



Policy and Resources Committee

Tuesday, 10 March 2020

SUPPLEMENTARY AGENDA

The undernoted reports have been added to the Agenda for the meeting of the **Policy and Resources Committee** to be held at **Council Chambers, Council Office, High Street, Elgin, IV30 1BX** on **Tuesday, 10 March 2020** at **09:30**.

BUSINESS

- | | | |
|-----------|--|----------------|
| 5a | Scottish Welfare Fund Budget Update | 3 - 6 |
| | Report by the Depute Chief Executive (Education, Communities & Organisational Development) | |
| 7a | Infrastrucutre Commission for Scotland Phase 1 Report | 7 - 14 |
| | Summary and Recommendations | |
| | Report by the Depute Chief Executive (Economic, Environment and Finance) | |
| 7b | Media Services for the Moray Economic Partnership | 15 - 18 |
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REPORT TO: POLICY AND RESOURCES COMMITTEE ON 10 MARCH 2020

SUBJECT: SCOTTISH WELFARE FUND BUDGET UPDATE

BY: DEPUTE CHIEF EXECUTIVE (EDUCATION, COMMUNITIES & ORGANISATIONAL DEVELOPMENT)

1. REASON FOR REPORT

- 1.1 To update the Committee on the current budget situation in respect of the Scottish Welfare Fund scheme.
- 1.2 This report is submitted to Committee in terms of Section III (B) (2) of the Council's Scheme of Administration relating to the regulation and management of finances of the Council in accordance with the policies determined by the Council and to prepare and review from time to time such rules as may be necessary for the proper administration of the Council's financial affairs.

2. RECOMMENDATION

- 2.1 It is recommended that the committee:
- (i) **note the estimated pressures on the 2019/20 and 2020/21 grant budgets as contained in this report; and**
 - (ii) **agree that further reports be brought to this committee during 2020/21 providing updates on grant budget spending, demands on workloads and resources and impact on claimants.**

3. BACKGROUND

- 3.1 This is a follow-up report on the current status of the Scottish Welfare Fund (SWF) grant budget following an earlier report to this committee on 14 January 2020 (para 8 of the draft Minute refers). This previous report detailed the pressures on the service in terms of an increase in SWF applications, awards and spending, mainly as a result of an increase in Universal Credit claims. Committee requested an update on the budget situation before the end of the financial year.

- 3.2 The status at 31 December 2019 was that £309,172 of the grant budget had been spent. This was 79% of the annual budget and 67% of the overall budget (which included the previous year underspend).
- 3.3 The end two columns of the table below demonstrates the current situation as at 01 March 2020 and the estimated spend to 31 March 2020 respectively.

	2017/18	2018/19		2019/20 Actual at 01/03/20		2019/20 Estimate at 31/03/20
Annual Grant Budget	379,546	391,741		391,741		391,741
Grant Spend	368,684	376,867		374,555		407,246
% of annual budget	97.1	96.2		95.6		104
Under-spend in year	10,862	14,874		17,186		-15,505
Cumulative under-spend	53,143	68,017		85,203		52,512

- 3.4 It is estimated that should demand continue on the current trajectory, over the remaining 4+ weeks of the financial year spending would increase to a total of £407,246, which is in excess of the annual budget by £15,505 and 88.6% of the overall budget (which includes the previous year underspend).
- 3.5 In terms of this estimate, it would not be necessary for the council to resort to a “high most compelling” priority rating during the remainder of this financial year. (The report of 14 January 2020 outlined the conditions attached to this priority rating, which restricts spending during the remainder of the financial year to those claimants at the most severe and immediate risk of adverse consequences.)
- 3.6 The scheme allows for any underspend to be carried over to the next financial year. Using this estimate the level of underspend would be £52,512, which is lower than previous two years and not sufficient to bolster current demands, workloads and spending.
- 3.7 The Scottish Government’s budget proposals for 2020/21, announced last month, included an increase in funding for SWF of £3 million (which included £0.5 million for administration). To date there has been no confirmation of how this increase will be allocated to local authorities.

4. SUMMARY OF IMPLICATIONS

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

Poverty and social inclusion is the overarching priority of the LOIP.

(b) Policy and Legal

The Welfare Funds (Scotland) Act 2015 places statutory responsibility on each local authority to maintain a Welfare Fund. The Act provides for local authorities to augment their Welfare Fund budget should they choose to do so.

(c) Financial implications

It is anticipated that the overall grant budget for 2019/20 will not be exhausted prior to the end of the financial year. However, the budget for 2020/21 will be under acute pressure if not augmented.

(d) Risk Implications

At any time throughout the financial year local authorities have the discretion to consider whether items requested by applicants are low, medium or high priority in terms of the level of need and risk. Local authorities should avoid the situation where they enter into the 'high most compelling' priority rating mid-year. It should only be adopted late in the financial year, or potentially after an event which has increased demand on local authority budgets, for example, flood causing demand to rise significantly in a particular area, in order to be able to maintain payments until the end of the period. Based on the above estimate with no increase in the 2020/21 budget, it will be necessary to commence the financial year at a high priority level.

(e) Staffing Implications

There are no staffing implications as a result of this report, however staff may be required to make some very challenging decisions during 2020/21 in order to maintain the budget.

(f) Property

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

(g) Equalities/Socio Economic Impact

The Fairer Scotland Duty places a legal responsibility on public bodies to pay due regard to how they can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions. As the Scottish Welfare Fund is intended to provide a safety net to people on low incomes, there is risk that future applicants to the fund will be disadvantaged by any restrictions put on the budget, causing poverty and social exclusion.

(h) Consultations

The Head of Governance, Strategy & Performance, and the Head of Financial Services have been consulted on this report and their comments incorporated within.

5 CONCLUSION

- 5.1 The Scottish Welfare Fund has become a major source of cash available to people in Scotland who find themselves without enough food or money for essentials. The budget is likely to be further stretched as the roll out of Universal Credit increases pace.**
- 5.2 Grant spending is closely and regularly monitored on a weekly, monthly and quarterly basis, taking into account trends, national and local influences. It would be prudent to update this committee at intervals during 2020/21 on the level of spending, demand on workloads and resources and impact on claimants, as recommended in section 2 of this report.**

Author of Report: Norma Matheson, Benefits Manager
Background Papers:
Ref:



REPORT TO: POLICY AND RESOURCES COMMITTEE ON 10 MARCH 2020

**SUBJECT: INFRASTRUCTURE COMMISSION FOR SCOTLAND PHASE 1
REPORT SUMMARY AND RECOMMENDATIONS**

**BY: DEPUTE CHIEF EXECUTIVE (ECONOMY, ENVIRONMENT AND
FINANCE)**

1. REASON FOR REPORT

- 1.1 To inform the Committee of the Infrastructure Commission for Scotland Phase 1 report on the recommendations made for the future of infrastructure in Scotland.
- 1.2 This report is submitted to Committee in terms of Section III (B) (37) of the Council's Scheme of Administration relating to consideration of any new policy matter which does not fall within the terms of reference of any other committee.

2. RECOMMENDATION

2.1 It is recommended that the Committee:

- (i) **considers the implications for Moray of the Commission's recommendations; and**
- (ii) **agrees to request a meeting with the Infrastructure Commission for Scotland to discuss and seek clarity on the implications for Moray.**

3. BACKGROUND

3.1 The Phase 1 report on the "why and what" of infrastructure focuses on 2 themes:

- 1. Addressing climate change through Net Zero Carbon.
- 2. Creating an Inclusive Growth Economy.

3.2 Essentially the recommendation of the Commission is that all new infrastructure investment should be prioritised against these measures.

- 3.3 The remit is to provide a 30 year vision for infrastructure and short term (5 year) guidance on infrastructure. There is a phase 2 report, the “how” of infrastructure due mid-2020 which will be reported to a future meeting of this committee
- 3.4 The Scottish Government briefed the Commission that infrastructure is defined as transport, energy, telecoms, water, waste, flood defence, housing, education, health, justice and culture. The Commission recommends that natural infrastructure is included as an asset class.
- 3.5 Throughout there has been a consideration on “place” and what is appropriate for different geographies.
- 3.6 The infrastructure commission had 147 responses from the call for evidence, 100 organisations represented from 5 regional forums, 9 specialist roundtable events and 73 and 100 face to face and online surveys from the public respectively.
- 3.7 Moray Council officers from Planning and Transportation attended a regional forum in Inverness and also submitted a written response which can be read at <https://infrastructurecommission.scot/storage/107/ICE069-Moray-Council.pdf>
- 3.8 A summary of the 8 infrastructure themes the Commission recommendations are based on are set out below, followed by a list of recommendations on what Moray Council should seek clarification on for the 8 themes.
- 3.9 A full version of the infrastructure report is available on the members portal or at https://infrastructurecommission.scot/storage/245/FullReport_200120.pdf

4. SUMMARY OF COMMISSION RECOMMENDATIONS

4.1 Leadership

- (i) All projects prioritised against net zero carbon economic outcomes, and to enable this by 2021 the Scottish Government should produce an assessment framework for net zero carbon.
- (ii) By 2023 an infrastructure needs assessment should be published, including for natural infrastructure, and by 2025 an infrastructure investment plan should be published based on the new framework.

4.2 Place

- (i) By 2021 the Scottish Government should lead on a place based assessment of long term supply and demand for housing alongside a labour strategy for the transition to net zero carbon.
- (ii) To support National Planning Framework 4 an infrastructure first approach to planning should be introduced through an outcome based approach.

4.3 Making the most of existing assets

- (i) By the end of 2020 the Scottish Government should require asset owners to have management strategies in place with the presumption that existing assets will have their life extended over the development of new assets. To support this the Scottish Government should produce guidance on this whole life approach which should include cost and build resources.
- (ii) There is a presumption against like for like infrastructure replacement.
- (iii) By 2023 the Scottish Government should have an implementation plan for existing assets to be made resilient and adapted to climate change needs.

4.4 Heat and Transport

- (i) By the end of 2020 the Scottish Government should produce proposals, covering all means, to accelerate the move to net zero carbon buildings in Scotland. This should include plans for public engagement on how to ensure owners upgrade their buildings. By 2022 a route map for the transition to net zero carbon should be published addressing heating and surface transport.
- (ii) The Scottish Government should ensure that the future transport strategies from 2020 onwards reflect net zero carbon. This should include a move towards active travel and shared transport and for roads investment a presumption towards future proofing current roads rather than increasing capacity.
- (iii) The Scottish Transport Appraisal Guidance (STAG) system should be replaced with a new framework to reflect net zero carbon by 2021. In addition to this new charging regimes should be looked at for fuel and road tax.

4.5 Regulation

- (i) By 2021 the Scottish and UK Governments should work together on a devolved regulatory and pricing framework that fully enables energy and telecoms infrastructure to be planned based on future demand.
- (ii) Addressing natural infrastructure there should be regulatory coherence between water provision and flood management.

4.6 Digital and Technology

- (i) The Scottish Government should provide leadership on delivering a full fibre network by 2027 to enable 5G. The Scottish Government should also support an indigenous data centre and invest in subsea fibre optic cables.

- (ii) All future publically funded infrastructure should look at the use of digital services and data as part of the investment.

4.7 Role of the Public

- (i) The Scottish Government needs to ensure that there is the resource for public engagement to ensure the public understand the switch to net zero carbon and inclusive economic growth.

4.8 Independent Long Term Advice

- (i) By 2021 a body should be established to give long term advice to the Scottish Government on Investment decisions.

5. IMPLICATIONS OF RECOMMENDATIONS FOR MORAY

5.1 Leadership

- (i) Any frameworks for needs prioritisation should be regional not national. In terms of assessing impact Moray will nearly always lose out due to user volume. This would also apply to challenge pot type funding. Regional infrastructure planning groups should have input to these frameworks.

5.2 Place

- (i) There needs to be a clarification of what a place based assessment of long term supply and demand for housing means, as the current system is relatively effective.
- (ii) An infrastructure first approach, as advocated by the Planning Scotland Act (2019), is required with a long term vision and funding that is sufficient to enable a delivery focussed planning system. The Local Development Plan Delivery Programme has a key role to play in planning, coordinating and delivering infrastructure however delivery has to be resourced with staffing and funding.

5.3 Making the Most of Existing Assets

- (i) Clarification on what natural assets are and if they are to be included in any asset register, and how?
- (ii) More clarification in the second phase report of how assets are firstly going to be maintained beyond their current life if there is a presumption against replacement, and how buildings will be adapted for climate change, given that Councils are not in the financial position to deliver either. Taking the Councils school estate as an example these assets are simply not fit for purpose, and a like for like replacement would bring significant environmental, educational and financial benefits and deliver net zero carbon ambitions.

- (iii) It is crucial that current core budgets are protected and the cost of maintaining and extending the life of buildings comes from new additional funding.

5.4 Heat and Transport

- (i) The transition to net zero carbon will be more difficult in rural areas due to a lack of provision of public transport, lower wage levels and more complex journeys. Any strategy must recognise and support this issue and not simply adhere to a “one Scotland” for reducing emissions.
- (ii) Moray industries are energy intensive, particularly in food and drink. Any future policies should recognise the disproportionate impact net zero carbon will have on certain regions and a system of transition support put in place.
- (iii) The Dualling of the A9 and A96 must remain a priority. According to statistics presented in the Commission’s report road journey miles have increased by 37% from 1993 to 2017 with the volume of traffic doubling from 1975. The investment in dualling the A96 will bring significant inclusive economic benefits to the region through journey time reductions, better connectivity to markets, road safety and active travel links. Without this investment many businesses will choose not to locate in the region or not to invest in expansion. Without this investment the region, not just the road, will not be future proofed.
- (iv) There is a clear mismatch that the Infrastructure Commission notes the need to change investment guidance and the appraisal process for transport schemes, but there is no proposal to do so before the current Strategic Transport Project Review (2) is concluded – meaning that imminent investment decisions will be made against criteria / using appraisal tools which are considered to be flawed in light of current strategic priorities in the National Transport Strategy.
- (v) Clarification and study is required on how any changes to the tax regime would affect different regions of Scotland and urban/rural.
- (vi) There needs to be investment in encouraging behavioural change around travel and investment in the active travel network to support this including in subsidised public transport for rural areas.

5.5 Regulation

- (i) If energy intensive industries are expected to move to net zero carbon how will the tariff and pricing of the networks be adjusted to facilitate this without damaging business?
- (ii) If Natural Assets are to be included as an infrastructure class then there needs to be a joined up approach to planning covering aspects such as food production, renewable energy and woodlands. For onshore wind a change to the methodology is needed in the identification and approval of sites based on local considerations and changes to the consenting process.

5.6 Digital and Technology

- (i) It is essential that with the focus shifting to full fibre and 5G that many in Moray still do not have access to a fibre connection or 4G. In addition, with R100 (Broadband Programme) delayed it appears that this will be the case for the foreseeable future. A fibre connection and 4G for all has not been delivered as a priority yet.

5.7 Role of the Public

- (i) The level of change recommended by the Commission will require buy in from our communities. To achieve this the Scottish Government should engage with Local Authorities to develop local strategies for engagement based on local needs.

5.8 Independent Long Term Advice

- (i) Any bodies that are delivering advice to the national government must come from within the regions. As acknowledged in the report the regional differences must be recognised. A one size fits all advisory board for infrastructure will not deliver for Moray.

6. SUMMARY OF IMPLICATIONS

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

The recommendations of the Commission have the potential to impact on the delivery of both the corporate plan and LOIP as it may change the way infrastructure is delivered.

(b) Policy and Legal

The Commission recommendations may have implications for policy depending on Scottish Government acceptance.

(c) Financial implications

There are no financial implications directly linked to this report. Recommendations made in the phase 2 “how” report are likely to have financial implications as the path to the delivery of these recommendations is laid out. An infrastructure first approach would also require significant additional investment.

(d) Risk Implications

There are no risk implications

(e) Staffing Implications

There are no staffing implications directly linked to this report. Some recommendations of the commission would have implications on staff resources.

(f) Property

There are no property implications directly linked with this report. Recommendations could have implications.

(g) Equalities/Socio Economic Impact

There are no Equalities/Socio Economic impacts directly linked to this report. Recommendations could have implications.

(h) Consultations

The Head of Economic Growth and Development, the Head of Financial Services, the Head of Governance, Strategy and Performance, Caroline Howie (Committee Services Officer), Nicola Moss (Transportation Manager) and the Equalities Officer. Any comments received have been considered in writing the report.

7. CONCLUSION

7.1 The recommendations of the Infrastructure Commission could have long lasting consequences for infrastructure investment in Moray. All future investment will be viewed through the lens of Net Zero Carbon and Inclusive Growth.

7.2 The phase 1 report focuses on the “what and why” of infrastructure. The phase 2 report, the “how” needs to be clear on how the range of infrastructure issues from transitioning to Net Zero Carbon to maintaining the A95 will be funded.

7.3 Moray Council took part in a regional forum, the results of which were published, however the input the Commission received at the forum does not appear on the whole to have been used to inform the phase 1 report.

7.4 While the transition to these measures will mean change there is opportunity for Moray to be at the forefront of future investment, particularly with Moray’s contribution towards the Net Zero Carbon targets in terms of natural resources.

7.5 If natural resources are to be classed as an asset then clarity needs to be sought on how these will be balanced with net zero carbon.

Author of Report: Michael O’Donnell, Senior Officer Economic Strategy/Development

Background Papers: Infrastructure Commission for Scotland Phase 1: Key findings

Ref: https://infrastructurecommission.scot/storage/245/FullReport_200120.pdf



REPORT TO: POLICY AND RESOURCES COMMITTEE ON 10 MARCH 2020

SUBJECT: MEDIA SERVICES FOR THE MORAY ECONOMIC PARTNERSHIP

BY: DEPUTE CHIEF EXECUTIVE (ECONOMY, ENVIRONMENT AND FINANCE)

1. REASON FOR REPORT

- 1.1 To seek approval of funding for the provision of media services for the Moray Economic Partnership (MEP) from the Economic Development Budget.
- 1.2 This report is submitted to Committee in terms of Section III (A) (2) of the Council's Scheme of Administration relating to regulate and manage the finances of the Council in accordance with the policies determined by the Council and to prepare and review from time to time such rules as may be necessary for the proper administration of the Council's financial affairs.

2. RECOMMENDATION

- 2.1 **It is recommended that this Committee agree to allocate £15,000 from the Economic Development Budget each financial year from 2020/21 to 2022/23 for the provision of media services for the Moray Economic Partnership (MEP), with the caveat that funds will only be expended if each year funds are also contributed from Highlands and Islands Enterprise (HIE) and Moray College UHI.**

3. BACKGROUND

- 3.1 On 18 December 2012 (para 6 of the Minute refers), the Economic Development and Infrastructure Services Committee agreed to allocate £25,000 per annum from the Economic Development Budget 2012/13 and 2013/14, as a partner contribution, to the provision of marketing, communications and engagement support to the implementation of the Moray Economic Strategy. This Committee endorsed this expenditure and subsequent allocations in 2015/16 and 2016/17.
- 3.2 On 21 March 2017 (para 11 of the Minute refers) this Committee agreed to allocate £25,000 for the financial years 2017/18 and 2018/19 with the option to extend for a further year, 2019/20, which was exercised. This was again done on a partnership basis with HIE and Moray College UHI to contribute to the provision of marketing, communications and engagement support to the

implementation of the Moray Economic Strategy. This contract will expire on 16 May 2020.

3.3 As agreed by the MEP, the Council has been asked to procure a media services contract for the partnership until the end of March 2023. Experience shows that to attract a suitable provider and minimise the work involved both to tender the contract and to develop a working relationship with the service provider, the contract should be for 2 years with provision to extend for a third year. The contract will be offered subject to the availability of funding from partners; that is, if there are no funds remaining during the contract, no work will be undertaken. Work is invoiced monthly in arrears so the budget is easily monitored. The existing contract was for 2 years with a provision to extend one year. The provision was exercised. The contract includes a provision that if the Moray Community Planning Partnership requires services, these may be commissioned separately.

3.4 In prior years HIE have contributed £17,500 per annum and Moray College UHI £20,000 total towards the contract. It was requested of partners that for this contract all partners contribute an equal share of £15,000 per annum. This was agreed by HIE however Moray College UHI can only commit to £5,000 per annum for the contract. Formal approvals in writing from both HIE and Moray College UHI are pending.

3.5 The purpose of the service will be to:

- Promote Moray as a place to live, work, invest and visit. Ways to tackle the lack of understanding of where and what Moray is as a region are needed.
- Develop and deliver some eye-catching and engaging ideas which will have an impact on the region's ability to attract and retain a skilled workforce. Critical to this is the future workforce of the region and the 16 – 29 age group.
- Promote the Moray Growth Deal projects and provide some innovative, digitally agile ways to keep the Moray community informed and engaged with the progress of these exciting developments. Recognition should be demonstrated over the lack of visibility of projects on the ground as the plans come to fruition.
- Consider ways to promote the website 'My Moray' as a valuable resource as a shop window for the region. Contractors will be expected to suggest and provide content for it, as well as managing and populating the associated social media channels for 'My Moray'. All content should be produced in a way that allows multiple use of the material. This will include filmed material on occasions.
- To provide an integrated measurable media relations service as required and liaise with partner press teams. Please note, partner press teams will be responsible for any news releases in relation to the Moray Growth Deal.

3.6 Over the past 3 years a main outcome of the contract has been the launch of the My Moray website, available at <https://www.mymoray.co.uk/>. In addition

to this the contract has supported the preparation of the growth deal with press releases, photography and the preparation of material for events at Downing Street and Dover House. Campaigns around promoting Moray as a place such as Moray Great Places and representation at the Culture Symposium have also been part of the contract. The provider has also been responsible for monitoring and managing social media across a range of themes.

4. SUMMARY OF IMPLICATIONS

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

Moray 2026 “The Ten Year Plan” identifies Sustainable Economic Development as its top priority. The Plan includes, but is not limited to, outcomes to increase the population, regional average wage, employment by the private sector, employability, the number of business start-ups, the number of start-up businesses that survive beyond three years and the percentage of premises that have access to Next Generation Broadband. Sustainable Economic Development is also the Council’s top priority in terms of the Corporate Plan and this report relates to ongoing activity and actions identified in the Corporate Plan.

(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. The Council is currently working with partners to develop a Moray Growth Bid and marketing of Moray is seen as adding significant value to those potential investments.

(c) Financial implications

£15,000 per annum to be allocated for the financial years 2020/21 and 2021/22 with the option to extend to 2022/23.

This this requires the standard paragraph –

When the council approved the budget for 2019/20 on 27 February 2019 (para 4 of the Minute refers), the three year indicative budget before the council showed savings required in 2020/21 of £12.2 million and £6.7 in 2021/22. Although the final figures will vary, it is clear that the council will have to reduce its costs significantly across all services in future years. All financial decisions must be made in this context and only essential additional expenditure should be agreed. In making this determination the committee should consider:

- Is there a statutory requirement to incur the expenditure?
- Are there any alternative actions available to avoid or reduce the cost?
- Are there alternative ways in which the service could be provided?

- What are the risks and consequences of not allocating the funding?
- Does the expenditure contribute to long term financial stability?

If in light of these factors the spend is considered essential, Committees should consider how it could be accommodated within the service budget, including what other activity would have to cease or diminish with what impact and risk. Only following these considerations should request be made to the Council for additional budget allocation.

This expenditure is considered necessary in the context of the Moray Economic Partnership and Moray Growth Deal and can be met from within existing Economic Development budget.

(d) Risk Implications

There are no risk implications

(e) Staffing Implications

Oversight will be done with existing staff resource

(f) Property

There are no property implications

(g) Equalities/Socio Economic Impact

There are no Equalities implications

(h) Consultations

The Head of Economic Growth and Development, the Head of Financial Services, the Head of Governance, Strategy and Performance, Caroline Howie (Committee Services Officer), Nicola Moss (Transportation Manager) and the Equalities Officer. Any comments received have been considered in writing the report.

5. CONCLUSION

5.1 This committee is being asked to approve £15,000 per annum for the financial years 2020/21 and 2021/22 with the option to extend for a third year, 2022/23.

5.2 The Council is engaged in securing a Moray Growth Deal which will act as a catalyst for growth in Moray. To capitalise on this there must be an effective way of marketing the region that is properly resourced.

5.2 This is being jointly funded by Moray Council, HIE and Moray College UHI.

Author of Report: Michael O'Donnell, Senior Officer Economic Strategy and Growth

Background Papers: None

Ref: <https://www.mymoray.co.uk/>