belief in the importance and unprecedented value that CARS would contribute to Elgin City Centre. That is what drove us to make the substantial private sector investment we did.*

*Many of our business members chose to take advantage of the opportunities that CARS presented and carry out work on their buildings, work which would have proven difficult in these challenging economic times and which may not have been possible without the grants available through the project.*

*In addition to the individual grants, activities such as the shrubbery removal project which we funded, supported by a CARS grant has seen the city transform and we look forward to the long term benefits that will result. We would like to take this opportunity to thank all of the partners who worked tirelessly to see it succeed.”*

**Richard Cumming – Chair, Elgin BID**



## MUCKLE CROSS



The Muckle Cross is a re-creation from 1888 of a 17th Century Mercat Cross. During its reconstruction, the original Lion, possibly dating from between 1633 and 1650, was presented to the community by the Hon. George Skene Duff whose Grand Uncle had been given it for safety.

Close inspection of the Finial raised concerns about the condition of the Lion, and as a result a reproduction of the Lion was commissioned and the original has gone to the Elgin Museum on display to the public within the museum.

Over many years, the finial, the carvings and the Lion had suffered from deterioration and damage, and as a prominent and important historic monument positioned on the Plainstones it was deemed to be a priority project for CARS funding.



**Grant Award: £31,399**

**Total Cost: £68,335**



### 3 SHOPFRONT IMPROVEMENTS

3% of CARS  
funding

In 2015, Moray Council commissioned the 'Historic Shopfronts Appraisal' by Dr Lindsay Lennie for Elgin CARS which detailed many of the important historic features on shopfronts in Elgin.

Specific historic elements were described in this appraisal, which, through the allocation of nine grants were refurbished or re-instated on shopfronts within the Conservation area.

Notable details included; cast iron grilles; lobby tiling; vents within stallrisers and pilasters which had been boxed in; stone arch pediments which had eroded; stained glass which had been painted.

An issue with properties within the Conservation Area which created a sense of decay and dereliction was the amount of high level vegetation growth created by plant material growing in open mortar joints and exacerbated by faulty rainwater goods.

Around 50 properties were identified where growth was significant and through a combination of CARS funding matched with funding from Elgin BID, contractors were appointed through an Invitation to Quote to remove plant material and spray herbicides to inhibit further growth. This action made a considerable difference to the impact of the building refurbishments and the overall look of the town centre.

***Grants for the nine shopfront improvements ranged from £361 to £28,764 with grant awards totalling £68,928 and these included seven of the shopfronts featured in the Appraisal.***

The properties allocated funding are;

5 Commerce Street

21 Batchen Street

22 South Street

24 South Street

25 Commerce Street

33 Batchen Street

54 High Street

105 High Street

104 High Street



Before



After



33 Batchen Street

Some examples of the refurbishments are shown in the photographs.



7 South Street grilles

21 Batchen Street



54 South Street



105 High Street





## 4 BUILDING HEALTH CHECK SCHEME

25% of  
CARS  
funding

In 2015, Elgin CARS offered a free condition survey to a number of building owners, where their building had been identified as needing repair. There was a very positive response to this offer and consequently through an Invitation to Quote, contractors bid to provide External Fabric Condition Surveys to 26 properties.

Based on the Stirling Traditional Building Health Check Scheme, these surveys identified and categorised emergency, urgent and necessary repair issues. This was a concept which helped with owners difficulties in obtaining 3 quotes required for grant works as this was becoming a barrier to applications.

The contract holder, the architects, put these works out to Tender and contractors were appointed which then enabled a fully priced schedule of works to be offered to the building owners.

***Of the 26 buildings identified, 26 building owners agreed to a schedule of repairs on 17 buildings and were offered grant funding towards these works at an intervention rate of 75%.***

Owners of buildings receiving these surveys were encouraged to apply for grant funding and were able to choose from the priced, specified works they were prepared to proceed with. Some agreed to all or most of the specified works, others chose a selection of works from the schedule. All the works were carried out under architect supervision.

During the period of time from initiating the Building Health Check Scheme the costs of contractors had risen appreciably and as a result, the intervention rate was raised to 75% to encourage owners and to take account of the rising costs.

The majority of the repairs were at high level and involved the repair and refurbishment of chimneys, though many also included lime pointing, stone replacement, guttering and fascia replacement and a number had roof works included.

Through this scheme, some dangerous chimneys were identified both on the grant recipients' buildings but also on adjoining buildings where urgent work was required and carried out on an emergency basis.

The value of this additional investment in emergency repairs which is as a direct result of the CARS project is estimated at in excess of £1,200,000 and some of these works will be ongoing throughout 2018 and into 2019.

***The grant funding for the Building Health Check Scheme totalled £417,953 with owner contributions of £223,215 bringing the total value of the scheme to £641,167***

Buildings which were part of the Building Health Check Scheme were;

**12,14,18,20  
Batchen Street**

**Harvest Centre,  
Greyfriars Street**

**101 High Street and  
3,4 Forsyth Close**

*Owners quote – “the grant has allowed us to carry out the works which may not have been undertaken and as a result work uncovered some additional emergency repairs which needed to be done. I noticed that from all of the buildings that have benefited, the buildings which have not had works on them done seem more prominent”*

**165,167,169 High Street  
(Clancys Building -  
an identified Priority Project)**



**190,190A,190B  
High Street**



*Owners quote – “The CARS Grant has enabled me to bring the fabric of the building up to a standard that should help to preserve its future for a long time to come. It has put more of the building into a condition that when time and funds permit the upstairs of the building could be utilised to its full potential. I think the CARS programme has improved the city centre enormously - great to see so many ‘tired’ buildings brought back to life.”*

**16 Harrow Inn Close**



**54 High Street**



**26 Batchen Street**



**36,38A,40  
South Street**

**Highfield House**

**42 South Street**

**73,75 High Street,  
Union Buildings**



**10 Batchen Street**

*Owners quote "I think Elgin city centre has had a huge impact from CARS with longstanding issues such as the roof garden, fountain and Muckle cross all benefitting. There has been pain with the amount of scaffolding and disruption but shortly I believe that the city will look fantastic."*



**2-6 South Street**



## 5 GENERAL FABRIC REPAIRS

The grant applications from individuals were initially slow, however, these increased as the project became more visible with scaffolding around numerous buildings in the High Street with CARS banners visibly displayed.

These grants covered a variety of works, encompassing high level chimney and roof works, through to replacement windows, repaired and replaced stonework, lime pointing and new cast iron rainwater goods.

Property owners were enthusiastic about CARS as it enabled them to carry out much needed repairs in keeping with Conservation principles, ensuring that historic detailing was replaced and elements like windows and rainwater goods were appropriate for their buildings. A number of buildings had lime pointed and replacement stonework including high level work to chimneys and roofs.

Notable buildings which benefitted from grants included:

**The Elgin Museum**, which received a grant of £111,554. The museum is a Category-A listed Fine Italianate building built in 1842 with a polished ashlar frontage, designed by Thomas Mackenzie. The museum houses a recognised collection of fossils and developing collection of archaeological artefacts from local digs. There is also a collection of Pictish stones and artefacts that attracts visitors from across the world in addition to the finds of the Victorian era.

**St Giles Church** – built by Archibald Simpson, 1825-28, St Giles Church is an outstanding category A listed Greek Revival church occupying a prominent position in the centre of the Plainstones in Elgin High Street.

**The Elgin Club** in Commerce Street which was identified as a building of note in the Conservation Area Appraisal: “A and W Reid. 1869. Built for Elgin Club and functioned as gentleman’s club until 2002 when the building closed. Datestone over door reads: Inst. 1864 EC 1869.” This is a category B Listed building which was on the BAR register.

***There were a total of 27 individual grants which ranged in size from the smallest at £930 to the largest at £145,506 with an average intervention rate of 61%.***

Within the High Street properties included;

164 High Street

207 High Street

227 High Street

54 High Street

58-62 High Street

***206A High Street Owners quoted that he has “noticed a big difference in the look of the town and in particular the guttering which has been cleared improves the visual appearance. Also it has been good for the economy and creating work for masons, contractors etc.”***

Elgin Museum

96-98 High Street

104 High Street

38-40 High Street

St Giles Church

Newmarket Close

Ex-servicemens Club

206A High Street



In South Street, Greyfriars Street, Commerce Street, Lossie Wynd, North Guildry Street and Academy Street the following were funded;

McCalls, South Street

40/40A South Street

20-26 South Street and Emmaus House

1 North Guildry Street

15A Lossie Wynd

29, 29A, 29B, 29C South Street

**Bridge Centre, 1 Academy Street Owners quote, in his view "he has seen a great difference in the fabric of the town due to the various works"**

Thunderton House



25 Commerce Street



10 North College Street

The Elgin Club, Commerce Street

**23 Batchen Street Owners quote:**  
*"The grant has enabled me to use the space I already have and has prevented further problems within the property. If this work had not been carried out the leaks would have had significant impact on the electrics and fabric of the building. Also the windows were dangerous and prevented an accident happening".*



Harvest Centre, Greyfriars Street

**GRANT AWARDS - £548,006**

**TOTAL INVESTMENT - £909,657**

## 6 PUBLIC REALM

The Public Realm in Elgin is significant and notable in its historic importance. The High Street Plainstones have St Giles Church situated in the centre and the Muckle Cross and the Elgin Fountain positioned at either end of the Church. The historic Closes run off from the High Street to the North and the South.

Public Realm CARS funded works comprised restoration to two prominent historic monuments; The Elgin Fountain and the Muckle Cross and additionally, funds for the Castle to Cathedral to Cashmere (CCC) Partnership Heritage Experience had identified the need for Elgin to enhance the visitor experience together with driving town centre regeneration and economic sustainability through improvements within the centre of Elgin.

### Castle to Cathedral to Cashmere

Within the Conservation Area of the town centre, the Heritage Experience included; the installation of three tiers of heritage interpretation panels to raise the profile of the town's story in an engaging and multi-dimensional fashion (with the deployment of QR codes on panels leading readers to the deeper and richer content on the website and mobile technologies). This included an Orientation table to encourage visitors to expand their journey whilst also providing increased visibility of Elgin's history and heritage both to visitors and residents; the installation of lighting to enhance the sculptures which cover aspects of Elgin History and are prominently positioned on the Plainstones; and additionally, signage to aid visitors and enhance their experience of the town.

### The Elgin Fountain

The Elgin Fountain – This is attributed to Thomas MacKenzie (1844-46) and consists of 3 tiers of saucers and decorations of lotus blossom and leaves. At some point in its history the base basin had been infilled with concrete of several phases and there was evidence of leaks at the mortar joints, particularly the cope bed joint. A non-waterproof concrete had been placed in the basin up to the cope joint thus allowing water to directly percolate from the basin, passing through cracks in the concrete and weeping out of lower ashlar mortar joints. Copes were pointed with a water-proof lime mortar on completion of works to the basin pool.

Refurbishment included removal of the concrete and installation of specialist tanking to preserve and maintain its primary use as a fountain and also works to address cracking to the stone pillar supports.

Coloured programmable lighting has been installed as an additional feature to the fountain and a mechanism to allow the water to cut out in the event of high winds.



## The Muckle Cross

As mentioned previously in this report, the Muckle Cross was a Priority Project and its restoration was completed in 2017.

## Closes Signage

As part of the Public Realm, it had been an ambition of Elgin CARS to fund improvement works to the Closes, however, as the project progressed and the take-up of funding increased, the works to the Closes became unaffordable. It was possible however to replace a number of the Closes signs which ensured that they were in keeping with their historic style.



## 7 TRAINING & EDUCATION

### **Training for contractors, craftspeople and conservation professionals**

A training program was a joint initiative with the Keith CARS where Elgin CARS contributed 50% of the cost. The aim of this training program was to run day courses on specific topics for contractors, craftspeople, architects, planners and other professionals working in the field of conservation.

Initially, a skills audit was carried out for Moray to ascertain which trades the area was lacking in and what sort of skills local contractors and tradespeople would be keen to learn. This gave a basis on which to put together a tender for training.

Frew Conservation designed the bespoke training programme which was assembled utilising expert tutors and was felt matched the education requirements of the local contractors and conservation professionals:

- **Understanding the Repair and Maintenance of Traditional Buildings**
- **Using Lime Mortar**
- **Repair and Maintenance of Sash and Case Windows**
- **External Masonry Paint and Limewash**
- **Dampness in Traditional Buildings**
- **Structural Repairs to Historic Buildings**
- **Repairing and Maintaining Traditional Roofs**
- **Lime Harling and Render**
- **Stone Decay and its Repair**
- **Conservation and Repair of Traditional Shopfronts**
- **Maintaining and Restoring Interior Joinery and Plasterwork**
- **Repair and Upgrade of Traditional Windows and Doors**

These 12 courses ran across Keith and Elgin and were extremely well attended and received overwhelmingly positive feedback.

In total, there were 158 separate attendances at the 12 courses, made up of 117 individual people. Hence - 74% of people who attended a course chose to return and attend at least one other.

Most of these delegates attended at least half of the courses in the series and frequently commented that the reason for continued attendance was down to the excellent quality and delivery of the training material.

Many of the attendees at specific courses were already highly-trained craftspeople who came along to offer their own experiences and discuss the topic amongst their peers. In this respect, a number of the training days naturally took the form of skills forums in which the craftspeople in attendance supplemented the tutors to offer multiple opinions and solutions for the topics discussed. This gave a more rounded learning experience for delegates and ensured that everyone got the most from a day whether they were a relative beginner or a trained expert in the subject.



## Training and education for the public

In addition to the above, the training provider Frew Conservation held evening talks and drop in sessions for local homeowners. The evening talks covered specific subjects that it was felt non-professional property owners and suchlike would benefit from the most.

The drop in sessions allowed anyone to turn up and have access to the CARS officers for Keith and Elgin as well as planning & building control officers and local craftspeople. These evenings were generally well attended and received positive feedback from participants.

The Keith and Elgin CARS also hosted Historic Scotland to run an Energy Efficiency course and a two day Technical Seminar. These events had a combined attendance of 110 people. The number of people who turned up at these events who wanted to know the best methods of maintaining their properties, or who were simply interested in the topics was encouraging, and is an indication that the CARS projects are making a difference in their respective areas.

## Interactive Tours Training

Based upon the success of the Heritage Experience attendees were offered 2 training sessions to enable them to deliver heritage tours with the potential to further develop this and possibly start up their own tour business. The long term objective is for tours and walks to be provided by young people, college students or others that have an interest and passion in heritage and/or interacting with members of the public.

The first workshop focused on storytelling and public speaking and how to craft a story, engage an audience, using both voice and body to add emphasis and how to overcome nervousness in speaking to a crowd. The second workshop covered the wider picture on how to create an entire tour, including planning the route, managing a tour group, different types of tours and how to run interactive tours.

13 people were trained and feedback from the workshops was extremely positive.

**GRANT AWARD - TRAINING AND EVENTS - £81,280**

**TOTAL VALUE - £170,772**



### Apprentice Stone Mason Training Programmes

Two apprentice Stone Masons were given training over 3 years from 2013 to 2016 which was overseen by The Moray Council Building Services Manager.

The training programmes involved stone masonry work and learning the skills by working alongside qualified Stonemasons. Apprentices developed their general site duties and knowledge and they advanced their skills in the use of hand tools to assist colleagues at all stages of their apprenticeships with established stonemasonry contractors.

Apprentices attended college on a block release basis undertaking further study and an SVQ Level 3 in Stonemasonry, developing their knowledge, understanding and experience to allow them to successfully work towards and complete their apprenticeships.

One of the two apprentices qualified as a Stonemason and was offered full-time employment and the second apprentice moved into another field of work.

**GRANT AWARD APPRENTICE TRAINING - £103,146**



*Jim Royan with apprentice stonemason*

## 8 COMMUNITY & ECONOMIC ACTIVITIES

The CCC partnership which obtained the funding for Elgin CARS and the Heritage Experience was formed from more than 17 organisations from a large range of sectors.

The aims and objectives of the CCC were twofold. Firstly to make Elgin & Moray a 'must see' destination by bringing its history to life and to engage more people with their heritage and to attract larger numbers of visitors. Secondly to improve the infrastructure through a schedule of physical works through a CARS Scheme to transform key buildings, monuments, and the public realm.

A full calendar of events attracted over 20,754 visitors and helped build community participation and engagement. The local community were actively involved in the project throughout various stages and overall more than 191 volunteers committed 2176 hours to the Heritage Experience project.

This enhanced community support and people were kept informed throughout the process via public consultations, stakeholder events, and regular press releases.

Young people from local schools and Moray College were consulted and included regularly throughout the planning and development stages. Two Elgin High Schools also included their work with the project as part of their curricula.



## **Economic Activities**

The CCC project has been part of a wider commitment to improve the historic townscape of the centre of Elgin and to drive forward town centre regeneration, economic sustainability and an enhanced visitor experience. The decluttering of parts of the High Street and most particularly the Plainstones around St Giles's Kirk, which is the historic centre of the Royal Burgh, has led to a marked improvement in the appearance and aesthetic of the town.

The interpretation panels have significantly enhanced the townscape and have demonstrably improved the visitor experience. This has been coupled with enhancements to other signage across the wider route of the 'trail'. An illuminated film show projection that takes place every evening during the winter months onto St Giles's Church has improved the attractiveness and appeal of the town centre. The completion of the cleaning and restoration of the Muckle Cross and the refurbishment and lighting features on the fountain have resulted in this part of the Plainstones becoming a key focal point in the heart of the town.

The 3D high definition scanning element of the project which was undertaken by a team from Robert Gordon University (RGU) in Aberdeen has produced a richness of data and material which has provided scope for a range of digital technology initiatives at Moray College UHI. This has resulted in valuable architectural and archaeological data, which is of use well beyond the life of the project itself. RGU have also given public presentations and talks on their scanning at Elgin Museum, Moray College and Elgin Academy. There is ongoing capacity for the 3D scanning materials to be used in other projects including, but not exclusively, gaming.

Moray Council carries out annual Town Centre Health Checks; those undertaken prior to the commencement of the Castle to Cathedral to Cashmere initiative provided the baseline for subsequent monitoring of impact. Additionally, the Elgin Business Improvement District carries out business surveys, which provides feedback on increase in turn over. These, combined with data from the Chamber of Commerce which delivers the Moray Speyside Tourism (the tourism development company), Historic Environment Scotland and Johnstons will allow the ongoing assessment of the impact of the project.

Elgin was shortlisted amongst the top ten most beautiful High Streets in Scotland (Scotland's Town Partnership, Keep Scotland Beautiful and Herald competition) with an article about the CCC project featuring in History Scotland magazine.

## 9 STAFFING AND PROJECT MANAGEMENT

6% of CARS  
funding

Elgin CARS was administered by Moray Council and a full-time CARS Project Officer was employed, supported by a dedicated accountant for the scheme and with administrative support. The post was based within the Economic Development team which provided managerial support and supplementary layers of assistance. Whilst there were changes of CARS Project Officers during the lifetime of the scheme, the support from the Economic Development team ensured that the transitions between CARS Officers was efficient and smooth. Additionally, the scheme was supported by Moray Council Legal, Planning and Building Control teams for assistance with specialist matters relating to the project.

A dedicated Management Group was formed from the CCC Partnership and stakeholders including local councillors for Elgin, and representatives from Partnership funding bodies and local representatives. This group was advised by the CARS Officer, the Economic Development team and other relevant bodies from Moray Council as required.

The Management Group met at regular intervals to assess and discuss the grant applications and to monitor the scheme as it progressed. A scoring system was applied to all applications and these were obtained either at Management Group meetings or by email as timescales deemed appropriate. The Management Group responded with efficiency and speed on all applications and grant extensions and operated with flexibility to suit the needs of the project.

### The application process

For the *General Fabric Repairs*, the *Priority Projects* and the *Shopfront Repairs* there was a 2 stage application process. A building owner who was interested in applying for grant funding initially contacted the CARS Officer and filled out an *expression of interest form* outlining the proposed project.

The CARS officer would provide guidance at this point around eligibility, scope of works and standards of repair, allowing the owner to work up the project into a full application and obtain the necessary 3 quotes for the proposed work from contractors or craftspeople.

Once this full application was ready, it would be submitted to the steering group for assessment. At this point, the steering group could consult advisors such as the Conservation Officer, Planning Officers or CARS Officer around any specialist areas if required.

The project would be scored according to set criteria and a grant award would be offered to the applicant based on this. There were very few projects which did not pass this process as the CARS Officer worked closely with the applicants beforehand to ensure that all necessary criteria was met. On the few occasions where a grant award could not be offered, recommendations were made which advised the applicant how to proceed with a more suitable application.

A grant award could be made at between 25% and 75% of the eligible cost of the project. This grant intervention rate would be discussed by the steering group and made according to the scope of works proposed.

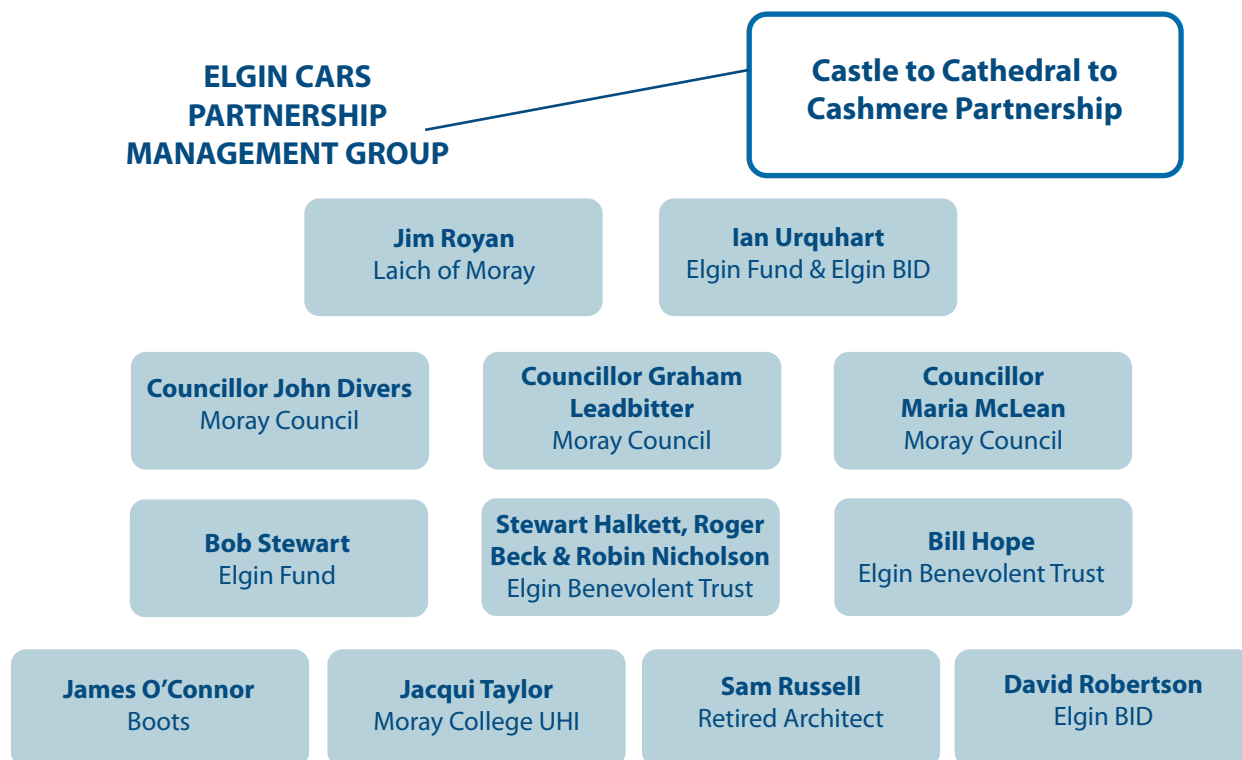
When a grant offer was made, the CARS officer would liaise with the owner to check on agreed timescales and to monitor the quality of the work undertaken.

Grant funding was paid out upon the satisfactory completion of the works and in the case of grants exceeding £25,000 in value where the works were architect supervised, architect certificates were provided prior to grant funding being released.

For the *Building Health Check grants*, following receipt of the building surveys and the fully priced specification provided by the architect appointed contractors, the owners identified the works they were happy to go ahead with and a grant award was offered pertaining to these agreed works.

Architect certificates were provided for the *Building Health Check* works prior to the grant funding being released.

#### PARTNERSHIP MANAGEMENT GROUP - ORGANISATIONAL CHART



#### Supported by:

Moray Council: CARS Officers - Kirsty Conti, Ellen Cox & Carolyn Powell; Reni Milburn, Yvonne Joss, Finance, Legal, Procurement, Planning & Building Control; Elgin BID – Gill Neill.



# 10 PUBLICITY

Throughout the CARS scheme, publicising the project was a high priority both for increasing awareness of the scheme and the availability of funding to potential applicants together with training courses, and also to provide updates on the schemes progress.

Following the official launch of the scheme, the dedicated CARS website was regularly updated with information about the scheme, alongside information provided on the Elgin BID website.

Free, one day courses were offered on traditional building methods and stonemasonry along with two drop-in sessions in the centre of Elgin to offer information on how to apply for a grant and raise awareness of the project.

Leaflets were produced with comprehensive information about the scheme and these were distributed throughout the lifetime of the project to local residents through a variety of outlets and also by post direct to property owners with letters encouraging applications. A shopfront guide was also produced to promote and inspire shop owners to apply for *Shopfront Improvement grants*.



There was regular media coverage, both local and national of elements of progress, events and activities throughout the duration of the project and CARS took stands at local events to further promote the scheme.

It became apparent that as more scaffolding appeared throughout Elgin, enquiries and applications increased.

CARS website - [www.elgincars.org.uk](http://www.elgincars.org.uk)



# 11 ECONOMIC & SOCIAL OUTPUTS

	CARS	OWNERS/PRIVATE	TOTALS
PRIORITY PROJECTS	£188,161	£164,827	£352,988
SHOPFRONT REPAIRS	£54,248	£14,679	£68,927
BUILDING HEALTH CHECK	£417,953	£223,215	£641,168
GENERAL FABRIC REPAIRS	£548,006	£361,652	£909,658
PUBLIC REALM	£105,205	£51,444	£156,649
TRAINING AND EVENTS	£81,280	£89,492	£170,772
APPRENTICES	£103,146	-	£103,146
ADMINISTRATION and CARS OFFICER	£157,489	-	£157,489
TOTALS	£1,655,488	£905,309	£2,560,797
ADDITIONAL PUBLIC INVESTMENT (Estimate)		£1,200,000	£1,200,000
<b>TOTAL Investment</b>		<b>£2,105,309</b>	<b>£3,760,797</b>

## BREAKDOWN OF CARS FUNDING

Historic Environment Scotland	<b>£750,000</b>
Moray Council	<b>£740,488</b>
Elgin Bid	<b>£125,000</b>
Elgin Fund	<b>£40,000</b>

Key indicators for the properties receiving CARS funding is as follows:

Approximate numbers of new jobs created	<b>3</b>
Existing economic activity safeguarded	<b>34</b>
New Businesses	<b>24</b>
Floor space back into use - commercial	<b>665sqm</b>
Floor space back into use - residential	<b>1,445sqm</b>
Category A listed buildings grant funded	<b>2</b>
Category B Listed buildings grant funded	<b>11</b>
Category c Listed buildings grant funded	<b>3</b>
Historic shopfronts grant funded	<b>4</b>



There has been a marked decrease in the number of empty shop units in the Conservation Area:-

**Total Vacant Units (Where former use was comparison, convenience, retail service, or leisure service)**

2018	2016	2014	2012	2010
25	36	39	25	15

This shows a significant improvement over the last 2 years, and brings it back to the occupancy level of 2012. A noticeable difference is evident on Batchen Street and Commerce Street. Also, it appears that some of the vacant units are currently being re-fitted e.g. Relax, Charlie's shoe shop.

Some vacant units have temporary uses e.g. some of the units at St Giles Centre that have been vacant for a long time are now being used for community activities and training.

**SOCIAL INDICATORS**

The data below shows the anti-social behaviour statistics for Elgin and Moray as a whole for the start of the scheme in 2013 and at its completion in 2017/18. It should be noted that this data covers Elgin as a whole and not just the town centre. These identify a marked decrease in anti-social behaviour as a whole in Elgin over the five years 2013-2018.

**Anti Social Behaviour Stats - Community Safety**

Type of Complaint	Elgin 2012-13	Elgin 2017-18	Moray 2012-13	Moray 2017-18
Noise*	381	362	1102	906
Rowdy Behaviour**	490	277	1164	719
Neighbour Dispute*	125	231	296	589
Graffiti	14	5	23	13
Vandalism*	260	145	798	504
Litter	6	8	181	122
Fly Tipping	1	11	327	317
Dog Fouling	59	51	140	201

**Source:** Community Safety, Moray Council

\* Incidents reported to both Police and the Community Safety Team

\*\*Rowdy Behaviour figures include incidents of: Breach of the Peace, Urinating, Drunk & Incapable and Threatening or Abusive Behaviour from Police Scotland and Rowdy Behaviour & Youth Disorder from the Community Safety Team

Data from the Town Centre vacancy rates for Scotland compare the % vacancy rates for Moray against 30 Councils that submitted data.

**Town Centre Vacancy Rates – Scottish Local Authorities Economic Development Group (SLAED) - OC8 – Town Vacancy Rates (2016/17)**

This indicator is used to measure vacant retail units in a local authority's key town centres as a percentage of the total retail units, reflecting the relative vibrancy of town centres. Based on the 30 Councils that submitted data for this indicator, the overall estimated number of retail units in Scottish town centres in 2016/17 was 29,012. Of these, 2,956 were vacant or void which represents a 10.2% vacancy rate across Scotland. This is a considerable decrease on the 2015/16 figure of 11.9%.

Aberdeenshire and Stirling Councils had the lowest town vacancy rates at 2.5% each, followed by East Lothian at 5.6%. City of Edinburgh and Midlothian Councils both had a vacancy rate of 5.7%. In comparison, the vacancy rate was highest in Angus Council at 34.9%, followed by South Ayrshire Council at 23.9% and Inverclyde Council at 20.8%. Meanwhile Moray Council had a rate of 11.9%, down from 12.9% in 2014/15.

Source: <http://www.slaed.org.uk/publications.html> - SLAED Indicators Framework Annual Report 2016-17

# 12 CONCLUSION

Elgin CARS ran from April 2013 until March 2018. The scheme repaired 53 properties through 73 grants with a total value of £1,655,486 with match funding of £905,309 - a total of £2,560,795.

Long term empty properties providing 6 new homes at affordable rents were refurbished along with residential flats at upper floor levels in 3 buildings. New office space was created and a total of 665sqm of commercial space was brought back into use. Repairs to 4 historic shopfronts were funded and 16 Listed buildings repaired and refurbished.

The success of the *Building Health Check scheme* was particularly significant, as it addressed the barriers owners were facing in obtaining quotes for works. The scheme offered a free condition survey to a number of owners where their building had been identified as needing repair. Consequently through an invitation to quote process, contractors bid to provide External Fabric Condition Surveys for 26 properties. These surveys identified and categorised emergency, urgent and necessary repair issues. Of the buildings identified, 26 owners agreed to a schedule of repairs on 17 buildings and were offered grants towards these works. Additionally, as a result of this scheme, some dangerous chimneys were identified both on the grant recipients' buildings but also on adjoining buildings where urgent work was required and carried out on an emergency basis.

Wider community involvement was achieved through a calendar of events and training opportunities, which included 2 apprenticeships and a joint Keith and Elgin CARS training provision. Twelve courses ran across Keith and Elgin with 158 attendances at them, involving 117 people. The Energy Efficiency courses attracted 110 attendees.

The impact of Elgin CARS has been considerable, with increased occupancy of vacant shops and the High Street benefitting from considerable Public Realm enhancements. Batchen Street has seen huge improvements with occupancy rates of retail units now at around 95%. Documented feedback gathered through the project, corroborates the general perception that people are now feeling proud of the town centre and it has been noted that greater numbers of people are visible in and around the High Street at varying times of day; enjoying shopping, leisure activities and participating in tourist pursuits.

As a direct result of Elgin CARS, a further £1,200,000 is being invested into building repairs and improvements during 2018, which brings the total invested to £3,770,795.

Crucial to the success of Elgin CARS has been the regular wider community engagement and the partnership model for management and local decision making process, which has created a sense of ownership and pride. The project has transformed the town centre into a more attractive place to visit, live and work, leaving a legacy for future generations.





# CASTLE TO CATHEDRAL TO CASHMERE

## An evaluation



Professor Peter Reid & Dr Elizabeth Tait

School of Creative and Cultural Business | Robert Gordon University



## ACKNOWLEDGEMENTS

This evaluation report was written by Professor Peter Reid and Dr Elizabeth Tait. We would like to express our sincere thanks to all those people who assisted in its compilation. In particular, we would like to express our gratitude to Reni Milburn, Yvonne Joss, Mairi McIntosh of the Economic Development Team of Moray Council, to Jim Royan, Chair of the Castle to Cathedral to Cashmere Partnership, Alistair Campbell, Ian Urquhart, Bill Hope, and Lt-Col Grenville Johnston. We are particularly grateful to those who participated in the focus groups associated with this evaluation and our final word of thanks goes to those who engaged with and participated in the events which has been organised as part of Castle to Cathedral to Cashmere over the last two years.

## INTRODUCTION

The Castle to Cathedral to Cashmere Partnership has delivered a significant heritage experience to the centre of Elgin. The partnership has been led by The Moray Council and has involved the City of Elgin Business Improvement District, Elgin Fund, Historic Environment Scotland, Moray College/University Highland & Islands, Johnstons of Elgin, the Elgin Benevolent Trust, Highlands & Islands Enterprise, Moray Speyside Tourism, Robert Gordon University and Elgin Museum. Special advisors have also been involved.

The partnership has successfully brought to life over one thousand years of history using various media including website with mobile technologies and social media, 3D interactive modelling and high-definition scanning, interpretation at over 25 sites, signage (utilising QR codes to link to online resources), enhancements to the public realm including access works as well as a significant programme of activities and events which have involved around twenty partner organisations and volunteers.

The ultimate objective of the project has been to enhance the town centre experience for visitors and locals by delivering high quality and easily accessible interpretation of its heritage and by improving public spaces and the physical environment of the town centre through improved access and public art. In doing so, Castle to Cathedral to Cashmere has sought to improve the visitor experience but also to engage the community in learning about its own history and heritage of the town. These can lead to longer 'dwell-time' in the town centre and ultimately to economic, social and cultural impacts.

## BACKGROUND TO CASTLE TO CATHEDRAL TO CASHMERE

The story of Elgin from 'Castle to Cathedral to Cashmere' spans 1,000 years. The project focuses on the story of its buildings, past and present, about the people who visited the town and those who lived and worked here. It is a story drawing on rich records and artefacts. And while the story of Elgin and its Cathedral are intertwined, of vital importance to Elgin's past and present prosperity is that link between Castle and Cathedral to Cashmere, the latter reflecting the long tradition of Elgin's mills and textile industries.

Elgin was the centre of royal authority for Moravia and a Royal Burgh by 1234, it has experienced turbulent times including the death of Duncan at the hands of Macbeth, visits of royalty and the depravations of the Wolf of Badenoch. It is however the stories of its citizens which are of equal compelling importance: its burgesses and craftsmen, drawn from rich archival records; its town drummers beating out that 4am morning start; its worthies; the achievements of Alexander Graham Bell; the harsh yet life enhancing works of local author, Jessie Kesson; its men of science who founded the Elgin Museum and discoursed with Darwin. It is their stories and the social histories of others,

related to their times and to today's buildings which enliven the visitor's interest and involvement in our heritage, offer the visitor a compelling experience and effectively evidence Elgin as described by Daniel Defoe "a very agreeable place". Behind the façade of the High Street central Elgin was still a town of closes with the greater part of its population tucked away up the narrow alleys. Shoemakers, carpenters, painters, tailors and vintners plied their trade. Worthies and eccentrics like James Punchie Grant, George the Garb King, Peter Porridge Laing who lived to be 103, provide the characters and stories, both colourful and diverse, and the way of life that connect the past and a special sense of place with today's audiences. Creating the environment for that connection between the past and today was the central plank of the heritage interpretation for Castle to Cathedral of Cashmere.

Until the establishment of this project, there was no interpretation or easily accessible information available for members of the community or visitors to the town centre. Most of the Castle to Cathedral to Cashmere project is within a Conservation area with a Historic Environment Scotland scheme (CARS). Whilst the CARS includes 6 Category A-listed buildings; 39 Category B-listed buildings; and 63 Category C listed buildings from architectural and historic interest from four phases – before 1800; 1800-1850; 1850-1900, and 1900-40, 25 sites were identified for interpretation. These included the Castle site, important buildings and other sites such as the Plainstones (the old cobbled market place), the Muckle Cross site of public proclamations; the Little Cross, facing Elgin Museum and on the boundary between town and historic Cathedral lands, telling the story of Elgin's trade and commerce and leading visitors to the Cathedral and Johnstons Cashmere.

As a result of the investment in Castle to Cathedral to Cashmere by the Heritage Lottery Fund and other bodies, the story of Elgin has been rediscovered and interpreted for a twenty-first century audience. A variety of interpretive media have been used including an interactive website with mobile technology, QR codes have been deployed on the actual interpretation panels to make the link between physical and virtual interpretation. Commensurate with the Heritage Lottery Fund's Digital guidance, 3D high definition scans of selected locations in the town were undertaken by a team from Robert Gordon University in Aberdeen. This has resulted in valuable architectural and archaeological data, of use well beyond the life of the project itself.

The interpretation of the town's story has already proved of great interest to visitors and locals with significant and sustained engagement from the community, including younger people through the participation of both Elgin Academy and Elgin High School as well as the Youth Café. However, regular engagement with the widest range of stakeholders and interested parties has been integral to the success of the project.



## METHODS AND APPROACHES TO EVALUATION

The Moray Council, as a lead partner, has taken overall responsibility for finance including procurement, administration, ongoing monitoring and evaluation. This has been led by the Economic Development Team and also through a close relationship with the Council's Library and Information Service (particularly but not exclusively its Local Heritage service). The evaluation team have reviewed all of this evidence and elements of it are presented here. In addition to this, focus groups were held with members of the partnership and with individuals and organisations which participated in the events or assisted in the development of particular aspects of the Castle to Cathedral to Cashmere initiative. These focus groups provided invaluable qualitative data which has been analysed and evaluated and has, similarly, been incorporated in this report. In addition to the qualitative focus groups, this report also presents key findings from substantial survey feedback data collected systematically throughout the project after each of the events. This data, collected by Moray Council Economic Development, can be seen in appendix one and demonstrates that evaluation was embedded throughout the life of the project and was not purely considered at the end.

## INDICATORS OF SUCCESS

Castle to Cathedral to Cashmere was formally opened by HRH the Princess Royal in March 2017 which marked the culmination of the project. During the time of the initiative, however, a sustained programme of community engagement activities and events took place. These helped build community participation and engagement, interest and enthusiasm for the wider project (ahead of the installation of the physical assets such as the interpretation panels, lighting enhancements, street furniture and public art). The digital technology has also further enhanced the reach of the project and ongoing evaluation and analysis of the usage of the site and mobile technology as well as social media will continue.

## HERITAGE OUTCOMES

A number of very significant outcomes have been achieved through the Castle to Cathedral to Cashmere initiative. Not least amongst these is the increased visibility of Elgin's history and heritage both to visitors and locals alike. The installation of the three tiers of heritage interpretation panels have clearly raised the profile of the town's story in an engaging and multi-dimensional fashion (with the deployment of QR codes on panels leading readers to the deeper and richer content on the website and mobile technologies).

Allied to this, has been the demonstrable strengthened sense of identity and of 'belonging' to the town. The inclusion at over twenty-five sites of boards and plaques, coupled with the digital technologies has strongly enhanced the understanding of Elgin, its people and its historical development. The installation of the three sculptures have also had significant value and impact with



each of the three being closely associated with the notion of 'telling the story of Elgin'. It is fair to say, however, that the reactions to one of the sculptures has been mixed and with often fairly polarised opinions. Given the nature of the design this is, however, to be expected. That said, it has, by being controversial, become a talking point and in doing so has immeasurably raised the profile of Elgin through the media to an extent that would otherwise have been prohibitively costly. Detractors of the statue may question that such coverage is 'highlighting Elgin for the wrong reasons'; however, the publicity for the town must be regarded as beneficial and there is early evidence of it bringing economic benefits. Ultimately, if people come to the High Street to see the sculpture – whether they love or hate it – it has then achieved its job in increasing town centre foot-fall.

Focal group participants highlighted a number of key achievements which they believed Castle to Cathedral to Cashmere could claim:

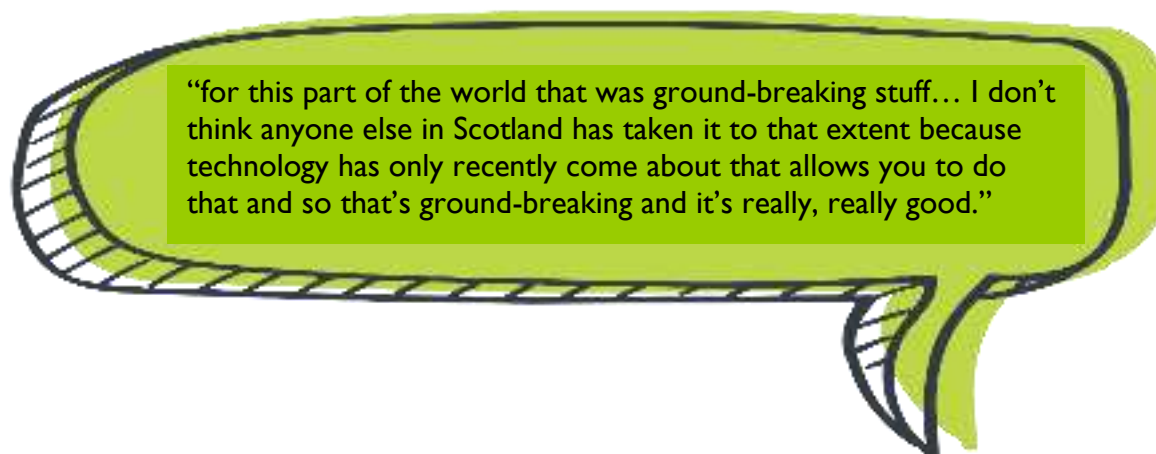
- It has made us think about what is our town and ways of contributing to the community. It has given the town an identity;
- This has given us a chance to restore that [identity] ... and we need to think what's next
- It's got people talking, it's got people interested; it has got letters in the papers.

One focus group participation summed up the issues around the Dandy Lion sculpture saying:



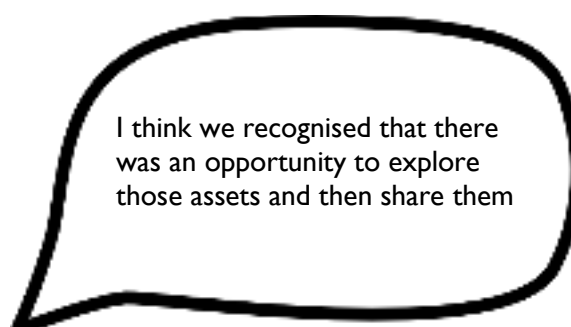
A significant number of participants have noted that Castle to Cathedral has reinvigorated or rejuvenated the concept of the Town Centre with several saying that the concept of the heritage roadmap or trail has highlighted both the history and the geography of the town in a way that was less than apparent in the past. A number highlighted the importance of making the Ladyhill site accessible to the disabled for the first time. Quantitative evidence also shows a significant increase in the visitors to this site which has hitherto been somewhat overlooked.

The illuminated history of the town, coupled most strikingly with contemporary residents of Elgin, has made a significant impact and has been well-received both for the novelty of the idea (deploying hidden projection facilities in the Muckle Cross and utilising the large wall space on the eastern façade of St Giles's Church) and also for the nature of the content which relates to the heritage interpretation located both on panels and the website as well as, crucially, depicting present-day citizens of the Royal Burgh. One focus group participant summed this up:



In summary, the heritage outcomes were directly informed – as all good projects should be – by the goals and aspirations established at the beginning of the project. A number of members of the partnership focus group highlighted that initially, when the project was first mooted, there was a widespread recognition that the town had assets which were not being fully realised. Many people had grown up with these assets without ever, necessarily, recognising that they were assets; they were just part of the landscape of the town

The genesis of the Castle to Cathedral to Cashmere project was to retell the story of Elgin in such a way as to enhance and support the economic regeneration, prosperity and attractiveness of the town centre. There was a real desire to share history but also to engage with the local community and visitors and to make those 'assets' come to life and add value to a visit to Elgin.





It has changed my impression of the town altogether. I think I regard it as a much more comprehensive town. I think I regard it as having much more interest points than it ever had before. And certainly when I have visitors I am much more comprehensive about what I say to them with regards to the possibility..."

The use of the web-based and mobile technologies will continue to be monitored and assessed as part of a longitudinal evaluation of the project overseen by Robert Gordon University staff in years to come. The same can be said for the 3D high definition scans walk through technologies which will be developed and enhanced further as the website grows and expands in richness and depth. The latter, the 3D scans, have also been deployed within schools and Moray College UHI.



Above: Detail from an individual interpretation point

Left: Home page of [www.elginheritage.scot](http://www.elginheritage.scot)

## SKILLS DEVELOPMENT



Skills development amongst the community in the widest sense has been a goal of the project from the beginning. The 3D scanning element of the project has produced a richness of data and material which has provided a scope for a range of digital technology initiatives at Moray College UHI. The Robert Gordon University team engaged with staff at Moray College on a number of occasions and ran successful workshops. There is ongoing capacity for the 3D scanning materials to be used in other projects including, but not exclusively, gaming.

Young people have been involved from the outset of the developments in 2012. In particular, students from Elgin Academy have worked in three separate groups, one with a focus on Art and Design, one for English and History and one for IT/Graphic Design. Synergies have also been developed with the latter and the 3D scanning mentioned above. Further examples of skills development from the school constituency can be seen overleaf. Principal teachers from relevant areas have indicated that they would include the work of the young people within the curriculum.



As part of the commissioning brief, the website designers also provided training workshops for Moray Council staff to enable them to maintain and update the website to keep all refreshed and alive to ensure that repeat visitors still enjoy the experience.

## SKILLS DEVELOPMENT: SCHOOLS

Students from both primary and secondary schools in and around Elgin have been actively engaged in many of the projects of Castle to Cathedral to Cashmere. In particular, regular engagement with students from Elgin Academy and Elgin High School has been important in informing and shaping ideas for the project as a whole and many students have been keenly involved in working with the Castle to Cathedral to Cashmere project.

### ENGAGEMENT SNAPSHOT: *Creative writing*

Students in S3 at Elgin Academy participated in ghost tours and subsequently carried out historical research with each student completing a piece of creative writing, producing either a ghost story or a work of historical fiction.



### ENGAGEMENT SNAPSHOT: *Townscape painting*

Students at Elgin Academy doing the S3 Art & Design course produced Elgin Townscape paintings and learned about the architecture of the town centre.



## LEARNING ABOUT OUR HERITAGE

The different depth of interpretation provided on the three levels of physical panels (situated at 25 locations throughout the town centre) provide a snapshot of stories through to full in-depth information when used with the website, mobile technology and QR code access. This enables people to engage with the heritage of the town at the level which suits them and also enables them to focus on subjects or themes that are of particular personal interest.



The interpretation methods also facilitates the possibility for greater exploration of the wider region and ensures reach to a wide audience. Similarly, the events and activities have 'brought' the history of the town alive (particularly with the *Stone, Fire and Sword* event and the *Victorian Christmas*). Additionally, both Moray College UHI and Elgin Academy and Elgin High School have engaged directly with the project through planned curriculum-based initiatives connected to aspects of the town's history and the townscape environment.

Systematic monitoring has been in place for all events and the programme has deliberately been expansive to attract different and diverse audiences (from treasure hunts to book festival events, social media to photographic exhibitions).





## AN ENJOYABLE EXPERIENCE

Central to the ethos of the entire project has been that visiting Elgin – whether as a local or a visitor – is a pleasurable and enjoyable experience. The details given in the other section of this report inform that goal and therefore the discussion of this aspect is covered in those sections alongside evaluations of events and feedback. Further details can be located in appendix one.

## COMMUNITY PARTICIPATION: EVENTS

The local community have been actively involved the project at various stages, particularly through organised events. Two of the most successful were *Sword, Fire and Stone* and the *Victorian Christmas* although more than thirty different events have been held reaching a diverse and substantial audience. These have ranged from treasure hunts, to time traveller events, gaming and scanning sessions, witch walks, food and drink events and many others. Over 20,754 visitors and participants have taken part in these events.

## ENGAGEMENT SNAPSHOT: *Sword, Fire and Stone*

Sword, Fire and Stone event had over 7,000 visitors over the two days and resulted in 49 new volunteers engaged with the project.

### ENGAGEMENT

- 300 children participated in the workshops in the park with a further 74 attending special activities associated with the event held in Elgin Library;
- 547 people participated in the calligraphy bookmark making sessions;
- 17 business participated including 7 from the High Street;
- 18 traders had stalls or stands.



## ENGAGEMENT SNAPSHOT: *Victorian Christmas*

The *Victorian Christmas* event had over 900 participants and brought the wider Castle to Cathedral to Cashmere project to attention of the wider community in the heart of the town.

### ENGAGEMENT

- 900 participants (including 12 new volunteers);
- Active collaboration with Elgin Museum and Friends of Falconer Museum (Forres);
- Bygone Christmas exhibition in participation with High Street business;
- Significantly enhanced foot-fall in High Street.



## VOLUNTEERING

Volunteering and participation has been a key part of engagement. Details of this can be found in appendix one.

## OUTCOMES FOR COMMUNITIES AND WIDER PARTICIPATION

Overarching principals for the partnership have included that more people and a wider range of people will have engaged with heritage and that Elgin and Moray become must see destinations. Throughout the project development phase community consultation was essential to inform this proposal. It was reflected in the number of organisations and individuals who wished to be kept informed through the Reference Group set up by the partnership. As noted in a number of places in this report, younger people were very specifically targeted through meetings at their venues (such as schools, college, and the Youth Café). Both the project plan and the project operational scheme highlight this level of engagement. The different interpretive media, including the location of the orientation point are aimed at reaching and involving new audiences. All activities are planned to last beyond the life span of this project.

Robust systems are in place to record visitor numbers to the tourist information locations such as the cathedral, Johnstons, Elgin Museum and other sites throughout Moray. The project legacy now includes additional footfall monitors at locations around the route of the interpretation. These include the castle site a Lady Hill (which has seen 7,000 visitors over the winter 2016-17 months). Clearly, there is an need to monitor, evaluate and analyse this quantitative data on an ongoing basis but with initial focus on the summer of 2017 as the first summer holiday period with the interpretation in place. This will enable assessment of the difference made and added value by the project.

## A BETTER PLACE TO LIVE, WORK OR VISIT

The Castle to Cathedral to Cashmere project has been part of a wider commitment to improve the historic townscape of the centre of Elgin and to drive forward town centre regeneration, economic sustainability and an enhanced visitor experience. A significant part of the work of the project partnership has involved the decluttering of parts of the High Street and, most particularly, the Plainstones around St Giles's Kirk which is the historic centre of the Royal Burgh. This element, including the removal of phone boxes, out of date signage and other redundant street furniture has led to a marked improvement in the appearance and aesthetic of the town.

The Castle to Cathedral to Cashmere project has been interlinked throughout with the enhancement work undertaken by Historic Environment Scotland at Elgin Cathedral and to the priority projects



identified through the Elgin Conservation Area Regeneration Scheme. The CARS work has provided an important adjunct to the work of the Castle to Cathedral to Cashmere partnership in assisting within bringing the heritage of the town alive (particularly but not exclusively in relation to the historic closes which run off of the High Street at regular intervals).

The interpretation panels have significantly enhanced the townscape and have demonstrably made it a better place to visit. This has been coupled with enhancements to other signage across the wider route of the 'trail' as well as improved lighting. As noted above the illuminated film show projection on to St Giles's Kirk has significantly improved the attractiveness and appeal of that part of the town centre. The completion of the cleaning and restoration of the Muckle Cross has resulted in this part of the Plainstones once again becoming a key focal point at the heart of the town.

## BOOSTING LOCAL ECONOMY

The overall vision of the partnership is to establish Elgin and Moray as a compelling visitor destination, to use the Heritage to improve the economy of Elgin and Moray. The project has set out to enhance the visitor experience of the centre of the City and Royal Burgh of Elgin by providing greater access to the heritage and history of the town as well as attracting more visitors to the area thus delivering tangible economic benefits to Elgin and Moray as a whole.

The impact on the local economy can be demonstrated thus far through the events undertaken and the footfall along the route of the 'trail'. Clearly, however, this is an ongoing area for evaluation and assessment of impact. As noted above, Robert Gordon University will continue, at intervals, to conduct a longitudinal evaluation of the project to determine the extent of impact and economic, cultural and social capital delivered by Castle to Cathedral to Cashmere.

The early signs are encouraging as the two previously mentioned snapshots indicate. Moving forward, regular monitoring of the increase in visitor numbers and their 'dwell-time' and spend will be undertaken. The Moray Council carries out annual town centre Health checks; those undertaken prior to the commencement of the Castle to Cathedral to Cashmere initiative provide the baseline for subsequent monitoring of impact. Additionally, the Elgin Business Improvement District carries out business surveys, which provide feedback on increase in turn over. These, combined with data from the Chamber of Commerce which delivers the Moray Speyside Tourism (the tourism development company), Historic Environment Scotland and Johnstons will allow the ongoing assessment of the impact of the project. The periodic longitudinal studies of Robert Gordon University add an independent and evaluative audit to the progress (and success) of the project.

## PATHWAYS TO FUTURE IMPACT

Central to the enduring success of the project is the consideration of long-term impact and community legacy. The data collected in respect of the headings outlined previously in this report will, hopefully, enable a meaningful picture of impact to be created. The focus group participants did, however, draw out clearly certain key aspects which they believed to be critical success factors for delivering these pathways to future impact.

In particular, a significant number highlighted that this was the first time that Elgin had established a clear town centre brand identity. Many felt in the past that the town either lacked a brand identity or offered a “fragmented brand”. Critical to the future success of the project is, in the words of one focus group participant that “people to buy into it and take ownership [in the way people do with] single malts or football teams. [We] need to try to use this [project] as a way to build the brand”. Another participant commented “All brands have to be strong in their identity and the C2C2C brand has quickly become well established and so they need to keep maintaining that brand”.

Other participants also highlight the importance of ensuring the ‘succession planning’ for the long-term sustainability and durability of the initiative. A number raised this issue about ensuring that the project is “owned by the community” or that it allows “people to participate” and highlighted the need, moving forward, to have to ensure that the “local market become ambassadors for [it more] widely”.

Given this, it is unsurprising therefore that partnership members in the focus group were keen to highlight three principal points. Firstly, the success of the partnership model and that management and governance approaches and lesson learned be used in the future when developing other similar initiatives. Secondly, that the legacy moving forward is managed in a sympathetic and systematic fashion. Thirdly, that momentum is not lost in the wider Moray community and that Castle to Cathedral to Cashmere acts as a catalyst for other heritage-based projects.

## LESSONS LEARNED

Many of the lesson learned emerged from the comments from partnership members in the focus groups. It was acknowledged that projects such as this take a long time to develop and establish from the initial idea. As one participant put it “in the early days there was ‘benign indifference’ until suddenly people became interested”. However, it was acknowledged that a lot of unseen work had been undertaken by partners to get to that point of ‘sudden interest’.

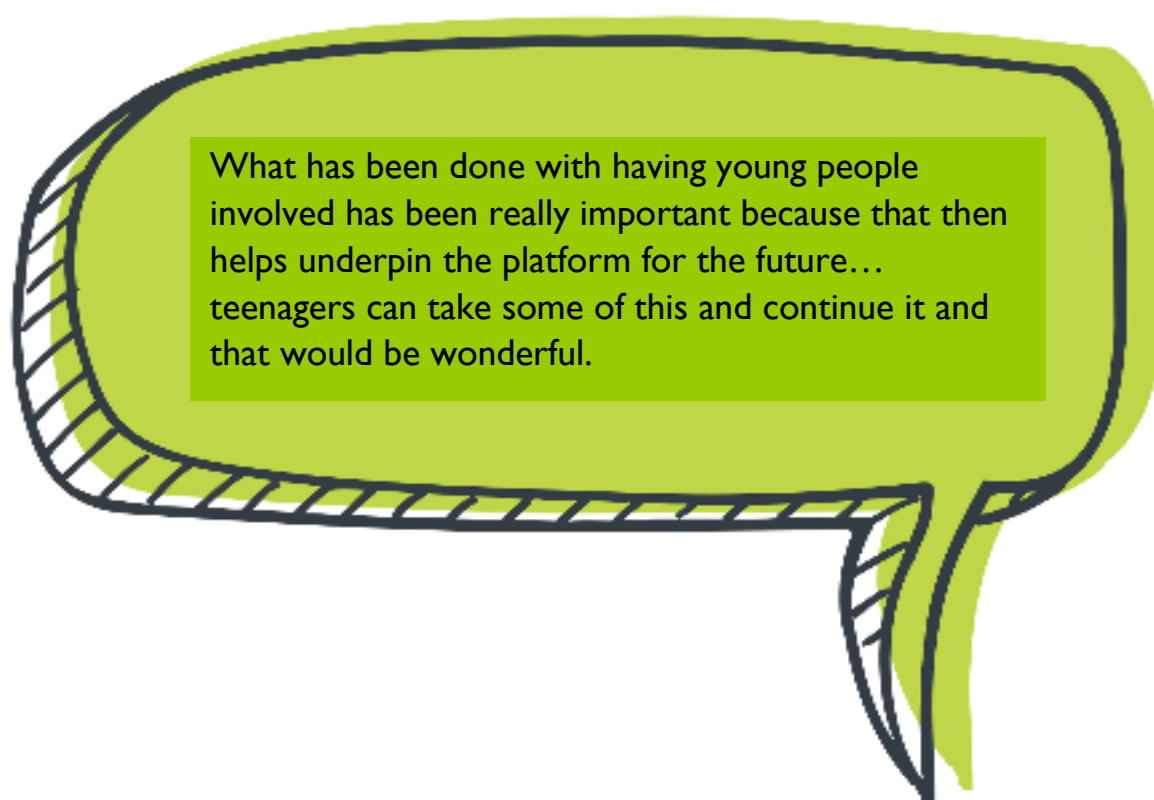
The partnership approach, bringing together a wide coalition of local organisations and agencies was commend by those involved and it is clear that some doubted if the project would have been as

successful as it has been without that coalition. That said, the crucial importance of the Moray Council Economic Development Team was central to the successful delivery of the project and there was unanimous acknowledgement in the partnership members' focus group of the role they played.

A number of participants across the focus groups felt that there are some in the community who do not understand the potential economic development that heritage or cultural initiatives offer, despite their being evidence both from this project and from many others elsewhere. The need for advocacy of heritage as an economic driver has emerged for many involved as one of the key lessons learned.

The final key lesson learned was in respect of engagement with other bodies – not necessarily formal partners in the project. In particular, the project was commended by one focus group participant who felt their contribution had been valued and that the initiative had “given a vehicle to people’s passions and made them respectable”.

In particular, it was the partnership work and engagement with schools and youth groups across the community that was often highlighted by a wide range of focus group participants, with one participant stating:



## CONCLUSIONS AND RECOMMENDATIONS

In conclusion, this review has examined some of the key areas of the Castle to Cathedral to Cashmere partnership. Valuable feedback was obtained from the members of that partnership about what worked well and aspects that could be enhanced for further partnership approaches of this kind. Equally significant and valuable feedback was given by other participants to help provide a rounded qualitative evaluation of the initiative.

The Castle to Cathedral to Cashmere project has been successful in achieving the key goals set out. There have, as with all such projects, been bends and twists on the road to delivery. However, as is indicated, the partnership structure (and collegiate approach of that partnership) have ameliorated any difficulties encountered along the way.

Information of specific engagement at events and activities (beyond what is outlined in this report) can be found in appendix one and this elaborates more fully on participation and involvement. However, it is clear that ongoing monitoring and evaluation over a longer period is necessary and this is, indeed, outlined in a number of places in the report alongside an indication of the methods and approaches by which such data can be gathered and subsequently analysed.

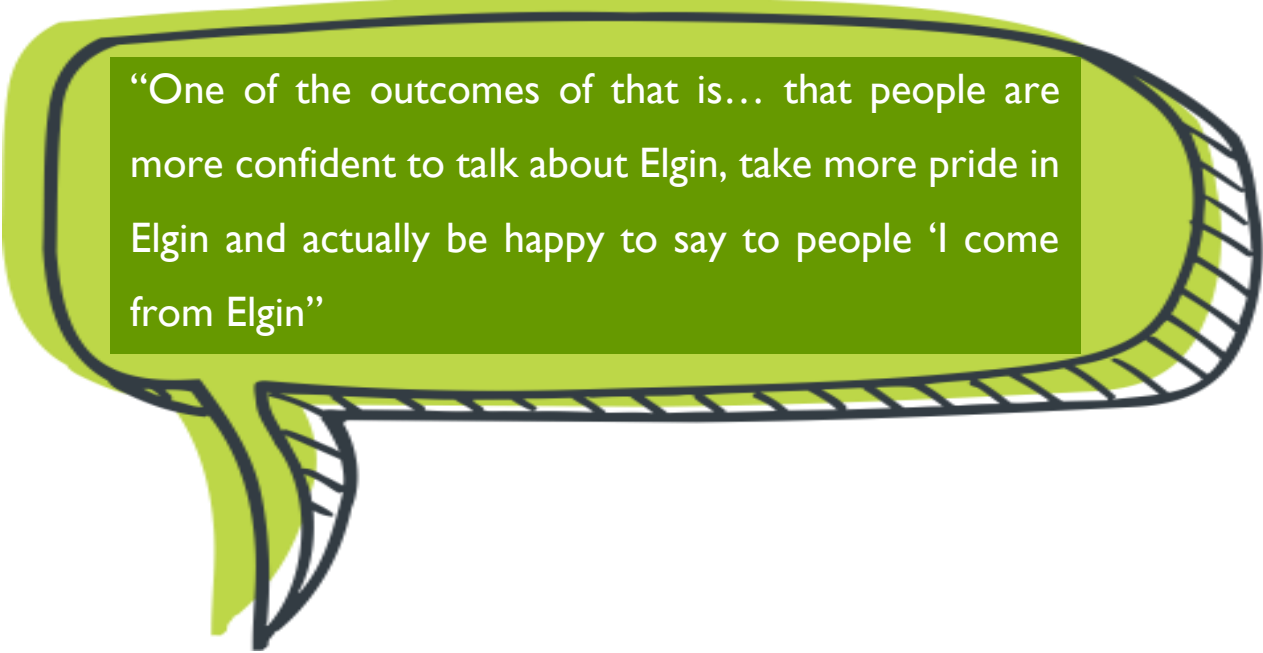
As the project moves from implementation to become a fixed part of the life of the City and Royal Burgh of Elgin, there are clearly some recommendations to be considered:

- Ensure that the ongoing legacy and future governance of the project is finalised;
- Identify and recruit 'brand' champions or ambassadors to help promote the project and maintain the momentum in future;
- Consider how to deliver sustainable annual events – similar to 'Sword, Fire and Stone' - to maintain the profile of, and engagement with, the project;
- Ensure that clear mechanisms are in place to add to, enhance and develop further the interpretation (both virtual and actual) that is currently in place;
- Consider how this project offers a model which is transferable both in terms of governance and objectives for other areas and consider methods by which the approaches adopted in Castle to Cathedral to Cashmere can be widely disseminated to other communities consider similar ventures;
- Identify how this project sits with other future developments across Moray and North-East Scotland as whole.

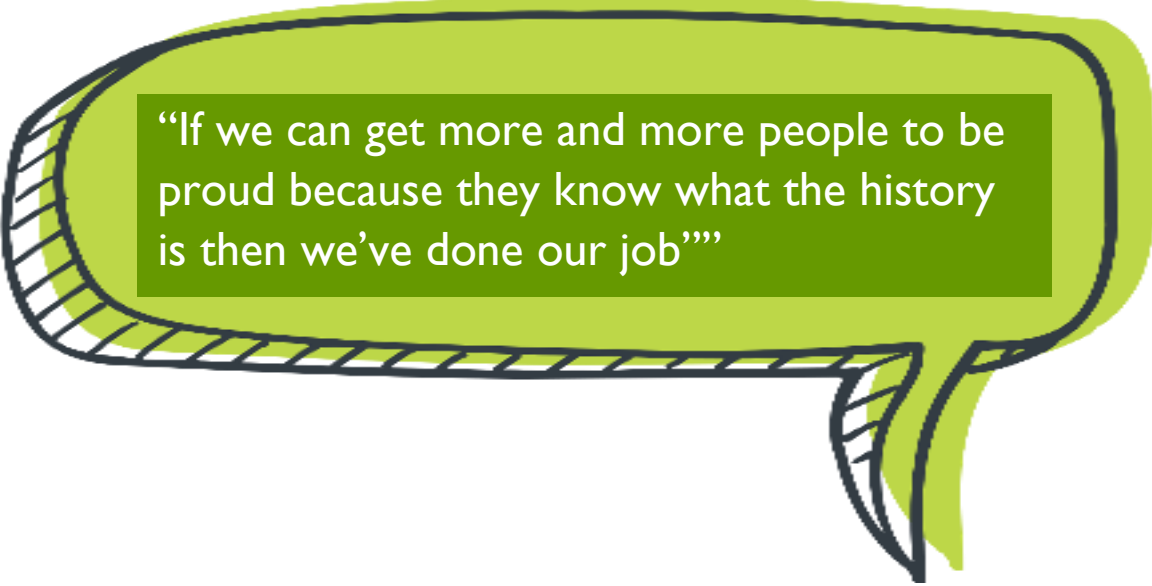




“What they have achieved has been truly remarkable. Meets a market need very well”



“One of the outcomes of that is... that people are more confident to talk about Elgin, take more pride in Elgin and actually be happy to say to people ‘I come from Elgin’”



“If we can get more and more people to be proud because they know what the history is then we’ve done our job””

## APPENDIX ONE

## **EVENTS AND ACTIVITIES**

<b>CCC Event</b>	<b>Numbers/attendees</b>	<b>Feedback</b>	<b>Volunteers/Resources</b>	<b>TMC</b>	<b>Comments</b>	<b>Total volunteer sessions</b>
1. Castle Hunt 25-07-15	81+	42%	Friends of the Falconer Museum – 4 (research & delivery) St Giles – 5 plus refreshments (resources/facilities) Ultimate Hair & Beauty; DJKids; Cathedral Windows; Adamson Opticians; Birnie's Pet Shop (facilities) Historic Scotland (resources) Royan the Butcher; Scribbles Pizza House (resources)	3	Total new volunteers – 9 Businesses - 8	9
2. Domestic Heaven or Hell 07-09-15	62	93%	Elgin Museum – 5 (resources/facilities) Friends of the Falconer Museum (research) - 2	3	Total new volunteers - 7	7
3. Scanning Elgin's Past 29-10-15	67	N/A	Robert Gordon University – 2 (resources, research & delivery) Elgin Museum – 6 (facilities)	2	Total new volunteers - 3	8
Gaming Launch -12-03-15	100					
4. Scanning Elgin's Past – College 29-10-15	7	N/A	Robert Gordon University – 2 (resources, research & delivery) Elgin Museum – 6 (facilities)	1	Total new volunteers - 0	8
6. Witches Tour 31-10-15	54	70%	Whytewitch Alchemy (research & delivery) Youth Café volunteer promotion Elgin Museum – 1 (research & delivery) Youth Café – 2 (resources)	1	Total new volunteers - 3	4
6. Pluscarden talk 13-11-15	70	57%	Bishop of Aberdeen – 1 (research & delivery) Elgin Museum – 6 (facilities)	2	Total new volunteers - 1	7

7. Very Victorian Xmas 19-12-15 incl.	900	N/A	Lantern of the North – 10 (resources, research & delivery)	4	Total new volunteers - 12	10
• Craft Workshops			Friends of the Falconer Museum – 2 (resources, research & delivery) Elgin Museum – 3 (resources, research & delivery)	3		5
• Christmas Bygone Days exhibition			ShoeZone shop (facilities)	1	Window Display – Elgin Town Centre Total new volunteers - 1	1
8. CCC – our journey so far (exhibition) Jan 2016 including:	240	10%	Elgin Museum – 4 (resources) Elgin Library (resources/facilities) CCC Partnership - 3(resources, research & delivery) Moray College - 9 (resources, research) Elgin Academy - 19 (resources, research ) Elgin High School – 8 (resources, research )	4	Assume average of 30 a day – evidenced when staff present Total new volunteers – 40	43
• High Street Past & Present exhibition	As above	As above	Elgin CARS (resources, research & delivery) CCC Partnership (research)	1	Total new volunteers - 1	1
• Magic Lantern shows 31,16,19-01-16	1, 25, 17 = 43	As above	Friends of the Falconer Museum – 2 (resources, research) Elgin Museum (resources) - 1	1	Total new volunteers - 0	1
• Wolf talk 14-01-16	75	28%	CCC Partnership – 2 (resources, research & delivery)	6	Total new volunteers - 0	2
• The Real Macbeth talk 21-01-16	39	10%	CCC Partnership - 1 (resources, research & delivery) Flying Mirrors – 2 (resources, research & delivery)	6	Total new volunteers - 3	
9. Food through the ages 29-01-16	34	44%	Elgin Museum – 6 (resources, research, facilities & delivery)	1	Total new volunteers - 0	6

10. Scanning Elgin's Past – School talk 23-03-16	100					
11. Trades March & Hunt – 9/8/16 Of which Hunt - 17	57		Elgin Museum – 8 adults; 15 children & families (c 45 people in all) Local High Street Businesses participating - 5	1	Total new volunteers - 18	23
12. Sword Fire & Stone – 13/14 Aug          Total public attendance (over 2 day event)	8792		Volunteers: Elgin Museum; Falconer Museum; TSI; Scouts, Cricket Club:- 53 Local High Street Businesses participating:- 7 Business employers/employees participating:- 10 ; Photography - 1 Traders attending event – Crafts:- 15 Traders attending event – Food & Drink:- 3 History Matters Ltd participants including performers and guild:- 43 Other Attractions, Archery, (with 4 volunteers) Blacksmithing, Woodturning:- 7 Findhorn Bay Arts Festival Stag :- 1 Participation in Calligraphy bookmark creation:- 547 Children's participaton is workshops:- 300 Additional activities in Library, storytelling, castle building activity (Sat only ):- 74		Total new voluneers - 49	54
Spirit of Moray Book Festival – Jessie Kesson In Conversation with Hamish MacDonald & Alistair Campbell & Exhibition	85				Total new volunteers - 0	1

Jessie Kesson Touring Exhibition	Tbc					
Walking Tours	Tbc					
Cashmere Hunt	2		Johnstons members 1		Total new volunteers - 1	1
Time Travellers	533		15 band members; 4 LOTN members; 1 WW2 staff; Support from 2 organisations: Local Heritage Centre - 1 Craft activities – 4 volunteers Photography - 1	7	Total new volunteers - 16	25
St Giles Centre Exhibition	8384	See table below	Elgin Museum – 3 adults, 15 children; Local Heritage Centre – 1; St Giles Centre staff – 3.	2	Total new volunteers - 0	21
CCC Christmas event Of which craft activities - 107	437		LOTN members - 20; Falconer Museum volunteers – 3; CCC Partnership – 11 Elgin schools/Moray College: - 5 Unveilers:- 2; Photography - 1	5	Total new volunteers - 19	31
CCC writing competition	69 entries					
Living characters	26					
HRH Royal official opening for CCC project	140					
CCC exhibition – the project. St Giles centre	400					
<b>Total numbers</b>	<b>20,754</b>				<b>190</b>	<b>268</b>