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## **Economic Development and Infrastructure Services Committee**

Tuesday, 30 April 2024

**NOTICE IS HEREBY GIVEN** that a Meeting of the **Economic Development and Infrastructure Services Committee** is to be held at **Council Chambers, Council Office, High Street, Elgin, IV30 1BX** on **Tuesday, 30 April 2024** at **09:30**.

### **BUSINESS**

- 1 **Sederunt**
- 2 **Declaration of Group Decisions and Members Interests \***
- 3 **Minutes**
- 3a) **Minute of special meeting dated 12 December 2023** 7 - 8
- 3b) **Minute of meeting dated 6 February 2024** 9 - 20
- 4 **Written Questions \*\***
- 5 **Environmental Protection Revenue and Capital Budgets 21 - 30**  
**2024-25**  
Report by Depute Chief Executive (Economy, Environment and Finance)
- 6 **Roads Maintenance Revenue and Capital Budget 2024- 31 - 44**  
**2025**  
Report by Depute Chief Executive (Economy, Environment and Finance)
- 7 **Transportation Capital and Revenue Budgets 2024-2025 45 - 56**  
Report by Depute Chief Executive (Economy, Environment and Finance)

8	<b>Roads Asset Management Planning</b> Report by Depute Chief Executive (Economy, Environment and Finance)	57 - 70
9	<b>Coastal Adaptation Plans</b> Report by Depute Chief Executive (Economy, Environment and Finance)	71 - 184
10	<b>Long-Term Town Fund</b> Report by Depute Chief Executive (Economy, Environment and Finance)	185 - 188
11	<b>Tourism Business Improvement District - Renewal Ballot</b> Report by Depute Chief Executive (Economy, Environment and Finance)	189 - 200
12	<b>Cultural Quarter - Delivery Plan and Mapping</b> Report by Depute Chief Executive (Economy, Environment and Finance)	201 - 294
13	<b>Moray Community Wealth Building Strategy and Action Plan</b> Report by Depute Chief Executive (Economy, Environment and Finance)	295 - 342

## **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.

## **Watching the Meeting**

**You can watch the webcast live by going to:**

**[http://www.moray.gov.uk/moray\\_standard/page\\_43661.html](http://www.moray.gov.uk/moray_standard/page_43661.html)**

**Webcasts are available to view for 1 year following the meeting.**

**You can also attend the meeting in person, if you wish to do so, please come to the High Street entrance door and a member of staff will be let into the building.**

## GUIDANCE NOTES

- \* **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.



# MORAY COUNCIL

## Economic Development and Infrastructure Services Committee

### SEDERUNT

Councillor Marc Macrae (Chair)  
Councillor Amber Dunbar (Depute Chair)

Councillor Peter Bloomfield (Member)  
Councillor John Cowe (Member)  
Councillor John Divers (Member)  
Councillor David Gordon (Member)  
Councillor Juli Harris (Member)  
Councillor Sandy Keith (Member)  
Councillor Graham Leadbitter (Member)  
Councillor Paul McBain (Member)  
Councillor Shona Morrison (Member)  
Councillor John Stuart (Member)  
Councillor Draeyk van der Horn (Member)  
Councillor Sonya Warren (Member)

Clerk Name:	Lissa Rowan
Clerk Telephone:	07765 741754
Clerk Email:	committee.services@moray.gov.uk



**Minute of Special Meeting of the Economic Development and Infrastructure Services Committee**

**Tuesday, 12 December 2023**

**Council Chambers, Council Office, High Street, Elgin, IV30 1BX**

**PRESENT**

Councillor Peter Bloomfield, Councillor John Cowe, Councillor John Divers, Councillor Amber Dunbar, Councillor David Gordon, Councillor Juli Harris, Councillor Sandy Keith, Councillor Graham Leadbitter, Councillor Marc Macrae, Councillor Paul McBain, Councillor Shona Morrison, Councillor John Stuart, Councillor Draeyk Van Der Horn, Councillor Sonya Warren

**IN ATTENDANCE**

Depute Chief Executive (Economy, Environment and Finance), Head of Environmental and Commercial Services, Legal Services Manager, Strategic Transport Services Manager and Democratic Services Manager.

**1. Chair**

The meeting was chaired by Councillor Marc Macrae.

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

In terms of Standing Order 21 and 23 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 Member's interests in respect of any item on the agenda.

**3. Resolution**

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 for Items 17-19 of business on the grounds that it involves the likely disclosure of exempt information of the class.

Para number of the minute	Para Number of Schedule 7a
4	Para 6, 8 and 9 Information relating to the financial or business affairs of any particular person(s); and  Information on proposed terms and/or expenditure to be incurred by the Authority.

#### **4. Buckie Harbour [Para 6, 8 and 9]**

The meeting had before it a report by the Depute Chief Executive (Economy, Environment and Finance) informing the Committee of additional dredging works that are required in Buckie Harbour to ensure that Moray Council is meeting its obligations.

Following consideration the Committee agreed to approve additional dredging works as required and referred the report to Moray Council in relation to the capital budget request.

**Minute of Meeting of the Economic Development and Infrastructure Services Committee**

**Tuesday, 06 February 2024**

**Council Chambers, Council Office, High Street, Elgin, IV30 1BX**

**PRESENT**

Councillor Peter Bloomfield, Councillor John Cowe, Councillor John Divers, Councillor Amber Dunbar, Councillor David Gordon, Councillor Juli Harris, Councillor Sandy Keith, Councillor Graham Leadbitter, Councillor Marc Macrae, Councillor Paul McBain, Councillor Shona Morrison, Councillor John Stuart, Councillor Draeyk van der Horn, Councillor Sonya Warren

**IN ATTENDANCE**

The Depute Chief Executive (Economy, Environment and Finance), Head of Economic Growth and Development, Head of Environmental and Commercial Services, Transportation Manager, Mr Burnish, Senior Engineer (Flood Risk Management), Open Space Manager, Legal Services Manager and Lissa Rowan, Committee Services Officer as Clerk to the Meeting.

**1 Chair**

Councillor Macrae, being Chair of the Economic Development and Infrastructure Services Committee, chaired the meeting.

**2 Condolences**

The Committee joined the Chair in expressing its condolences to the family and friends of Keith Rollinson, a driver with Stagecoach who was tragically killed last Friday evening whilst at work. The Chair stated that this Committee cover many functions of public service one of which being Public Passenger Transport and the thoughts of the Committee are with the staff at Stagecoach at this very difficult time.

**3 Agenda Items with Potential Additional Spend**

The Chair noted that 4 items on the agenda asked the Committee to consider options where additional discretionary spending in the form of new budget pressures would be necessary and stated that, if each proposal was approved for onward consideration by Full Council, a sum in excess of £100,000 could potentially be added to the already significant budget gap. He asked the Committee to bear this in mind when considering these items given that the Council must focus tightly on its priorities.

#### **4 Declaration of Group Decisions and Members Interests**

In terms of Standing Orders 21 and 23 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 Member's interests in respect of any item on the agenda.

With regard to Item 8 "Elgin Business Improvement District - Renewal Ballot", Councillor Divers stated, for transparency, that he was a Council appointed representative on the Elgin BID and would be taking part in the debate.

#### **5 Minute of Meeting dated 14 November 2023**

The Minute of the meeting of the Economic Development and Infrastructure Services Committee dated 14 November 2023 was submitted and approved.

#### **6 Written Questions**

The Committee noted that no written questions had been submitted.

#### **7 Notice of Motion - Councillors van der Horn and Morrison**

In terms of Standing Order 35(a), a Notice of Motion was submitted by Councillor van der Horn, seconded by Councillor Morrison in the following terms:

##### **Electric Vehicle (EV) charging over public footways from home**

##### **Background**

The benefits of EV charging from home are substantial:

- i. Cost-effective – EV chargers take advantage of low-cost, off-peak energy tariffs. This is more cost-effective than charging in public.
- ii. More eco-friendly – EVs are already extremely eco-friendly providing a range of benefits such as:
  - Avoiding carbon emissions that may result from using public charging points;
  - EVs produce zero tailpipe emissions;
  - By charging at home, the user can choose renewable energy sources such as solar or wind power;
  - By reducing reliance on fossil fuels, EVs play a vital role in mitigating air pollution and combating climate change
- iii. Convenient and freeing up capacity - Charging at home ensures vehicles are at an optimum charge, maximising performance. In addition to this, as most EVs have ranges surpassing the average daily distance travelled by motorists, charging at home reduces the demand during the day on public charging points which have seen a massive increase in demand.

Many residents do not have access to off-road parking or access to sites to charge their vehicles. Currently many decide for themselves to charge by laying cables over highways. This is potentially a risk to residents and it is unmanaged and without guidance.

Providing a report to the Committee could create an opportunity and mechanism to deliver a safer and managed way to deliver EV charging from home.

There is currently a pilot being carried out in Durham County Council  
<https://www.durham.gov.uk/article/29969/Electric-vehicle-EV-charging-trialled-for-homes-without-driveways#>

Hampshire County Council are successfully running a permissions and consent to place cable on or over highway.

<https://www.hants.gov.uk/transport/electric-vehicles/ev-charging-guidance><sup>[LR1]</sup>

Moray could be seen to be leading the way in Scotland on EV charging.

As of March 2023, Section 59 of the Roads (Scotland) Acts in relation to obstructions in roads states that:

“...nothing shall be placed or deposited in a road so as to cause an obstruction except with the roads authorities consent in writing and in accordance with any reasonable conditions which they think fit to attach to the consent”

### **Action**

Committee is asked to agree that a report be brought back to this Committee within 2 cycles which includes an appraisal of options including establishing a permission process for EV charging at home over public footways.

### **Financial implications**

Officers have advised that the provision of a report is unlikely to have direct costs, although any proposal to introduce on-street residential/private charging access will have considerable capital and revenue implications which are not covered by any existing budget, nor is there any pending grant funding that could cover implementation of any options.

The preparation of a report will require diversion of approximately 10 days of officer time from existing priorities which includes progressing the Pathfinder project for implementation of the public EV charging strategy.

Councillor Gordon stated that, in his opinion, there was no need for a report as the Council had agreed an Electric Vehicle Strategy with a commitment to progress the Scottish Government Pathfinder Programme which would address the points raised in the Notice of Motion and moved, as an amendment, that the Committee agree that no report be provided and that Officers continue with the Electric Vehicle Strategy as previously agreed by Council. This was seconded by Councillor Macrae.

On a division there voted:

For the Motion (7):	Councillors van der Horn, Morrison, Divers, Harris, Leadbitter, Stuart, and Warren
For the Amendment (7):	Councillors Gordon, Macrae, Bloomfield, Cowe, Dunbar, Keith and McBain
Abstentions (0):	Nil

There being an equality of votes and in terms of Standing Order 66(c), the Chair cast his casting vote in favour of the amendment and the Committee agreed that no report be provided and that Officers continue with the Electric Vehicle Strategy as previously agreed by Council.

## **8 Parking Enforcement**

The meeting had before it a report by the Depute Chief Executive (Economy, Environment and Finance) asking the Committee to discuss parking concerns in Elgin Town Centre and consider options for short term parking enforcement in Elgin Town Centre.

Prior to discussion, Councillor Leadbitter noted the overlap in this report and the next report on the agenda in relation to Parking Enforcement and suggested that both papers be discussed together.

The Depute Chief Executive (Economy, Environment and Finance) advised that the Chief Executive had requested that the matters be considered in separate reports however suggested that there could be joint debate on both reports providing the recommendations in each report were considered separately. This was agreed.

Councillor Keith welcomed both reports which addressed the parking issues in Moray. In relation to illegal parking in Elgin Town Centre, he acknowledged this had been a problem for a considerable time and noted that the new Town Centre Board was being formed in the very near future and they may have means to address the problem of illegal parking in Elgin in the long term. Councillor Keith stated that discussion had taken place between Elgin Ward members who had agreed that the Elgin Common Good Fund be offered to cover the cost of parking enforcement by Police Scotland for 6 months until the Town Centre Board has had the opportunity to consider this matter further and moved a motion in these terms.

### **Adjournment**

The Head of Environmental and Commercial Services requested a short adjournment to discuss Councillor Keith's proposal with the Head of Financial Services. This was agreed.

### **Resumption of Meeting**

Following a short adjournment where Officers liaised with the Head of Financial Services regarding an acceptable way forward to fund police officer time for a short period to enforce parking regulations in Elgin Town Centre, the Depute Chief



Executive (Economy, Environment and Finance) suggested the following revised wording for recommendation at 2.1 ii) Committee agree to note that Elgin Councillors wish to fund the option at paragraphs 4.5-4.6 of the report (funded police officer time) at a budget of up to £10k for up to 6 months from the Elgin Common Good Fund, something the Committee strongly supports, and agrees that should issues arise to preclude that solution, a report will be submitted to Council on 6 March 2024 to consider potential funding sources and any associated budget pressure.

Councillor Leadbitter agreed with this recommendation on the whole however suggested that it include the option to use other appropriate Elgin based funding eg Trust Funds if available. This was agreed.

Thereafter, the Committee unanimously agreed:

- i. to note the contents of the report and the interim options outlined in Section 4 of the report;
- ii. to note that Elgin Councillors wish to fund the option at paragraphs 4.5-4.6 of the report (funded police officer time) at a budget of up to £10k for up to 6 months from the Elgin Common Good Fund/relevant Elgin based funds, something the Committee strongly supports, and agrees that should issues arise to preclude that solution, a report will be submitted to Council on 6 March 2024 to consider potential funding sources and any associated budget pressure;
- iii. the long term solution is traffic control through the Levelling Up Fund Elgin Town Centre Masterplan project.

## **9 Pavement Parking**

The meeting had before it a report by the Depute Chief Executive (Economy, Environment and Finance) informing the Committee of progress for the new Pavement Parking legislation which came into effect on 11 December 2023 as part of the Transport (Scotland) Act 2019 which gave local authorities the power to enforce a ban on pavement parking, double-parking (more than 50cm from the edge of a carriageway) and parking at dropped kerbs installed for pedestrian or cycle use.

Following consideration, the Committee agreed:

- i. to note the updates in the report relating to the statutory powers on pavement parking; and
- ii. option B as set out in the report, the promotion of key messages and continued partnership working with Police Scotland and others as a proportionate response to pavement parking issues in Moray.

## **10 M.Connect Expansion**

The meeting had before it a report by the Depute Chief Executive (Economy, Environment and Finance) informing the Committee of operational plans in relation to expanding m.connect services into weekends and exploiting opportunities to

support the work place journey in Moray, all of which is included in the project plans within the Moray Growth Deal.

Councillor Leadbitter welcomed the developing of the m.connect service however raised concern in relation to the recommendation in the report that appeared to ask the Committee to agree to delegate authority to the Head of Environmental and Commercial Services in consultation with the Chair of this Committee and the Head of Financial Services to introduce additional bus service routes, as he was of the view that a decision in relation to bus routes should be taken by the Committee.

In response, the Head of Environmental and Commercial Services advised that this recommendation was not there to circumvent the decision making powers of the Committee but to allow some flexibility for Officers to react to events/situations that occur in Moray where additional bus routes may be required and suggested that the recommendation be amended to read that delegation be given for bus routes which support major events and the workplace journey, ie "Committee agree to grant delegated authority to the Head of Environmental and Commercial Services in consultation with the Chair of this Committee and the Head of Financial Services to introduce additional bus service routes and, or resources, *which* support major events (Whisky Festival etc.) and the workplace journey in Moray through evidenced need and demand by event organisers and local employers on a cost neutral basis as set out in paragraphs 3.10-3.11 of the report. This was agreed.

The Committee joined the Chair in thanking the Service for their efforts in developing the m.connect service and thereafter agreed to grant delegated authority to the Head of Environmental and Commercial Services in consultation with the Chair of this Committee and the Head of Financial Services to introduce additional bus service routes and, or resources, which support major events (Whisky Festival etc.) and the workplace journey in Moray through evidenced need and demand by event organisers and local employers on a cost neutral basis as set out in paragraphs 3.10-3.11 of the report.

## **11 Suspension of Standing Orders**

The Chair sought the agreement of the Committee to suspend Standing Order 77 to allow the meeting to proceed beyond 12:45 pm. This was agreed.

## **12 Budget for External Consultancy Services - Phasing out the use of Glyphosate by 2025**

Under reference to paragraph 14 of the Minute of the meeting of this Committee dated 7 February 2023, the meeting had before it a report by the Depute Chief Executive (Economy, Environment and Finance) asking the Committee to consider options relating to the Council's current methods of weed control and phasing out the use of Glyphosate, as previously requested by the Committee.

During discussion, Councillor van der Horn stated that he was of the understanding that the Committee had agreed that a report be provided outlining the works and resources needed to plan the phasing out of the use of glyphosate, yet this report asks for money to bring in an external consultant, and sought clarification as to whether the originally requested report would be brought to

Committee for consideration. He noted the estimated cost of £50,000 for an external consultant report and queried whether this money could instead be used to employ an on-call Ecologist to obtain the information needed to provide this report. He also queried, as the use of glyphosate impacted public health, whether NHS Grampian could partner with the Council when considering the health impacts associated with the use of Glyphosate. Councillor van der Horn made reference to the APSE report referred to in the report which stated that Glyphosate was a likely human carcinogen and also referenced the many lawsuits in the United States of America in relation to health issues linked to the use of Glyphosate. Taking all of this into consideration and recognising the current financial position of the Council, Councillor van der Horn moved that the Committee agree recommendation 2.1 (i) and (ii) option 1 as set out in paragraph 3.8 of the report with an additional recommendation to end the use of glyphosate in sports and recreational facilities, playgrounds and schools.

In response, the Head of Environmental and Commercial Services advised that, when the request for this report was made, she had clearly advised that the Service did not have the staffing capacity to prepare a costed action plan which is why this report asked Committee to consider budget for an external consultant to provide the information so that a costed action plan could be produced.

The Open Space Manager further confirmed that since this issue was discussed at Committee in 2023, the Council had significantly reduced its use of Glyphosate and that there had been reports of an increased presence of weed however as Glyphosate is the most effective way to control weeds, this was to be expected as no alternative was being used.

In relation to the suggested recommendation from Councillor van der Horn, the Depute Chief Executive (Economy, Environment and Finance) advised that stopping the use of glyphosate in these areas would require an alternative management plan and this is the information the external consultant report would provide and sought advice from the Legal Adviser as to the competency of this additional recommendation.

The Legal Services Manager advised that there was not enough information in the report to support the additional recommendation from Council van der Horn as the costings of any alternative management of weeds in sports and recreational facilities, playgrounds and schools could not be currently confirmed.

On hearing this advice from the Legal Services Manager, Councillor van der Horn withdrew his motion.

Councillor Gordon, having considered the report and the further debate, moved that the Committee agree recommendation 2.1 (i) and (ii) option 1 as set out in paragraph 3.8 of the report - Recognise the significant progress that has been made with regards reducing the usage of glyphosate, and that there are challenges with making further progress, and as such defer further action until November 2024 to review the regulatory landscape (ie to see whether there is the potential for an extension to licensed use beyond 2025 as is now the case in Europe) and progress made by other organisations which will inform our working practices, costs to determine our own pathway to cease use and decision making. In the intervening period Officers will continue to work proactively across its partner networks to keep abreast of alternative methods and encourage collaboration on the alternative solutions. This was seconded by Councillor Dunbar.

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

- i. to note the contents and wider context of the report;
- ii. to pursue option 1 as set out in paragraph 3.8 of the report - Recognise the significant progress that has been made with regards reducing the usage of glyphosate, and that there are challenges with making further progress, and as such defer further action until November 2024 to review the regulatory landscape (ie to see whether there is the potential for an extension to licensed use beyond 2025 as is now the case in Europe) and progress made by other organisations which will inform our working practices, costs to determine our own pathway to cease use and decision making. In the intervening period Officers will continue to work proactively across its partner networks to keep abreast of alternative methods and encourage collaboration on the alternative solutions.

## **14 Resumption of Meeting**

### **PRESENT**

Councillor Peter Bloomfield, Councillor John Cowe, Councillor John Divers, Councillor Amber Dunbar, Councillor David Gordon, Councillor Juli Harris, Councillor Sandy Keith, Councillor Graham Leadbitter, Councillor Marc Macrae, Councillor Paul McBain, Councillor Shona Morrison, Councillor John Stuart, Councillor Draeyk Van Der Horn, Councillor Sonya Warren

### **IN ATTENDANCE**

The Depute Chief Executive (Economy, Environment and Finance), Head of Economic Growth and Development, Head of Environmental and Commercial Services, Mr Burnish, Senior Engineer (Flood Risk Management), Legal Services Manager and Lissa Rowan, Committee Services Officer as Clerk to the Meeting.

## **13 Kingston Coastal Erosion**

The meeting had before it a report by the Depute Chief Executive (Economy, Environment and Finance) informing the Committee of the requirements to undertake Erosion Protection Works to the west of Kingston.

Following consideration, the Committee agreed to progress coastal protection works to the west of Kingston.

## **14 Moray Hydrogen Strategy Update**

The meeting had before it a report by the Depute Chief Executive (Economy, Environment and Finance) asking the Committee to agree to adopt the Moray Hydrogen Strategy Phase 2 Update.

Following consideration, the Committee agreed to approve and adopt the:

- (i) Scoping Report for delivery of Phase 2 of the Moray Hydrogen Strategy as set out in Appendix 1 of the report;

- (ii) delivery plan for the Moray Hydrogen Strategy as set out in Appendix 2 of the report.

## 15 Elgin Business Improvement District - Renewal Ballot

The meeting had before it a report by the Depute Chief Executive (Economy, Environment and Finance) asking for the Committee's approval to support the re-ballot for the Elgin Business Improvement District (BID).

Councillor McBain stated that he was of the view that the report did not have enough information to support the re-ballot and moved that the report be deferred until the further report is presented to Committee with full business plan details including the levy and any potential future financial implications for the Council. This was seconded by Councillor Macrae.

Councillor Leadbitter supported the recommendations however, to ensure good governance, moved that the Committee agree a further recommendation to "adopt a set of minimum standards, in the principles of good governance, that existing BIDs will require to meet in order to qualify for Council support for a re-ballot, these being up-to-date accounts (as per Companies House requirements); a published register of interests of Directors and; publicly available Annual Reports for each completed year of the current BID term. This was seconded by Councillor Morrison.

On a division there voted:

For the Motion (6):	Councillors McBain, Macrae, Bloomfield, Dunbar, Gordon and Warren
For the Amendment (8):	Councillors Leadbitter, Morrison, Cowe, Divers, Harris, Keith, Stuart, van der Horn
Abstentions (0):	Nil

Accordingly, the Amendment became the finding of the Meeting and the Committee agreed to:

- (i) continue the support of the Elgin BID through undertaking the re-ballot;
- (ii) note a further report will be presented to Committee with full business plan details including the levy and any potential future financial implications for the Council; and
- (iii) adopt a set of minimum standards, in the principles of good governance, that existing BIDs will require to meet in order to qualify for Council support for a re-ballot. These will be:
  - up-to-date accounts (as per Companies House requirements);
  - a published register of interests of Directors and;
  - publicly available Annual Reports for each completed year of the current BID term.

### **Road Safety, Arradoul**

Under reference to paragraph 6 of the Minute of this Committee dated 14 November 2023, Councillor Warren thanked Officers for taking part in a meeting with the Community Council in relation to road safety in Arradoul which the Community found very beneficial.

### **Weighbridge, Buckie Harbour**

Under reference to paragraph 16 of the Minute of the meeting of this Committee dated 14 November 2023, Councillor Warren sought an update in relation to the weighbridge at Buckie Harbour and when it will be open for use.

In response, the Head of Environmental and Commercial Services advised Contractors had been on site recently at the roadworks however had no further update and advised that she would contact Councillor Warren when she had any new information.

### **Use of Glyphosate**

Under reference to paragraph 4 of the Minute of the meeting dated 14 November 2023, Councillor van der Horn queried whether there had been any reported incidents from members of staff or the public linking the use of Glyphosate or other pesticides to cancer.

In response, the Head of Environmental and Commercial Services advised that she was not aware of any such reports.

### **Consultation on Scotland's Strategic Framework for Biodiversity**

Under reference to paragraph 9 of the Minute of the meeting of this Committee dated 14 November 2023, Councillor van der Horn thanked the Climate Team for their work in relation to the consultation paper and stated that he found working with the Team a valuable experience.

### **Use of Gender Pronouns in Council Documents**

Under reference to the Minute of the meeting of this Committee dated 14 November 2023, Councillor van der Horn noted the use of gender pronouns in the Minute and stated that he was of the understanding that the Council had agreed not to use gender pronouns in council documents.

In response, the Legal Services Manager advised that she was of the understanding that this was agreed in relation to policy documents and not across all council documents however would look into this further.

### **Calling in of Information Reports**

Councillor van der Horn raised concern in relation to the unclear wording of standing order 38 where it states that Members wishing to call in a noting or information report from one meeting should give notice to Committee Services at least 48 hours before the meeting as 48 hours could mean 2 days or 2 working days and asked that this be clarified in future.

In response, the Legal Services Manager advised that there were some anomalies in the Standing Orders which were in the process of being addressed with a report expected to come to Full Council on 6 March 2024 however advised that the Agenda was issued 7 days prior to the meeting which allowed sufficient time for Members to call in an information report if required.

### **Water/Safety Issues at Buckie Cemetery**

Councillor Warren sought an update on the ongoing water/safety issues at Buckie Cemetery and stated that the ground was so wet that disabled people were sinking into the mud in their wheelchairs.

In response, the Head of Environmental and Commercial Services advised that Officers are aware of the issues at Buckie Cemetery and that signage had recently been installed to warn members of the public about the condition of the ground due to the recent significant rainfall and that time was needed for the water table to naturally drain however engineers had been asked to look at the site and explore options that could help improve conditions which may incur a cost and that this would have to be approved by Council.

### **Smarter Choices Smarter Places Funding**

Councillor Dunbar stated that, at the recent meeting of the HITRANS Partnership, concerns had been raised in relation to Smarter Choices Smarter Places funding from the Scottish Government and asked for a report on the impact this may have on the Council's budget and and constraints this might have on funding sustainable travel locally.

In response the Head of Environmental and Commercial Services advised that this would be picked up in the transportation budget report due to be considered by the Committee in April and a briefing note issued if required.

### **Potholes**

Councillor Stuart raised concern in relation to potholes and asked what steps are being taken to assure members of the public that there is a plan to address this issue.

In response the Head of Environmental and Commercial Services assured the Committee that the roads are checked and repaired according to risk assessment however encouraged members of the public to report any potholes to the Council so that these can be repaired.








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**REPORT TO: ECONOMIC DEVELOPMENT AND INFRASTRUCTURE SERVICES COMMITTEE ON 30 APRIL 2024**

**SUBJECT: ENVIRONMENTAL PROTECTION REVENUE AND CAPITAL BUDGET 2024/25**

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

**1. REASON FOR REPORT**

- 1.1 To inform the Committee of the plans to deliver the capital and revenue programme in Environmental Protection in 2024/25.
- 1.2 This report is submitted to Committee in terms of Section III (F) (34) of the Council's Scheme of Administration relating to the provision, development and monitoring of the Council's Economic Development and Infrastructure Services.

**2. RECOMMENDATION**

**2.1 It is recommended that Committee:**

- (i) approve the plans to deliver the capital programme for 2024/25 as contained in this report;**
- (ii) grant delegated authority to the Service Manager (Open Space, Waste Management, Catering & Facilities) to proceed with necessary maintenance works and prioritise the works in accordance with any budgetary restrictions;**
- (iii) approve the proposed use of the cemetery capital funds for increased cemetery provision in Moray as set out in section 5 of the report; and**
- (iv) delegate authority to the Head of Environmental and Commercial Services to apply for grants in support of the areas of work identified in sections 4 and 5.**

**3. BACKGROUND**

- 3.1 The Environmental Protection team delivers the council services and duties in relation to waste and recycling, open spaces, school catering and facilities management.

3.2 The revenue budgets fund the business as usual activities for the different service areas. This includes:

- Waste and recycling collections.
- Provision of Household Waste and Recycling Centres.
- Littering picking and litterbin emptying.
- Street sweeping.
- Maintenance of the Councils Parks and Open Spaces.
- Highway verge grass cutting.
- Cemetery provision and management, including a burial service.
- Preparation and provision of schools meals across the Councils school estate.
- Building cleaning and Janitorial service across the Councils assets.

3.3 This report sets out plans how the respective teams within Environmental Protection will deliver the services and duties in line with the approved capital budgets for the financial year 2024/25.

#### **4. WASTE AND RECYCLING**

4.1 The proposed capital plan for waste and recycling services in 2024/25 is shown below.

Capital Project	Cost
Upgrade Recycling Centres	£255,000
Domestic & Trade Waste Bins	£105,000
Replacement of containers at recycling centres	£30,000
Gull Proof Bins	£11,000

##### **Upgrade Recycling Centres**

4.2 These funds were initially allocated for works identified to improve the Council's Household Waste and Recycling Sites at Gollachy, and then later Forres. The works identified at that time were paused, due to potential saving proposals and the on-going depot review. The funds have therefore not been used to avoid abortive spending.

4.3 Legislative requirements regarding the separation of Waste Upholstered Domestic Seating (WUDS) containing Persistent Organic Pollutants (POPs) came into force at the end 2023. Items that fall into the classification of WUDS containing POPs include such things as sofas or chairs. SEPA have issued guidance which includes the requirement for Councils make reasonable efforts to avoid, where feasible, contamination of POPs and Non POPs waste.

4.4 There is still a lot of uncertainty across the local authority network with regards WUDS and compliance. On-going meetings are taking place with COSLA, SEPA, Scottish Government and across the waste manager's network. The majority of local authorities at present are not fully compliant, in terms of complete separation of containing POPs and Non POPs.

- 4.5 The Council has already made steps towards compliance with regards its bulky waste collection and at the HWRC sites.
- 4.6 Further investigatory work is currently being undertaken and it is intended that this capital fund will be used to support the infrastructure and measures needed to transition to POPs compliance across the HWRC sites, including Moycroft. It should be noted that disposal of WUDs containing POPs to an Energy from Waste facility is one of the approved disposal methods. Therefore any compliance issues relate to the collection, storage and treatment prior to destruction.

#### **Domestic & Trade Waste Bins**

- 4.7 This fund is used to procure bins for both household and commercial premises. Bins are provided either on the basis of the need for a replacement (damaged or lost), provision for a new build property or for the uptake of Council garden and trade waste service. Over the last 4 years there has been on average around 480 new homes built each year in Moray.
- 4.8 Developers are recharged for the provision of bins to new build properties. In addition, where bins are provided to commercial customers, or for the garden waste collection scheme, the Council receives an income. It should therefore be noted that some of the capital expenditure cost will be offset by the income allocated to the revenue budgets.

#### **Replacement of containers at recycling centres**

- 4.9 The Council has a statutory responsibility to provide Household Waste and Recycling Centres (HWRCs). The Council currently provides 5 HWRCs. In addition, the Council provides 22 mini recycling centres located in strategic locations throughout Moray.
- 4.10 These sites contain skips of varying different types. These skips receive significant usage, and as a result the general wear and tear can render a skip unsafe to use. The capital funds for this project are used to fund replacement, or refurbishment to existing skips, to ensure the Council has adequate provision of skips for the public to dispose of their waste.

#### **Gull proof bins**

- 4.11 The funds for this capital project are used to purchase gull proof litterbins. At the meeting of Moray Council dated 19 January 2022, Members approved the purchasing and provision of gull proof litterbins for strategic locations across Moray over a three year roll out programme (para 19 of the Minute refers) (link at the end of the report). 2024/25 is the last year within the three year roll out programme.
- 4.12 The cost of gull proof litterbins has increased since the initial allocation of the budget in 2022/23. The result is that the locations identified in the initial plan will not receive the full allocation of gull proof litter bins in line with the three year roll out programme. Reducing the number will ensure that all sites still receive some provision. The apertures on the gull proof bins are covered so restricting the gulls' access to the bin.

## Slippage

4.13 The overall capital allocation for waste and recycling for 2024/25 is £401,000. A recurring element of capital spend, which is demand driven, is on replacement containers for Household Waste Recycling Centres and for new and replacement wheeled bins. A further £225,000 is included for the upgrade of recycling facilities, though the actual cost is not yet known. A slippage factor of £63,000 is proposed across the capital projects giving a working capital budget of £338,000.

## 4.14 Carry forwards: Waste

Some capital funding allocated for 2023/24, such as for the Dallachy and NESS projects, will be recommended for carry forward to the 2024/25 capital programme. This will be reported to council in June 2024 once the exact amount of proposed the carry forward is known.

## 5. OPEN SPACES

5.1 The proposed capital plan for Open Spaces in 2024/25 is shown below.

Capital Project	Cost
Cemetery Provision in Moray	£50,000
Cemetery Provision in Elgin	£630,000
Parks and Open Spaces Infrastructure	£100,000
Children's Play Areas (Parkland)	£282,000

## Cemetery Provision in Moray

5.2 The Council currently has 63 cemeteries which it is responsible for managing and maintaining. The capital allocation is used to maintain infrastructure and address health and safety issues within the cemeteries. As far as is currently practicable, the works are logged in one year and undertaken on a planned basis the following year, though reactive works are carried out where urgent issues emerge.

5.3 The maintenance works identified for 2024/25 are:

Cemetery	Works being undertaken
Broomhill Cemetery	Drainage & pothole repairs
Birnie Cemetery	Wall Repair
Buckie Cemetery	Pothole repairs
Buckie New Cemetery	Land drainage
Duffus Cemetery	Drainage
Kinloss Abbey	Repairs to collapsed boundary fence / vegetation management
Lossiemouth Cemetery	Repair entrance surface

- 5.4 Costs for the works are currently being sought. Once the costs have been established, the works will be scheduled in order of priority, with the most urgent remedial works being carried out first. It should be noted that the above programme of works is subject to change, or slippage into future years, in line with budgetary restrictions or emerging issues.
- 5.5 The works have been identified through public reports or by the Open Spaces Teams. Further detail on drainage, and other material condition of cemeteries, will be included in a future report to ED&I as referenced in 5.10.

### **Cemetery Provision in Elgin**

- 5.6 On 4 December 2018, this Committee approved the Moray Council Cemetery Strategy which provides the strategic framework for the provision of cemeteries in future years. Identified within the strategy is the pressing need to create a new cemetery within Elgin, now by 2026, as well as new cemetery provision in Lossiemouth and Keith, in future years.
- 5.7 Land on Linkwood Road has been identified for the new cemetery in Elgin and the project is progressing. A planning application has been submitted and negotiations are continuing with regards the acquisition of the site. The allocation of £630,000 in 2024/25 will add to the already committed funds, giving a total of £2.8 million capital funds to progress new cemetery provision within Moray over the next 10 years.
- 5.8 Following the approval of the cemetery strategy, and in accordance with the most up to date information at that time, costs of £2.8 million were identified within the 10 year capital plan for the provision of additional cemetery sites across the three strategic areas. At the meeting of ED&I on 4 December 2018 the Financial Implications (section C) indicated that the capital funds allocated were only high level indicative costs, at that time (para 6 of the minute refers and link to the report is available at 'background papers at the end of his report).
- 5.9 Since 2018, construction costs have escalated and the timescales for needing a new cemetery at Lossiemouth and Keith have extended past the initial 2018 projections. A new site in Elgin is the priority, with this site having limited life expectancy of around 3 years. It is therefore the proposal that once the full costs of providing a new site at Elgin are fully understood, should the costs be more than the initial £1.8 million, the funds allocated for sites at Lossiemouth and Keith, which are available through the delayed expansion in these areas, will be used as a contingency to support the progression of the new Elgin cemetery. This should ensure that costs remain within the current affordability thresholds detailed in the current ten year capital plan.
- 5.10 Presently Lossiemouth and Keith have an estimated life expectancy of around 11 years. The intention is to reprofile the capital expenditure needed for new sites at Lossiemouth and Keith and incorporate these into future years within the 10 year capital plan from 2025/26 onwards. A further report will also be presented to ED&I later in the year detailing a review of the out of area exemption policy and infrastructure condition of cemeteries.

### **Parks and Open Spaces Infrastructure**

- 5.11 The Council provides parks and open spaces across Moray. These sites incur a significant amount of use. A capital allocation is needed to ensure any emerging infrastructure issues, which present a health and safety concern, can be addressed. The funds are used to undertake both planned and emergency works.
- 5.12 The works currently identified for 2024/25 are shown in the table below.

Parks and Open Space	Works being undertaken
Across relevant sites	Repairs to kick about play goals
Cooper Park, Elgin	Pond edging/coping repairs
Cooper Park, Elgin	Road drainage
Cuthill Park, Keith	Surfacing repairs at car park
Linzee Gordon Park, Buckie	Surfacing works at entrance
Lossiemouth Playing Field, Elgin	Repairs to path/step to play area

- 5.13 Costs for the works are currently being sought. Once the costs have been established, the works will be scheduled in order of priority, with the most urgent remedial works being carried out first. It should be noted that the above programme of works is subject to change, or slippage into future years, in line with budgetary restrictions or emerging issues.
- 5.14 The works have been identified through public reports or by the Open Spaces Teams.

### **Children's Play Area (Parkland)**

- 5.15 The Council currently receives funding from Scottish Government through the Renewal of Play Parks fund for the improvement/refurbishment to its play areas. The five year funding stream will finish at the end of 2025/26.
- 5.16 Prior to this funding stream the Council would approve capital funds on a yearly basis for the improvement to play areas, principally for two parks/play areas per year plus a contingency amount to address emerging urgent issues. Once current grant funding has finished, the Council will once again need to self-fund any improvements. At this point, a decision will need to be taken to determine the scope of future improvements based on priority and affordability.
- 5.17 Sites are chosen on an annual basis for upgrading. The sites are selected following an annual independent condition survey to ensure the funds are allocated on a priority basis.

- 5.18 The play areas selected for upgrading/refurbishment for 2024/25 are shown below.

Play Area	Works being undertaken
Letterfourie, Buckie*	Upgrading play equipment for ages 0 -12
Miscellaneous repairs, including surfacing	As prioritised from the independent annual inspection and routine monthly inspections
Hopeman Playing Field, Hopeman	Play equipment renewal – subject to participatory budgeting
Randolph Lane, Forres	Play equipment renewal – subject to participatory budgeting
Tomnavoulin, Speyside*	Upgrading play equipment for ages 2 -5

\*see carry forward below

### **Slippage**

- 5.19 The overall capital allocation for Open Spaces for 2024/25 is £1,062,000 and includes £630,000 expenditure on a replacement cemetery in Elgin. It also includes play park refurbishment which will be funded from Scottish Government grant. A slippage factor of £168,000 is proposed giving a working capital budget of £894,000.

### **Carry forwards: Open Spaces**

- 5.20 Some capital funding allocated from 2023/24\* will be recommended for carry forward to the 2024/25 capital programme. This will be reported to council in June 2024 once the exact detail of the carry forward is known.

## **6. FACILITIES MANAGEMENT**

- 6.1 The facilities management section covers the Janitorial, Building Cleaning, Caretaker and facilities functions across the Councils entire building estate. The section has a capital allocation of £15,000 per year. These funds are used to purchase tools and equipment for the services, such as cleaning equipment. The funds are used on an emerging basis rather than a cyclical and planned replacement programme.

### **Slippage**

- 6.2 The overall capital allocation for Facilities Management for 2024/25 is £15,000. Replacing equipment is demand driven and so a slippage factor of £2350 is proposed giving a working capital budget of £12,645.

## **7. SUMMARY OF IMPLICATIONS**

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

Carrying out the planned functions of the Environmental Protection team as set out in this report, enables the fulfilment of statutory duties and contributes towards the council priority to build thriving, resilient, empowered communities.

**(b) Policy and Legal**

In its capacity as a Burial Authority, under the Burial and Cremation (Scotland) Act 2016, the Council has a statutory duty for the provision of burial grounds within Moray. This responsibility extends to ensuring sites are safe for people to use.

Under Section 1 of the Refuse Disposal (Amenity) Act 1978, the council has a statutory duty to provide facilities at which residents of the area may deposit their household waste for disposal. This responsibility extends to ensuring sites are safe for people to use.

**(c) Financial implications**

This report sets out the plans to deliver the capital budget allocation to Environmental Protection for 2024/25. The capital funds shown in the tables within the report are net of any slippage. Narrative regarding the proposed slippage is contained within the report. The total funds net of slippage are shown in the table below.

Work Area	Capital net of slippage for 2024/25
Waste and Recycling	£338,000
Open Space	£894,000
Facilities Management	£12,645
Total	£1,244,645

Whilst no specific narrative is provided for the revenue budgets, these budgets support the delivery of the ‘business as usual’ activities as shown in section 3.2.

**(d) Risk Implications**

The risks associated with not approving the proposed capital projects is that external funding streams are not utilised, increased health and safety issues across Council assets and burial capacity in the Elgin area could be compromised within a few years.

**(e) Staffing Implications**

There are no staffing implications associated with the recommendations in this report as work has been planned in line with budget provision.

**(f) Property**

Negotiations are well advanced for the purchase of land at Linkwood Road to facilitate a new cemetery in Elgin.

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

There are no implications associated with the recommendations

**(h) Climate Change and Biodiversity Impacts**

There are no climate change implications as a result of this report. Efforts are made to be mindful of the carbon and biodiversity implications and where possible products are sourced as local as possible, and where practicable, are made from recycled materials.



**(i) Consultations**

The Depute Chief Executive (Economy, Environment and Finance), Head of Environmental and Commercial Services, Legal Services Manager, Head of Financial Services, Principal Accountant, Equalities Officer, Acting Principal Climate Change Strategy Officer, Asset Manager (Commercial Buildings), and L Rowan, Committee Services Officer have been consulted and their comments incorporated into the report.

**8. CONCLUSION**

**8.1 Committee is asked to approve the plans and programmes for expenditure for 2024/25 as set out in this report.**

Author of Report: Paul Wolverson, Service Manager (Open Space, Waste Management, Catering & Facilities)

Background Papers: Report to Moray Council 19 January 2022:  
<https://moray.cmis.uk.com/moray/CouncilandGovernance/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/124/Committee/2/Default.aspx>  
Report to ED&I 4 December 2018:  
<https://moray.cmis.uk.com/moray/CouncilandGovernance/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/231/Committee/9/Default.aspx>

Ref: SPMAN524642768-1047






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**REPORT TO: ECONOMIC DEVELOPMENT AND INFRASTRUCTURE  
SERVICES COMMITTEE ON 30 APRIL 2024**

**SUBJECT: ROADS MAINTENANCE REVENUE AND CAPITAL BUDGET  
2024/2025**

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

**1. REASON FOR REPORT**

- 1.1 To ask the Committee to note the interim outturn position for 2023/24 and to approve detailed plans for the expenditure of funds allocated from the Revenue Budget 2024/25 to Roads Maintenance and from the Capital Budget 2024/25 including resurface/reconstruction, surface dressing, footways, drainage, lighting column replacement and lighting improvements.
- 1.2 This report is submitted to Committee in terms of Section III (A) (2) and (F) (16) of the Council's Scheme of Administration relating to the consideration of Capital and Revenue Budgets and exercising the functions of the Council as Roads Authority.

**2. RECOMMENDATION**

2.1 **The Committee is asked to:**

- (i) approve the detailed allocation of funds, from the Revenue and Capital Budget 2024/25, to Roads Maintenance activities, as outlined in Section 5 of this report;**
- (ii) grant delegated authority to the Roads Maintenance Manager to proceed with necessary roads maintenance works whilst noting that the Roads Maintenance Manager will, as soon as possible, publish a main list of schemes, which can be funded from the budget provision recommended in this report, and a reserve list of desirable schemes, which cannot presently be funded, along with a list of projects to be funded from the Capital allocation; and**
- (iii) note that the list of schemes will be drawn up in accordance with the principles and objectives detailed in this report, in the Roads Asset Management Plan and in the Capital Plan.**

### **3. BACKGROUND**

- 3.1 The Roads (Scotland) Act 1984 places the statutory responsibility for local roads improvement, maintenance and repair with Local Authorities.
- 3.2 In addition, Local Authorities are recommended to adopt the principles of the Code of Practice for Highway Maintenance Management and to adapt these as necessary based on consideration of local circumstances and apply them consistently. The first Code of Practice for Highway Maintenance endorsed by the local government associations was published in 1983 and has subsequently been revised at intervals to take account of new and emerging developments in technology, policy and good practice.
- 3.3 The road network represents by far the largest asset owned by the Council and therefore regular and adequate maintenance is vital to ensure it does not deteriorate, become dangerous and that considerable past investment is not lost.
- 3.4 The allocation of capital funds for 2024/25 was approved by Council on 24 January 2024. Following this approval, work is progressing on preparing the detailed lists of proposed maintenance works, which is envisaged to be completed by 30 April 2025.
- 3.5 The process will be adopted as previous years that a main list of schemes which can be funded from the budget provisions will be made available as soon as possible. The proposed information will be supported by a reserve list of schemes and will be circulated to Elected Members and published on the Council's website.
- 3.6 The main list of schemes will be compiled from the highest priority identified works that officers have prepared by taking an asset management approach which involves using robust data to make good, informed decisions about how we manage and maintain the road network and its associated assets as effectively as possible.
- 3.7 This approach ensures our proposed schemes achieve the best long-term value for money as opposed to a short-term approach which might prioritise immediate repairs over preventative work to preserve the asset and extend its life. In taking this approach, officers look at the long-term costs and consequences of the choices being made.

#### 4. **STATISTICS**

- 4.1 An idea of the extent of the road network and associated assets can be gauged from Table 1 below:-

**Table 1 – Road Asset Inventory (as at 01/04/2024)**

<b>(a)</b>	<b>LENGTHS</b>	
	A Class roads	157.3 km
	B Class roads	296.3 km
	C Class roads	365.4 km
	Classified roads (A+B+C)	819.0 km
	Unclassified roads	744.3 km
	Total road length	1,563.3 km
	Footways, footpaths & cycle tracks	57.7 km
<b>(b)</b>	<b>INVENTORY</b>	
	Street lights	19,114 no
	Illuminated signs & bollards	1,083 no
	Vehicle restraint systems	31,669 linm
	Road Gullies	19,167 no

- 4.2 The roads asset is by far the largest asset owned by the Council at a replacement value of almost £1.7 billion. The roads asset values at the end of 2022/23 are shown in Table 2 below:-

**Table 2 – Roads Asset Value (as at 31/03/23)**

<b>Asset Group</b>	<b>Gross Replacement Cost £'000</b>	<b>Depreciated Replacement Cost £'000</b>
Carriageway	£ 1,243,366	£ 1,079,404
Footway	£ 94,687	£ 61,911
Structures	£ 128,410	£ 123,726
Street Lighting	£ 36,006	£ 14,181
Street Furniture	£ 19,270	£ 9,481
Traffic Man. Systems	£ 4,123	£ 2,846
Land	£ 132,476	
<b>Total</b>	<b>£ 1,658,337</b>	<b>£ 1,291,550</b>

\*These figures are based on the SCOTS Road Asset Valuation template – part of the RAMP tools. The basis of valuation in the annual accounts is different.

## 5. REVIEW OF 23/24

- 5.1 The overall outturn for 23/24 is in line with budget accounting for an element of slippage as saving. Priority has been to ensure the carriageway resurfacing budget has been used which has the biggest impact on our road network and overall condition. Table 3 below shows that here has been a slight overspend in the carriageway resurfacing budget, mainly attributed to a result of increased material costs, however, this is offset by underspends in other areas. These works should have a positive effect on RCI indicators and rankings in future year's surveys.
- 5.2 Other budget headings have not been fully spent as a consequence of ongoing staff resources. There are currently vacancies within the technical team and this has an impact on capacity to design the schemes and effectively plan the works. In addition, operational staff vacancies impacts on our ability to deliver all elements of planned works.
- 5.3 It is reported that the service have 10 staff vacancies from the approved staffing establishment. The service is actively looking to fill the vacancies to allow the delivery of the 24/25 works programme, as set out in para 6.6.
- 5.4 In addition, a few snow events experienced during the winter season diverted resources from normal planned work activities to winter related duties, to ensure that roads and footways were kept safe.
- 5.5 The General Maintenance revenue budget was increased last year by £300k, as a one off budget increase approved by Council on the 1 March 2023 (para 5 of the minute refers). This additional budget was fully utilised to deliver an additional programme of planned road patching.
- 5.6 Table 3 below includes a summary of the estimated outturn expenditure for 2023/24 and the proposed budget allocation for 2024/25.

**Table 3 – Outturn Expenditure for 2023/24 & budget allocation for 2024/25**

	2023/24 budget	2023/24 estimated expenditure	2024/25 budget
<b>Capital Budget</b>			
Carriageway Resurfacing/Reconstruction/Surface Dressing	£ 3,812,000	£ 3,941,169	£ 3,500,000
Structural works for timber traffic *	£ 0	£ 0	£ 250,000
Drainage & Other Works	£ 556,000	£ 135,225	£ 500,000
Footways, footpaths & steps	£ 409,000	£ 282,175	£ 300,000
Kerb Edge Replacement	£ 75,000	£ 0	£ 50,000
A95 Landslip River Isla	£ 1,196,000	£ 843,368	£ 0
Column Replacement	£ 800,000	£ 827,404	£ 800,000
Slippage Allowance	(£ 400,000)		(£ 1,184,000)
<b>Capital Sub-total</b>	<b>£ 6,448,000</b>	<b>£ 6,029,341</b>	<b>£ 4,216,000</b>

\* budget allocation is for match funding with STTS (Scottish Timber Transport Scheme) – only STTS approved schemes will be taken forward

<b>Revenue Budget (Roads Maintenance)</b>			
General Maintenance	£ 2,379,077	£ 2,044,013	£ 1,979,077
Traffic Works	£ 100,105	£ 94,956	£ 100,105
Lighting Maintenance	£ 171,500	£ 186,917	£ 146,500
<b>Revenue Budget (Roads Maintenance) Sub-total</b>	<b>£ 2,650,682</b>	<b>£ 2,325,886</b>	<b>£ 2,350,682</b>

<b>Revenue Budget (Winter &amp; Emergency)</b>			
Winter Maintenance & Other Emergencies	£ 1,875,530	£ 2,512,988	£ 1,875,530
<b>Revenue Budget Sub-total</b>	<b>£ 1,875,530</b>	<b>£ 2,512,988</b>	<b>£ 1,875,530</b>

<b>Revenue Budget (Electricity)</b>			
Lighting	£ 535,471	£ 561,595	£ 535,471
Signs	£ 0	£ 0	£ 0
<b>Revenue Budget (Electricity) Sub-total</b>	<b>£ 535,471</b>	<b>£ 561,495</b>	<b>£ 535,471</b>

<b>Summary</b>			
Capital Budget Total	£ 6,448,000	£ 6,029,341	£ 4,216,000
Revenue Budget Total	£ 5,061,683	£ 5,400,369	£ 4,636,683

## 6. **SCHEME PROGRESS - ROADS 2023/2024**

6.1 A summary of progress against our roads related budgets are highlighted in Table 4 below.

**Table 4 – Summary of Schemes (Roads)**

<b>Work Type</b>	<b>Status (at 22/03/24) :-</b>			
	<b>Ongoing</b>	<b>Completed</b>	<b>Cancelled / Not Started</b>	<b>Grand Total</b>
Resurfacing / Reconstruction	1	71	3	75
Surface Dressing	0	118	3	121
Footway Works	3	17	22	42
Drainage & Other Works	2	27	67	96
<b>Grand Total</b>	<b>6</b>	<b>233</b>	<b>95</b>	<b>334</b>

6.2 Carriageway maintenance treatments can be grouped in to 3 broad categories; Resurfacing, Reconstruction and Surface Dressing. Each has a different range of benefits and costs, and some are only appropriate under certain circumstances.

- 6.3 The Surface Dressing programme continues to have the highest number of schemes delivered. This treatment is based on preventing damage from water getting into the road layers, and restores surface texture to improve skid resistance. Surface Dressing does not add any strength to the road, but it does maintain an already strong road in a strong condition for longer. Surface Dressing is a cost effective treatment and costs approximately £3-5 per m<sup>2</sup>, while the cost of Resurfacing can range from £20-50 per m<sup>2</sup>.
- 6.4 In 2023/24 there were 71 Resurfacing/Reconstruction schemes completed which, although more expensive than Surface Dressing, will have had the added advantage of both restoring the road surface to a new condition and adding structural benefits.
- 6.5 Unfortunately a significant number of schemes within other work categories, and particularly within our Drainage and Other Works category, had to be cancelled due to resources issues (as mentioned above in para 5.2). It is proposed that the majority of the cancelled schemes will be carried forward into our 2024/25 works programme, however these will be assessed during the programme building exercise, and considered in the context of available funds, along with any other high priority schemes that have come to the attention of the service over the past year.
- 6.6 To ensure that the 2024/25 programmes are delivered, it is intended that staffing vacancies are filled as soon as possible, and the service is actively looking at different advertising channels such as Facebook/Twitter and job fairs to increase awareness of the roles available.
- 6.7 The focus for 2024/25 will be to deliver the Carriageway resurfacing, reconstruction and surface dressing budget as outlined above these have the biggest impact on our road network. The capital slippage will be apportioned to the other budget headings such as footway and drainage & other works.
- 6.8 The allocation of £800,000 for column replacement within our street lighting budget is historic. Whilst there is a considerable backlog of life-expired street lighting columns, the workload which can be carried out is limited by the size of the team. A slippage factor of £120,000 has been approved by Council.



## 7. **SCHEME PROGRESS – STREET LIGHTING 2023/2024**

7.1 A summary of progress against budget is highlighted in Table 5 below.

**Table 5 – Summary of Schemes (Lighting)**

Work Type	Status (at 22/03/24) :-			
	Ongoing	Completed	Cancelled / Not Started	Grand Total
Column Replacement Works	14	45	24	83

7.2 There are currently 5,753 lighting columns in Moray which are beyond their design life. **APPENDIX 1** shows the age profile of these design life expired columns.

7.3 The capital allocation for 2024/25 has been set to continue the replacement of columns which are beyond design life. A replacement programme is currently being delivered with an emphasis placed on replacing design life expired columns with the older columns being replaced first.

## 8. **WINTER GRITTING**

8.1 The actual spend that will be reported at end of season will be an overspend due to the impact of a few weather events of prolonged periods of snow and also the increase of salt prices which is affecting budgets. The current expenditure is £2.512m against budget of £1.771m for 2023/24. Expenditure is driven by the weather conditions and implementation of the approved winter plan (which is a requirement on the council).

8.2 Average expenditure on winter maintenance over the last 10 years is £2.040m against an average budget of £1.710m. It is worth noting that the winter maintenance budget has been historically set based on a mild winter. An average or severe winter will result in additional cost to the Council. However, there is an element of offsetting as in bad weather roads maintenance works cannot proceed as staff are diverted.

8.3 Detailed information on the number of winter actions and salt used, including comparisons with previous years, is shown in **APPENDIX 2**. The 2023/24 winter season (up to end of March) had a similar number of route actions to 2022/23, though the number of days with action was significantly higher. Salt usage is around 500 tonnes less than last year, but still above both the 5 and 10 year averages. Winter outturn expenditure for 2023/24 is around £230k less than in 2022/23 but, as already mentioned in 8.1 above, well in excess of the allocated budget.

## 9. **SUMMARY OF IMPLICATIONS**

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

Several objectives of these plans are influenced by the condition of the public roads network. Effective budget management is an essential component of delivery of Council priorities on a sustainable basis.

Whilst not directly driven by the Corporate Plan there are links between the functions and projects for the year ahead and the current Corporate priorities:

Tackle Poverty and Inequality – the public road network is used by all sections of society, to access shops and services and to transport goods within and to and from Moray.

Build Stronger Greener Vibrant Economy - encouraging active travel options of walking and cycling require well maintained assets, and adequately treated during the winter months.

Build thriving, resilient, empowered communities – road and footway hazards have the potential to cause injury. Winter gritting provision contributes to making communities safer. A well maintained network contributes to vibrant town centres and communities.

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

The Council is responsible for the maintenance of 1555km of road network 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.

The Well Maintained Highway Infrastructure Code of Practice which identifies good practice and consideration has been taken into consideration.

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

It is proposed to develop appropriate programmes to reflect the budgets approved as part of the Council's budget setting process and what was included in the current indicative 10 year capital plan as reported to Full Council on 28 February 2024.

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

Pressure on general maintenance budgets will increase in terms of reactive maintenance as carriageway conditions deteriorate. There is the risk of a budget pressure in relation to winter maintenance.

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

The staffing implications relating to recruitment are covered in the body of the report.

**(f) Property**

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

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

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

**(h) Climate Change and Biodiversity Impacts**

There are no climate change implications as a result of this report. Whilst efforts are made to be mindful of the carbon implications of roads maintenance there are not yet active measures in place to reduce the carbon impact, outside sustainable and active travel which is reported via Transportation. Any trials of alternative products are being led by research bodies rather than directly by the council.

**(i) Consultations**

Depute Chief Executive (Economy, Environment and Finance), Chief Financial Officer, the Legal Services Manager, the Equal Opportunities Officer, Climate Change Team and Committee Services Officer (L Rowan) have been consulted and any comments taken into consideration.

**10. CONCLUSIONS**

**10.1 Note the outturn position of the 2023/24 roads capital and revenue programme;**

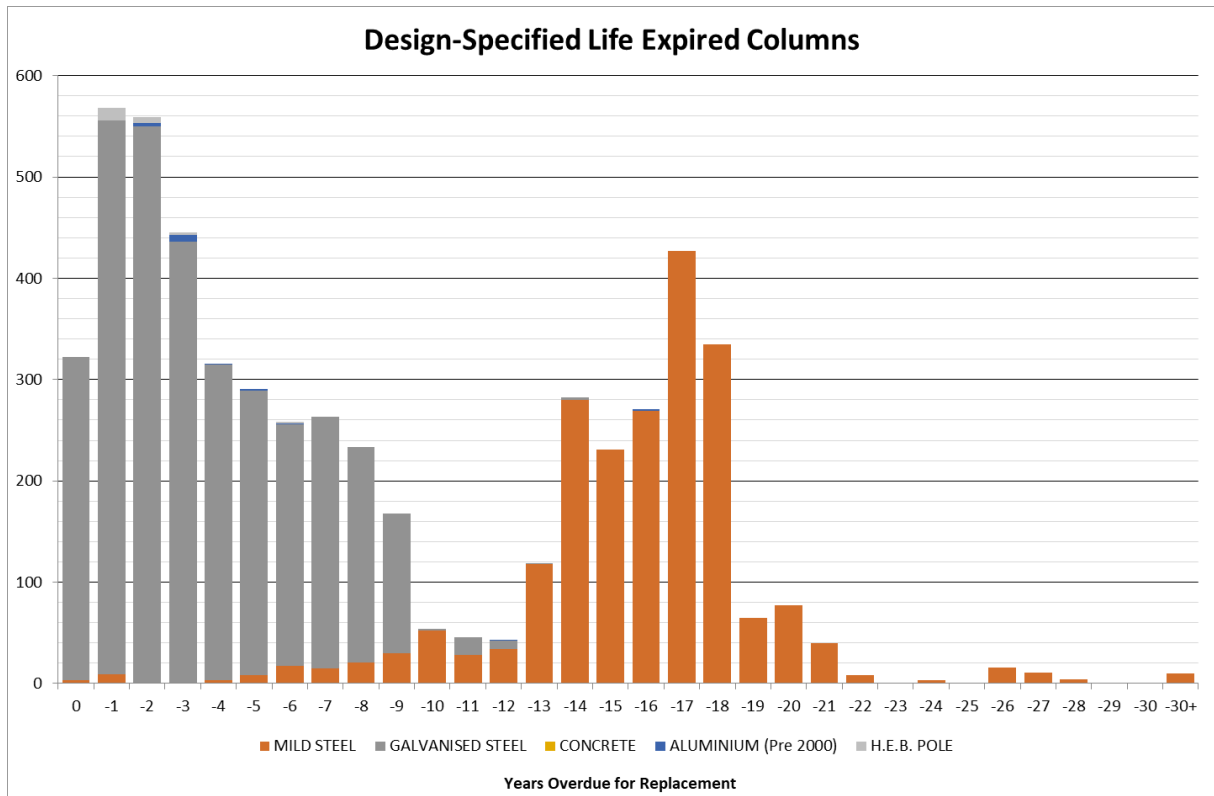
**10.2 Approve the expenditure for 2024/25.**

Author of Report: Mark Atherton, Roads Maintenance Manager

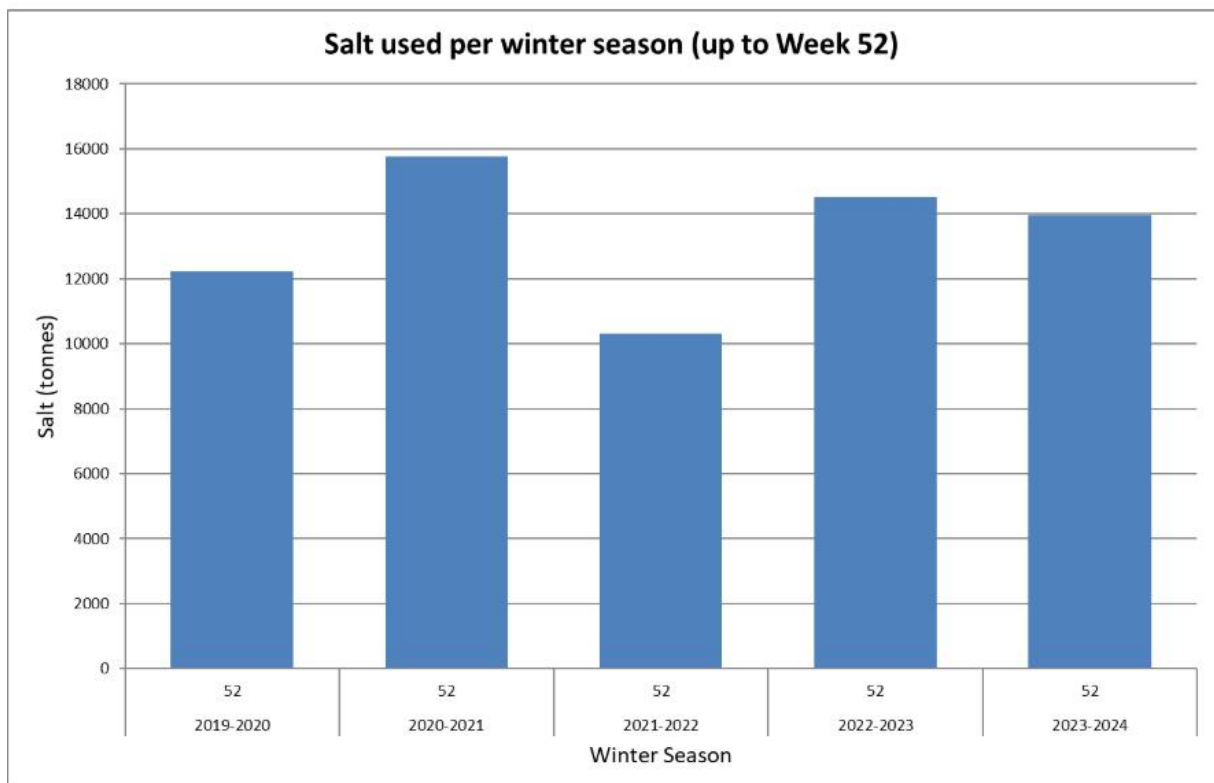
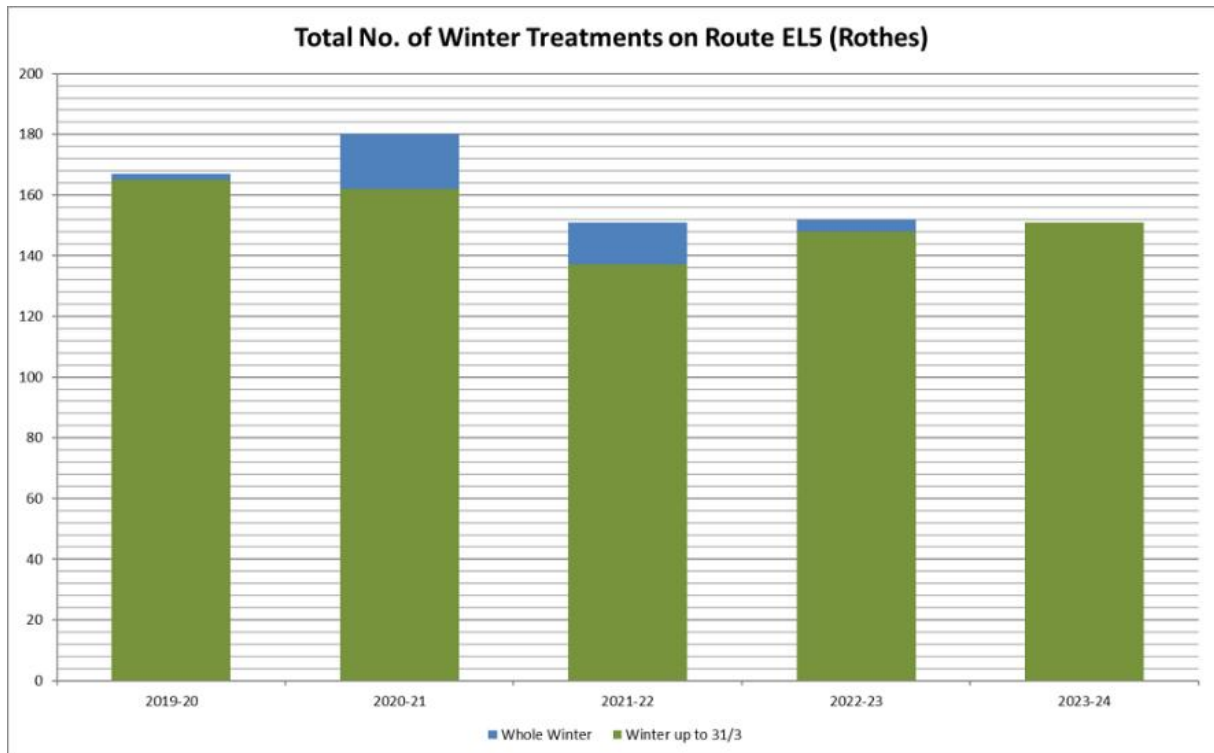
Background Papers:

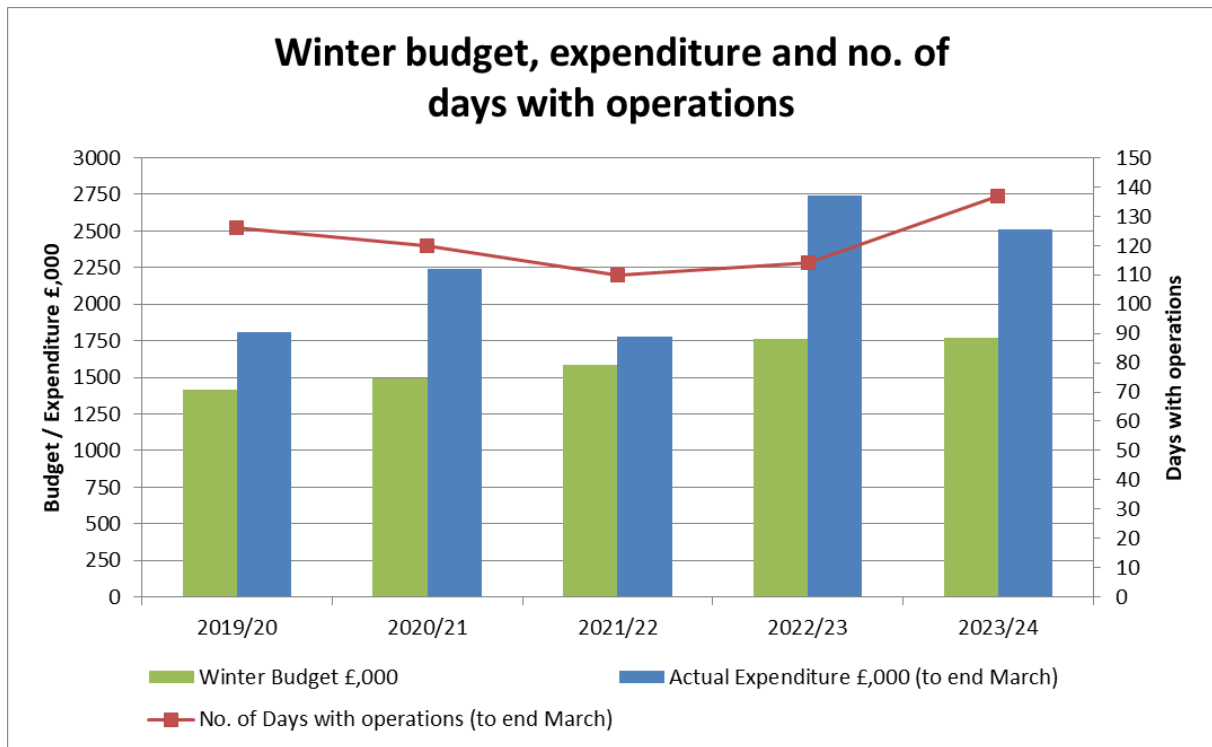
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**REPORT TO: ECONOMIC DEVELOPMENT AND INFRASTRUCTURE SERVICES COMMITTEE ON 30 APRIL 2024**

**SUBJECT: TRANSPORTATION CAPITAL AND REVENUE BUDGETS 2024/25**

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

**1. REASON FOR REPORT**

- 1.1 To inform the Committee of plans to deliver the capital and revenue programme in Transportation for 2024/25.
- 1.2 This report is submitted to Committee in terms of Section III (F) (34) of the Council's Scheme of Administration relating to the provision, development and monitoring of the Council's Economic Development and Infrastructure Services Committee.

**2. RECOMMENDATION**

**2.1 It is recommended that Committee:**

- (i) approve the plans to deliver the capital and revenue programme for 2024/25 as contained in this report;**
- (ii) delegate authority to the Head of Environmental and Commercial Services to apply for grants for the funding areas set out in this report at paras 5.16 and 7.14; and**
- (iii) approve the plans for expenditure of the Cycling Walking and Safer Routes funding as set out in para 7.11 and 7.12.**

**3. BACKGROUND**

- 3.1 The Transportation team delivers the council services and duties in relation to public transport, home to school transport, transport development, traffic management, road safety, sustainable and active travel, car parks and harbours, as well as advising and preparing recommendations to members on matters of transport strategy.

3.2 This report sets out plans for each team within Transportation to deliver those services and duties in line with the approved revenue and capital budgets for the financial year 2024/25.

#### 4. **PUBLIC TRANSPORT UNIT**

4.1 The 2024/2025 revenue budget for the Public Transport Unit is £6,244K. The major element of the budget relates to the statutory provision of entitled home to school transport. The budget is factored to 189 school days, which reflects the projected school calendar for the forthcoming year. The major areas of expenditure are set out below.

<b>Category</b>	<b>£k</b>
Home to School Transport	5305
Infrastructure, Systems and Services	78
m.connect including Bus Revolution	665
Minibus Contract	3
PTU Staff Costs	299
<b>Total</b>	<b>6244</b>

#### **Home to School Transport**

4.2 The Council has a statutory duty to provide transport between home and school for entitled pupils travelling to and from their zoned schools. The service was retendered in February 2019 for five years with an optional one year or two year extension. The one year extension for 2024/25 has been implemented, which will see a full network review take place prior to retendering for implementation in April 2025.

4.2.1 Home to school transport is provided by a mix of external coach and bus suppliers, taxi companies, bolstered by using the Council's own fleet. School routes are commissioned to maximise efficiency of vehicle provision in line with the requirements of individual schools. This includes transport for pupils with varying degrees of Additional Support Needs to enhanced provision centres across Moray.

4.2.2 The budget for this service is £5,305,000 and provides home to school transport for 2,500 pupils per year. Income of £7K is budgeted in relation to Privilege Transport, which offers pupils not entitled to free provision access to a seat on a closed contract school bus. The Under 22 free bus travel scheme launched in January 2022 does not cover closed school contracts.

#### **Infrastructure, Systems and Services**

4.3 This area of expenditure covers statutory maintenance for roadside passenger shelters and bus stops plus software licensing and maintenance fees for the m.connect demand responsive booking system, on bus ticket machines, tablet SIM's and other sundry items

#### **Minibus Hires and Social Care Transport**

4.4 Transport is provided by the Public Transport Unit to a number of projects, day care centres and respite centres for vulnerable social care clients. Costs of this transport are recharged back to the various social care teams and project managers across the Council.

4.5. Income is also generated by the hire of Council minibuses to external sources viable under the Section 19 Community Bus Permit scheme. Revenue from this is gradually recovering from the lack of confidence following the Covid pandemic.

**m.connect**

4.6 This is the budget allocated to m.connect, the council's bus services which includes a proportion of the overall vehicle and property costs associated with the delivery of public transport. This line also factors in predicted income, an area which has now largely recovered from Covid restrictions and the ensuing lack of confidence. Budgeted external income is £303,000, made up of cash and card paid fares, m.connect concessionary fare reimbursement, and Minibus (Network Support Grant). The m.connect brand has now fully replaced the original Dial M for Moray brand and all vehicles in the fleet are branded accordingly.

**Income**

4.7 Income is generated from a number of sources including adult concession fare reimbursement, the under 22's free bus scheme reimbursement, the Network Support Grant (which replaced the Bus Service Operator Grant), and other service user income. The income figure is factored in the m.connect figure.

**5. HARBOURS**

5.1 The revenue expenditure can be split into categories as follows:

Description	£
Staffing Costs (salaries)	299,570
Staffing Costs (other)	168,691
Dredging services	180,000
Maintenance	49,500
Inspections & surveys	25,000
Port Marine Safety Code compliance	6,500
<b>Total</b>	<b>729,261</b>

**Infrastructure Maintenance**

5.2 Amongst other smaller works, the plan for 2024/25 includes:

- Ladder repairs / replacement in Portknockie
- Repairs to pier and harbour surfaces
- Repairs to safety railings and barriers in Burghead and Buckie
- Monthly maintenance and minor repairs
- Servicing of plant and equipment

### Inspections & Surveys

- 5.3 Engineering surveys, including underwater work, are carried out periodically by an external contractor to determine the state of the harbour structures. This work is managed by Consultancy in close co-operation with the harbours team. These detailed surveys of the harbour structures are vital to assist in programming capital works effectively and are normally carried out every 2 years. The survey plan for the next 6 years is detailed in the following table.

Harbour	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Buckie			Boat			Dive
Burghead	Boat			Dive		
Cullen		Dive			Boat	
Findochty		Boat			Dive	
Hopeman			Dive			Boat
Portknockie	Dive			Boat		

Boat – visual inspection from a vessel

Dive – in water inspection

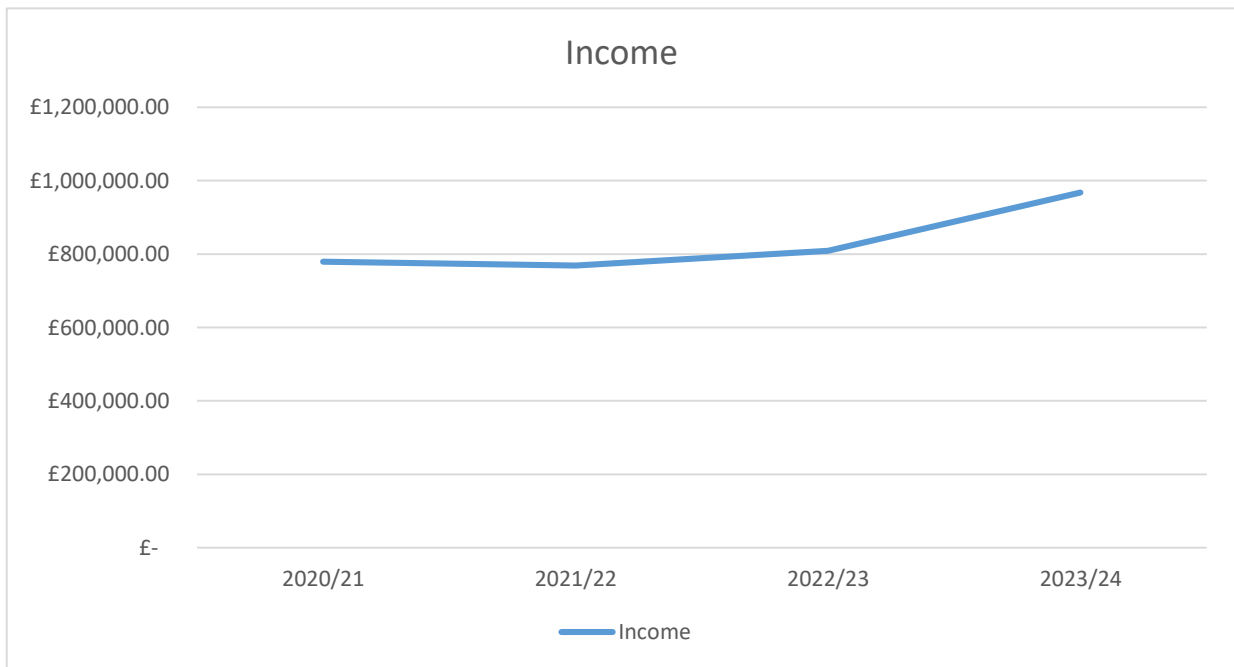
- 5.4 Bathymetric surveys have been carried out in Buckie harbour in September 2023, November 2023 and February 2024. Buckie is surveyed at least twice annually and Burghead annually to link in with dredging activity. Surveys are also carried out periodically on the harbour estate when required and other required surveys such as asbestos, contaminated land surveys completed when necessary.

### Port Marine Safety Code Compliance

- 5.5 A marine consultant is engaged as Designated Person to ensure that the council is fully compliant with the Port Marine Safety Code (PMSC). PMSC is the industry guidance document for good practice produced by the Department for Transport and the Maritime and Coastguard Agency. The duty of Designated Person is a prescribed post in the Port Marine Safety Code. Annual Audits are completed annually with 2023 audit completed on 08 March 23. 2024 Audit is currently in process of being scheduled with Marex Marine who act as Moray Council's designated person. Currently Moray Council is deemed fully compliant.

### Income

- 5.6 Income generated by harbours continues a trend of increasing year on year, since 2015. There was a slight decrease in income in the financial year 2021/22 due to reduced harbour fee income because of a covid delayed pontoon replacement project. The general pattern of increase however has returned with a healthy increase in income over the last financial year as detailed in the chart below. This increase is partly as a result of increased cargo vessel activity within Buckie, and also relates to the income from offshore energy related activity. Total cargo tonnages handled have increased by 36% from 79,602 tonnes in 2017/18 to 108,407 tonnes during 2023/24. This is reflected in the income generated and has other significant benefits to local economy and supply chain.



5.7 During financial year 2023/24 there has been a continuation of regular and frequent cargo loading and discharging in Buckie harbour. The table below summarises cargo handled this year compared to previous years:

	2023/24	2022/23	2021/22	2020/21	2019/20
Import tonnage	82143.79	86446.02	70488.72	64019.24	74242.20
Export tonnage	21622.97	17954.10	8931.55	31846.33	13330.50
Total	103766.75	104400.12	79420.27	95865.570	87572.70

5.8 The 2023/24 income figure used for the graph (para 5.6) is a projection based on latest income for February 2024 and an estimate for March 2024.

### 5.9 Dredging

Maintenance Dredging for the six Moray Council harbours for 2024/25 budget is £180,000. The plan is to make best use of the dredger and maximise use for operational benefit. Selkie will be tasked depending on weather conditions, tides, maintenance of the vessel and availability of the crew. The focus will be on Buckie Harbour and Burghead, then the other harbours.

5.10 Actual days worked at any of the harbours will depend on weather, tides, availability of crew, vessel, and machinery. Therefore, the final split of days across the harbours may change over time. Productivity of dredging is recorded continuously and reported to ED&I committee in bi-annual reports. The priority of the harbourmaster will always be to maintain the depth of the channel and approaches to the commercial harbours at Buckie and Burghead. Hopeman, Findochty and Cullen are classed as drying harbours. However, the harbour authority has a duty and responsibility to ensure safe

passage of vessels to and from their berths. Accurate tidal information and appropriate Notices to Mariners are promulgated to harbour users to facilitate this responsibility. Portknockie always has a good depth of water and needs minimal maintenance dredging.

- 5.11 On average Selkie the dredger will load approximately 180 tonnes into the hopper per dig and aim to carry out 2 digs per day. However, this will depend on, the specific gravity of the material being dredged, the tides, and the prevailing weather conditions on the day - not only at the dredge location but also at the sea disposal site, crew availability and the vessel being in working order.
- 5.12 All relevant marine licences for dredging in Moray Council harbours have been renewed in 2023/24 from revenue budget and are valid until March 2027. Relevant authorities including SEPA and Marine Directorate were consulted extensively with sediment sample analysis being completed. Planned exempted activities to include abilities to dispose of some spoil to suitable land-based sites have been confirmed. This will provide an ability to carry out dredging in areas where a land based approach is more operationally effective. The Selkie Interim Load Line Survey is also due to take place in May 2024
- 5.13 A Capital funded repair of Buckie Mucks navigational lights has been through the Asset Management Working Group Gateway and is scheduled for Q2/3 of 2024/25. The work is currently being procured and is budgeted for £175,000. The works are safety critical with current light structure at end of life being installed in circa 1970. Once installed a detailed maintenance regime will ensure regular repair and protection of the asset.
- 5.14 Other capital works planned for 2024/25 include works on quay assets in Burghead, Cullen and Findochty which is reported in the separate Flood Risk Management & Bridges capital and revenue report to this committee.
- 5.15 In line with the Transportation team's remit to develop the harbours sustainably there can be mid-year opportunities to benefit from grant funding to deliver these priorities. The deadlines often preclude submission of a report to the service committee. It is requested that delegated authority is granted to the Head of Environmental and Commercial Services to approve grant funding applications where these fit with clear 'business as usual' work priorities, and do not require any other unbudgeted expenditure by the council.

## **6. TRANSPORT DEVELOPMENT**

- 6.1 The transport development team has a revenue budget of £38,285 for 2024/25 (excluding staffing costs). This budget is for required licences such as Geographical Information Systems (GIS) and the Trip Rate Information Computer System (TRICS). A modest amount is included in this budget for the commissioning of transport studies – principally for runs of the Elgin Traffic Model to support the team's role in assessing the impact of changes to

the road network and to commission specific transportation studies/surveys for which there is no grant funding available.

- 6.2 There is also £250,000 approved for the update of the Elgin Traffic Model and preparation of the Transport Appraisal required to support the review of the Local Development Plan, which commenced during April 2023 and will continue through the next two financial years. To date expenditure on the update of the Traffic Model has been £89,350 (including traffic surveys), leaving some £160,650 for the completion of the work on the Traffic Model and for undertaking of the Transport Appraisal.

## **7. TRAFFIC**

- 7.1 The Traffic Team has a net revenue budget of £317,985 This covers the statutory duties in relation to road safety, street works and road construction consents. The planned expenditure for the team is set out in more detail below.
- 7.2 The revenue budget includes an anticipated income from service users of £207,008. This comprises £157,008 for processing Temporary Traffic Regulation Orders and issuing permits such as Road Opening Permits. £50,000 is budgeted for income relating to Road Construction Consent inspections.
- 7.3 The budget also includes allowances for licences for Road Traffic Accident software (£8,000) and software for the collection and analysis of traffic count and vehicle speed data (£4,000) from permanent and temporary counter sites across Moray. Accident and traffic data is important information required to enable Transportation's statutory duties in relation to road safety and the preparation of transport strategies to support the Moray Local Development Plan.
- 7.4 The Council has a statutory duty to carry out studies of road accidents and "take such measures as appear to the authority to be appropriate to prevent such accidents". The Road Safety budget of £105k in the Capital Plan provides funding to deliver works in priority areas and a small allowance for minor interventions.
- 7.5 In 2023 Scottish Government awarded funding from their Road Safety Infrastructure Fund (RSIF) for the upgrading of road markings and cat's eyes on the A940 and A941 for the rural sections of those roads within Moray. Should the fund be open again for applications, officers intend to apply for the upgrading of road markings and cat's eyes on the A95 (Keith to Aberdeenshire boundary), A98 (Fochabers to Aberdeenshire boundary) and A920 (Dufftown to Aberdeenshire boundary). Should the funding not be granted through the RSIF, as a minimum road markings and cat's eyes upgrades will be undertaken on the A98 utilising the Road Safety capital budget.

- 7.6 The Council also has a statutory duty to provide disabled parking spaces near the homes of eligible people when they apply. The Council also receives requests for dropped kerbs to assist people with mobility disabilities and parents/carers with pushchairs at places where they need to cross the road. The Disability Adaptation capital budget enables the Traffic Team to deliver appropriate improvements. This £61k budget provision will enable in the region of 60 parking spaces and approximately 25 dropped kerbs. This year's budget will also be utilised to remove any on-street disabled person's parking spaces where the person for whom they were created no longer resides at the property in question.
- 7.7 The New Road Signs and Markings Capital Budget of £57k is for the provision of new road signs, markings and the like to allow the Traffic team to react to changes to the road network – often highlighted by communities, elected members and council officers. This will include new signs and road markings replacing life expired elements with a particular focus on the continued removal of centreline markings on rural roads narrower than 5.5 metres and replacing them with edge markings on both sides of the road. Undertaking this particular change, which is compliant with Traffic Signs Manual Chapter 5, has resulted in reductions in verge overrun on these rural roads and has added road safety benefits of defining the edge of the carriageway during the hours of darkness and periods of weather-related poor visibility.
- 7.8 There is a small capital allocation of £39k for the replacement of life expired traffic signals and traffic data equipment. Councils are required to provide Transport Scotland with some data and regularly carry out surveys to help respond to concerns raised or to inform design decisions. The collection and analysis of data is also a key part of providing an evidence base in relation to the Local Development Plan. The budget enables the replacement of life expired items such as batteries, and for the repair of permanent automatic traffic counter sites. In the long term, there is a requirement to review and upgrade the count equipment itself, which is dated and no longer supported by manufacturers. This requires research with costs to be identified as part of the 10-year Capital Plan.
- 7.9 Previously, Moray Council was awarded ring fenced funding for Cycling, Walking and Safer Routes (CWSR) from Scottish Government for capital projects to enable active travel. This grant is now going to be partially awarded as part of the Council's block grant, however the funding is still required to be used for active travel infrastructure projects, including staff costs. Transport Scotland have confirmed that in addition to the CWSR funding through the block grant, there will be a further CWSR direct award which is currently being discussed with COSLA.
- 7.10 The use of the Applications to the new Active Travel Infrastructure Fund (ATIF), which has replaced the Spaces for Everyone funding, will be dependent on a Council's track record delivering active travel projects. If the CWSR grant is not utilised for active travel projects, then the local authority may not be able to submit projects to the ATIF funding stream. Future applications to the ATIF include match funding for the Levelling Up active



travel projects in Elgin and funding towards the Burn of Buckie active travel bridge.

- 7.11 For 2024/25 the CWSR block grant awarded has been confirmed as £411,000. The additional direct award has yet to be confirmed. There are currently CWSR projects on site to be completed which require some £250k of this funding. Furthermore, a commitment has been made to install a signalised crossing at Lossiemouth High School on Coularbank Road. The installation of the crossing has been delayed from due to the need to relocate a bus stop and provide additional surface water management. The costs of these works are estimated to be £130k. Smaller schemes will also be taken forward which include a new section of footway in Garmouth near the War Memorial (deferred from last year due to contractor issues).
- 7.12 Over recent years, the CWSR grant has been used to develop 'pipeline' projects. This year it is proposed to develop designs for interventions on Tollbooth Street in Forres, which will complement and enhance public realm improvements to be undertaken as part of the Town Centre Improvement Plan and, following a public consultation exercise, develop the preferred option for improvements at the Barhill Road/Golf View Drive/St Peters Road junction in Buckie to support pedestrian and cycle movements through this area.
- 7.13 The funding mechanism for Behaviour Change projects has also changed, with funding now being distributed through the Regional Transport Partnerships. Moray Council has been awarded £75,117 for 2024/25 from Transport Scotland as a direct award for active and sustainable transport to complement the HiTrans funding, to support to deliver active travel promotions in relation to schools and for the continuation of the Moray Bothy project. The Moray Bothy project focuses on promoting accessible and inclusive cycling and walking opportunities to the residents of Elgin, Buckie, Keith, Forres and Lossiemouth. This is a one-off direct award to Moray Council to replace the previous Smarter Choices Smarter Places funding.
- 7.14 In line with the Transportation team's remit to promote road safety, sustainable and active travel, and public transport, there can be mid-year opportunities to benefit from grant funding to deliver these priorities. The deadlines often preclude submission of a report to the service committee. It is requested that delegated authority is granted to the Head of Environmental and Commercial Services to approve grant funding applications where these fit with clear 'business as usual' work priorities, and do not require any other unbudgeted expenditure by the council.
- 7.15 Funding opportunities during 2024/25 are likely to include the Scottish Government Active Travel Infrastructure Fund (ATIF) and the Road Safety Infrastructure Fund (RTIF) which are both competitive funds. An ATIF application was made in January 2024 for the introduction of raised side road crossings for the Morrison Road cycle path in Elgin at four locations. At this time, the funder is still considering the applications made.

- 7.16 The Traffic Team is responsible for a revenue budget for traffic signals, signs and lines for general maintenance and the refreshing of road markings. Over recent years the costs associated with the maintenance of traffic signals has increased and will be reported separately. Appropriate well-maintained road markings, cat's eyes, junction markers and signage all contribute to the safety of road users on rural roads.
- 7.17 However, it should be noted that over the past five years this revenue budget has significantly reduced with only prioritised maintenance of these assets being carried out. Costs associated with the maintenance (including operating costs) of traffic signals and signalised crossings have also significantly increased. Each new set of traffic signals and signalised crossing adds an extra £2,400 to the annual maintenance contract. It should be noted that once the costs associated with the maintenance and operation of the traffic signals (currently £30,000 per annum) have been deducted there is only a small budget available to maintain and refresh signs and road markings.
- 7.18 The overall net capital budget for traffic, including slippage is £315,000. This will be monitored throughout the year over all the team's capital projects.

## **8. CAR PARKS**

- 8.1 The 2024/25 revenue budget for car parks is £(685)k, taking into account budgeted income of £(1.179)k. This maintains the car parks in Moray governed by the car park order and fund the enforcement of the regulations governing the use of the pay and display in Elgin.
- 8.2 The infrastructure and maintenance of grounds includes the following items:
- Guardrails and Barriers
  - Grounds Maintenance
  - Gully Emptying
  - General Maintenance
  - Patching and Kerbing
  - Roads Markings & Signs
  - Winter Maintenance
  - Lighting Maintenance
- 8.3 The balance of the expenditure in revenue includes employee costs, rent, rates and energy costs, clothing and uniform.
- 8.4 Level 2 refurbishment scheme at Batchen Lane Car Park, was carried out in 2023/24. A further refurbishment scheme for Level 4 is planned for 2024/25 with a budget of £250,000.
- 8.5 A bid of £150,000 has been sought from capital to enable a programme of resurfacing and lighting replacement in surface car parks. The ongoing programme will be based on a prioritised approach for inclusion and approval in future year capital budgets as appropriate.

## 9. **SUMMARY OF IMPLICATIONS**

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

Carrying out the planned functions of the Transportation team as set out in this report, enables the fulfilment of statutory duties and contributes towards the council priorities of a growing sustainable economy, healthier citizens and safer communities.

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

Delegated authority to make grant applications is requested in this report, which is a deviation from the Financial Regulations. The Head of Financial Services has been consulted and is supportive of this request.

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

This report sets out the plans to deliver the revenue and capital budget allocation to Transportation for 2024/25. The capital figures reported are the gross figures from the capital plan, the slippage target will be worked to by all teams through management of risk, procurement and timing of individual schemes.

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

The predicted incomes for harbours, traffic and car parks are based on the best available information but may be subject to variation based on external influences.

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

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

### (f) **Property**

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

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

There are no equalities issues arising from this report. There are various expenditure items which promote equalities and / or have a socioeconomic benefit, in particular the spend on road safety and public transport.

### (h) **Climate Change and Biodiversity Impacts**

Public Transport, Active and Sustainable Travel all contribute to reducing carbon emissions and promote health & wellbeing.

### (i) **Consultations**

The Depute Chief Executive (Economy, Environment and Finance), Head of Environmental and Commercial Services, Legal Services Manager, Chief Financial Officer, Equalities Officer and Lissa Rowan, Committee Services Officer have been consulted and their comments incorporated into the report.

**10. CONCLUSION**

**10.1 Committee is asked to approve plans and programmes for expenditure as set out in this report.**

Author of Report: Kelly Wiltshire, Strategic Transport Services Manager

Background Papers:

Ref: SPMAN-524642768-1034




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**REPORT TO: ECONOMIC DEVELOPMENT AND INFRASTRUCTURE SERVICES  
COMMITTEE ON 30 APRIL 2024**

**SUBJECT: ROADS ASSET MANAGEMENT PLANNING**

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

**1. REASON FOR REPORT**

- 1.1 To inform the Committee of the latest road network condition information.
- 1.2 This report is submitted to the Economic Development and Infrastructure Services 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.

**2. RECOMMENDATION**

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

- (i) notes the latest Road Condition Indicator (RCI) results for Moray Council;**
- (ii) agrees that the RCI results continue to be monitored and reported back on an annual basis to this committee; and**
- (iii) notes the clear commitment to the use of Road Asset Management Planning in Moray Council.**

**3. BACKGROUND**

- 3.1 The Roads (Scotland) Act 1984 places the statutory responsibility for local roads improvement, maintenance and repair with Local Authorities.
- 3.2 In addition, Local Authorities are recommended to adopt the principles of the Code of Practice for Highway Maintenance Management and to adapt these as necessary based on consideration of local circumstances and apply them consistently. The first Code of Practice for Highway Maintenance endorsed by the local government associations was published in 1983 and has subsequently been revised at intervals to take account of new and emerging developments in technology, policy and good practice.

- 3.3 The road network represents the Council's single largest asset and therefore regular and adequate maintenance is vital to ensure it does not deteriorate materially or become dangerous, and that considerable past investment is not lost. There is also an increasing understanding of the serious consequences of failure to invest adequately and effectively in maintaining the local road network, in particular the progressive deterioration of safety, reliability, and quality, eventually requiring even greater levels of investment in the future.
- 3.4 The network and associated asset liabilities are increasing year on year as new developments are built and adopted. The charts highlighted in **APPENDIX A** clearly show a trend in how revenue and capital budgets have significantly reduced over a period of time yet more assets are added to the list of public roads for the Council to maintain. The consequence of this is an increased pressure on available budgets to maintain at an agreed standard without an uplift in corresponding budget.
- 3.5 In simple terms, the base allocation needs a similar enhancement if standards are to be maintained. There is particular budget pressure on our revenue budgets due to the steady increase in the assets over the last five years that the council is required to maintain.
- 3.6 A detailed financial modelling exercise was undertaken in 2020 which suggested our road conditions would deteriorate to mid table ranking position and that by 2025 significant investment would be needed to address our road conditions from deteriorating beyond this point. However, our RCI position (as detailed in 4.2 below) remains in a relatively healthy position and so the previously planned staged increase of our capital budgets is felt not to be required at this time, although the position will require careful ongoing monitoring.
- 3.7 Roads maintenance activities have four primary purposes:
- structural maintenance to repair and maintain the fabric of the road network;
  - the continued lighting of the network to support a safe and free flow for both vehicular and pedestrian traffic;
  - traffic management and road safety aspects to provide for the safe movement of traffic, including cyclists, pedestrians and other vulnerable groups;
  - other routine functions of a reactive or environmental nature needed to remove hazards to road users, to prevent deterioration to the fabric of the road, and to keep the network clean and attractive.
- 3.8 The condition of the council's road network is monitored via the Scottish Road Maintenance Condition Survey (SRMCS) which is a Scotland-wide machine-based survey, the results of which are used to calculate a Road Condition Indicator (RCI). The RCI provides information about which sections of a network should be considered for planned maintenance soon, which sections should be investigated to determine the optimum time for maintenance and which sections are generally in a good state of repair (these three categories are colloquially known as "red", "amber", and "green" lengths).

3.9 It is worth noting how and where these (SRMCS) surveys are undertaken on the different road classification types throughout Moray and what proportions of the council's network are surveyed each year.

- A class roads - 100% / year (in one direction; alternates direction each year).
- B & C class roads - 50% / year (in one direction; alternates each time a length of road is surveyed).
- Unclassified roads - 10% / year (in one direction).

3.10 The RCI in Scotland is the proportion of the network falling within Red and Amber and reported as a % figure. In simple terms, a higher percentage represents a worse road condition. The RCI is reported to Audit Scotland every year as a Statutory Performance Indicator and reported along with the RCI for all other Scottish Local Authorities.

3.11 This report summarises the latest RCI results and highlights what significant factors have changed since the previous survey was undertaken.

#### 4. **LATEST ROAD CONDITION INDICATOR (RCI) & RANKINGS (2022/24)**

4.1 Following the completion of the road condition surveys undertaken in 2023, the council has now received the latest RCI % figures. Table 1 below details the current RCI % figures and ranking position in comparison with other Scottish Authorities for previous years.

**Table 1: RCI (%) and ranking position**

Network	2018-20		2019-21		2020-22		2021-23		2022-24	
	RCI	Ranking	RCI	Ranking	RCI	Ranking	RCI	Ranking	RCI	Prov. Ranking (*see note)
<b>Whole Network</b>	30.6%	8	28.5%	6	25.5%	3	25.2%	3	25.9%	3
<b>A Class</b>	29.2%	20	26.6%	17	23.2%	11	24.1%	14	26.8%	13
<b>B Class</b>	25.8%	12	22.3%	6	18.3%	3	18.4%	3	21.0%	5
<b>C Class</b>	25.2%	7	21.3%	5	19.3%	4	20.6%	5	22.7%	5
<b>Classified (A, B &amp; C)</b>	26.2%	8	22.7%	6	19.7%	4	20.5%	5	22.9%	8
<b>Unclassified</b>	35.5%	16	35.0%	14	32.0%	11	30.3%	9	29.3%	3

\* The 2022-24 ranking is provisional as the 2023 SRMCS survey was not completed in 3 Authority areas, so their 2022-24 RCI is currently unknown. The ranking shown above is based on the 29 results that are known, and these will be updated once the 2023 SRMCS survey has been completed.

4.2 The ranking shown above is the Council's position when all 32 Local Authorities are ordered by ascending RCI, where the 1st ranking is the best and the 32<sup>nd</sup> ranking is the worst. A change in ranking may be due to a change in our road condition but can also be due to the road condition in other authorities improving or deteriorating depending upon how they are prioritising investment in their road network.

4.3 The Scottish Average RCI has improved in each of the last 5 years (a lower percentage figure is a better result – i.e. fewer defects), meaning that overall the road condition nationwide is improving.

- 4.4 It can be noted from Table 1 above that the council's A, B & C classification roads have all deteriorated from last year's results as their respective RCI % scores have all increased by over 2%. However, Moray's unclassified roads network has seen a reduction in RCI percentage of 1% which suggests that there has been an improvement within this area.
- 4.5 The whole network RCI % score has increased slightly by 0.7%, which indicates that our overall road condition has deteriorated. It must be pointed out that the condition of the unclassified network has a strong influence on the overall whole network RCI due to unclassified roads making up almost half of the overall road length in Moray. The manner in which the road surveys are undertaken also has a bearing as only 10% of the unclassified road network is surveyed each year in one direction of travel only (compared to 100% of A class roads and 50% of B & C class roads).
- 4.6 The scores for the unclassified network are the most unreliable component of the RCI (due to its small sample size), however due to our network being almost 50% unclassified, these scores can have a disproportionately positive or negative effect on the whole network RCI.

## **5. OUR ASSET MANAGEMENT APPROACH**

- 5.1 Moray's road maintenance capital programmes of works are prepared by taking an asset management approach which involves using robust data to make good, informed decisions about how we manage and maintain the road network as effectively as possible.
- 5.2 The benefits of this approach are now widely recognised. The Scottish Government, both the previous and current administrations, have stressed the importance of road asset management in order to deliver some of the required public-sector efficiencies and nearly all roads authorities now either have an asset management plan or are actively working on one.
- 5.3 Asset management is an approach which focuses on getting the best long-term value for money as opposed to a short-term approach which might prioritise immediate repairs over preventative work to preserve the asset and extend its life. In taking this approach, officers look at the long-term costs and consequences of the choices being made. In short, asset management is all about good, informed decision making.
- 5.4 What this means for road maintenance is that officers consider over a much longer term all the council's roads in relation to one another when working out which ones to maintain or repair first, rather than automatically fixing the roads which look worst. This enables the best use of the limited resources available but this can sometimes cause confusion when the general public see the council working on roads that appear to be in better condition than some others. **APPENDIX B** provides additional information in more detail on the range and benefits of the treatment options available and incorporated throughout Moray.



- 5.5 Maintaining the council's assets to current levels would require additional investment due to inflation, network growth and normal ongoing deterioration. The general trend in Scotland is an improving RCI - therefore the council would most likely drop in the ranking tables despite standing still with the same RCI figure. The annual review and mid table indicator will ensure this is monitored.

## 6. **SUMMARY OF IMPLICATIONS**

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

Several objectives of these plans are influenced by the condition of the public roads network.

Build Stronger Greener Vibrant Economy – the public road network is used by all sections of society, to access shops and services and to transport goods within and to and from Moray.

Tackle Poverty and Inequality - encouraging active travel options of walking and cycling require well maintained assets, and that these are adequately treated during the winter months.

Build thriving, resilient, empowered communities – road and footway hazards have the potential to cause injury. Winter gritting provision contributes to making communities safer.

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

The Council is responsible for the maintenance of 1558km of road network 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.

The Well-managed Highway Infrastructure Code of Practice identifies good practice, and consideration has to be given to this advice.

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

The current 10 year capital plan recognises the need for investment and this will continue to be reviewed to reflect implications of the RCI indicators in the future.

The increase in the network and assets that we have a statutory duty to maintain is creating additional budget pressure on our revenue budgets.

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

Pressure on general maintenance budgets will increase in terms of reactive maintenance as carriageway conditions deteriorate.

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

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

### **(f) Property**

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

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

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

**(h) Climate Change and Biodiversity Impacts**

There are no direct climate change implications as a result of this report.

**(i) Consultations**

Depute Chief Executive (Economy, Environment and Finance), Head of Environmental and Commercial Services, Chief Financial Officer, Legal Services Manager, the Equal Opportunities Officer and Lissa Rowan, Committee Services Officer have been consulted and any comments taken into consideration.

**7. CONCLUSION**

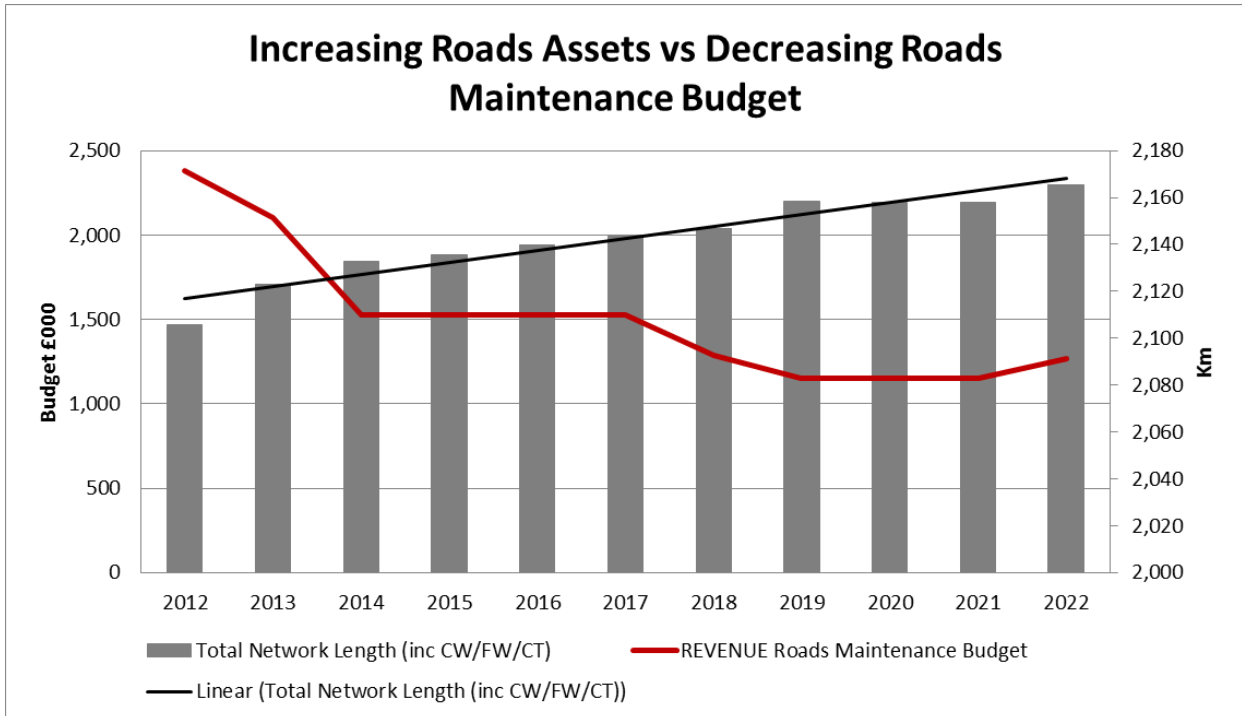
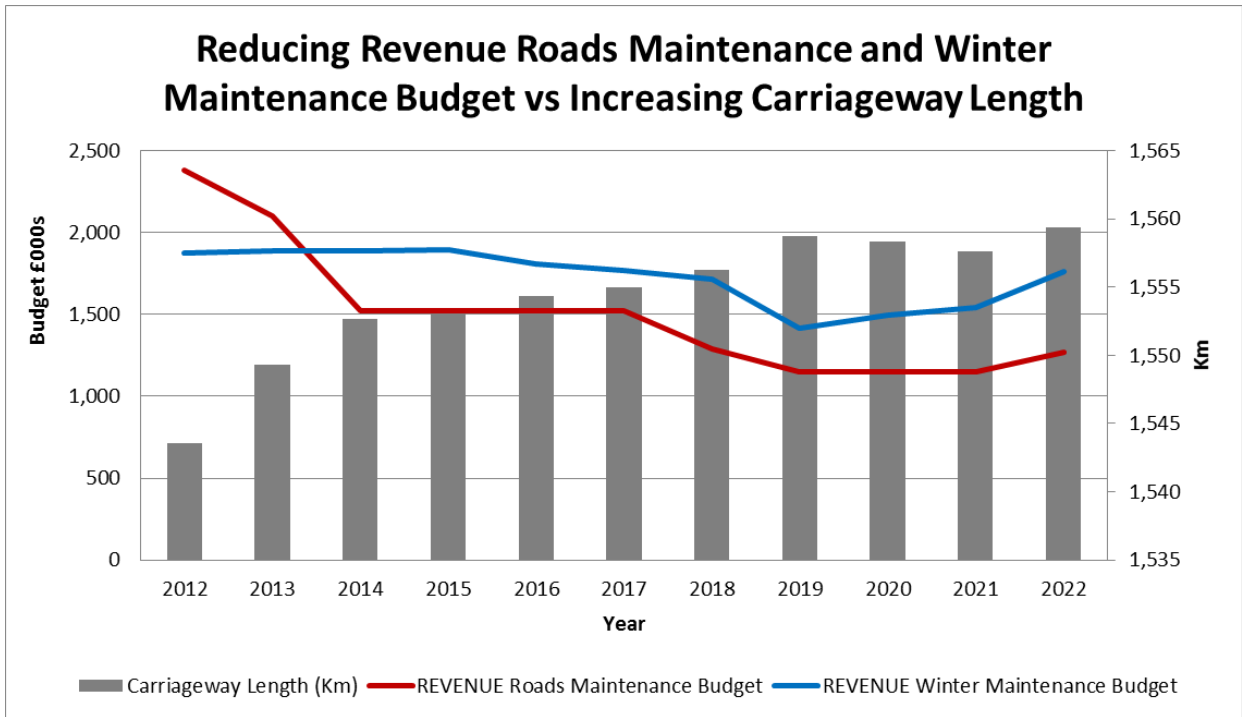
- 7.1 **The report highlights the current, most up to date, RCI position and whilst the overall ranking confirms Moray is in a strong position at a national level this should be treated with some caution. While the council's A, B and C classification roads have all seen their respective RCI index score deteriorate, the whole network score has improved and with this in mind, it is suggested that the capital investment approved within the 10 year capital plan remains at current levels moving forward.**

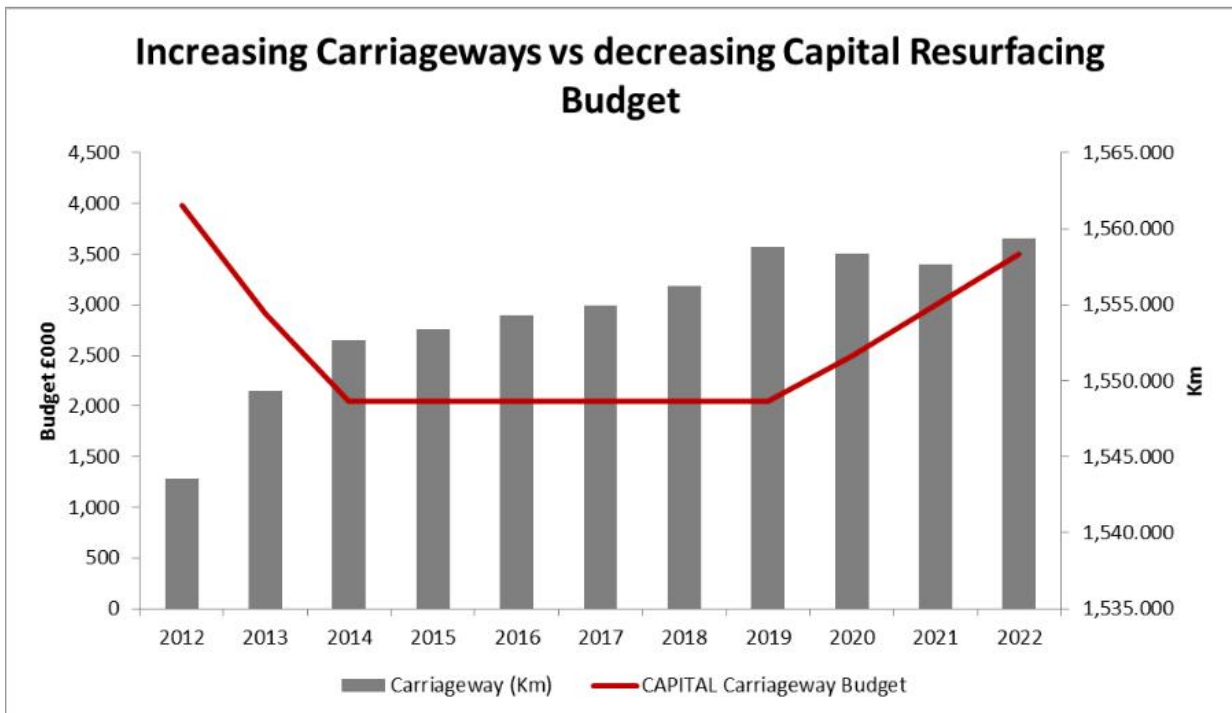
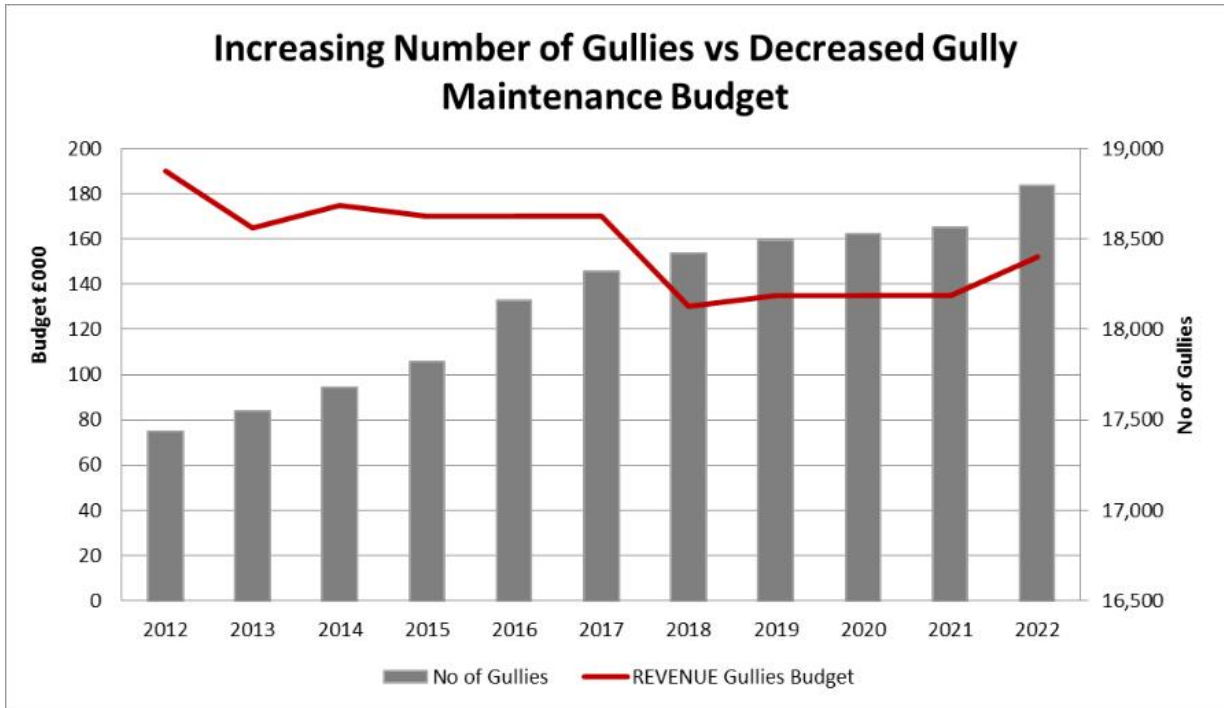
Author of Report: Mark Atherton, Roads Maintenance Manager

Background Papers:

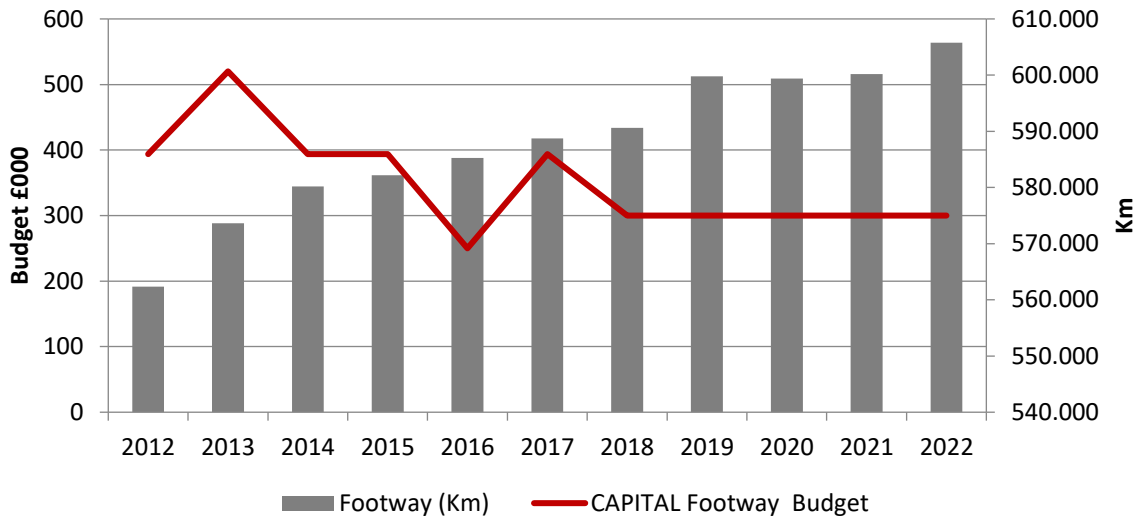
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Appendix A – Revenue budget charts

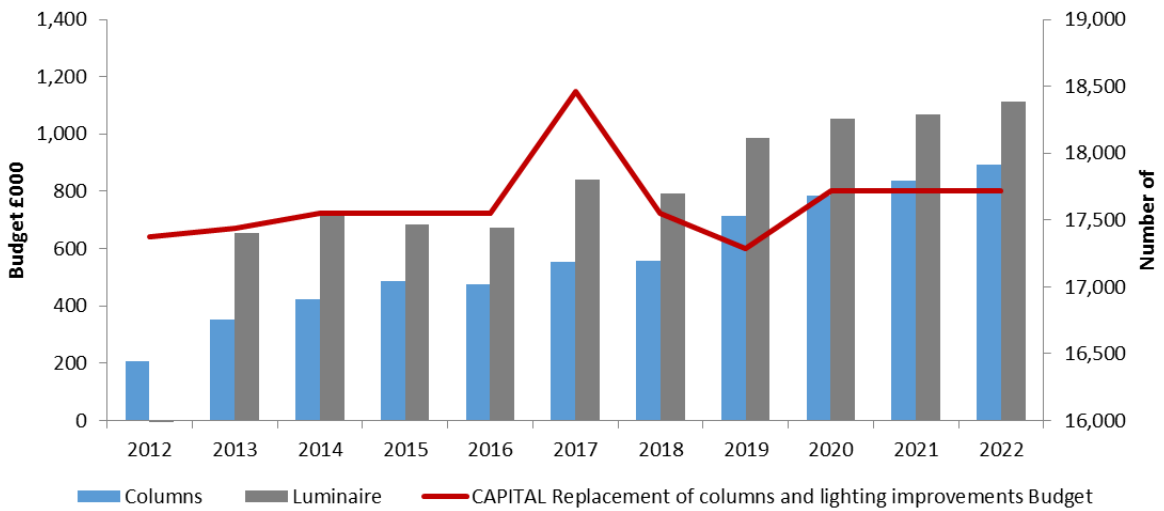




### Increasing Footways vs decreasing Capital Footway Resurfacing Budget



### Increasing Street Lighting Columns and Luminaires vs decreasing Column Replacement & Improvement Lighting Budgets





## APPENDIX B - Treatment Options

The content below aims to provide members with additional background which explains in more detail the range and benefits of the treatment options available and used in Moray.

### 1 Treatment Options

Carriageway maintenance treatments can be grouped in to 3 broad categories;

- Surface Dressing
- Resurfacing
- Recycling / Reconstruction

Each has a different range of benefits and costs, and some are only appropriate under certain circumstances.

#### Surface dressing

Surface treatments include surface dressing and thin surfacing such as micro asphalts. These all involve laying a thin layer over the top of the existing road to seal the surface and restore grip, thereby extending the life of the road. They will also rectify surface defects like cracks and potholes, either as part of the treatment process or through pre-patching works done to the more significant defects in advance of the surface treatment.

This treatment is based on preventing damage from water getting into the road layers, and restores surface texture to improve skid resistance.

Surface dressing doesn't add any strength to the road, but it does maintain an already strong road in a strong condition for longer.

Surface dressing treatment costs approximately £3-5 per m<sup>2</sup>, instead of resurfacing which can be anything from £25-50 per m<sup>2</sup>.

#### Resurfacing

Resurfacing usually involves removing and replacing the existing road surface (although it is sometimes possible to lay the new surface on top of the old). Resurfacing differs from a surface treatment by using a thicker layer of material; usually at least 30mm thick and sometimes 100mm or more if several layers of the road are replaced.

Resurfacing restores the road surface to a new condition, removing surface problems and most unevenness.



#### Reconstruction

Rebuilding works like recycling or reconstruction involve digging down to repair or replace some or all of the foundation layers of the road and then putting a new surface back on top. Limited areas of reconstruction are sometimes used to solve localised problems as part of a resurfacing scheme.

The different treatments offer a different range of benefits. Selecting the right treatment for a particular road will depend on many things including the condition and construction of the road and the amount and type of traffic that use it. Each situation is unique and a number of factors are considered to ensure road needs and treatment are considered on its merits.




The range of treatment options available which are commonly used throughout Moray are highlighted in a series of photographs, see below, which provides a brief summary of what is involved in the works.

### Surface Dressing



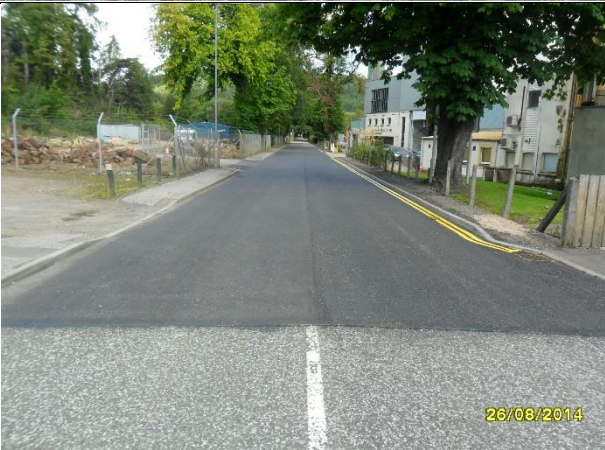
<p>Before</p>	<p>Cracks are visible in the old road surface – the dressing will fill and seal these.</p>	
<p>After</p>	<p>The same road during the surface dressing process. A layer of hot bitumen list sprayed fist followed by a layer of stone chippings.</p>	



## Recycling

During	The recycling process starts by breaking up the old surface	 A road construction machine is paving a gravel surface on a rural road. The machine is positioned in the center of the road, moving away from the viewer. The road is flanked by tall grasses and a stone wall on the right. The background shows a line of trees under a cloudy sky.
During	The picture on the right shows the heart of the retread operation; the broken up material is remixed and leveled on site with additional binder to create a suitable base for the new surface.	 A gravel road surface is being prepared with a binder. The road is flanked by tall grasses and a stone wall on the right. The background shows a line of trees under a cloudy sky.
After	The same location is shown after the surface dressing stage is complete	 A finished gravel road surface is shown. The road is flanked by tall grasses and a stone wall on the right. The background shows a line of trees under a cloudy sky.

## Resurfacing / Reconstruction

Before	<p>The old surface was heavily cracked because it had become old and brittle. Because of the nature of the road and the degree of cracking, the surface needed to be replaced, not just sealed.</p>	 <p>09/04/2014</p>
During	<p>The first stage is to remove the old surface, this is carried out by a planing machine. The new surface is laid by a paving machine using hot material delivered in insulated lorries. The paver lays it in an even layer out of the back of the machine.</p>	 <p>06/08/2014</p>
After	<p>The completed surface</p>	 <p>26/08/2014</p>




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**REPORT TO: ECONOMIC DEVELOPMENT AND INFRASTRUCTURE  
SERVICES COMMITTEE ON 30 APRIL 2024**

**SUBJECT: COASTAL ADAPTATION PLANS**

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

**1. REASON FOR REPORT**

- 1.1 To inform the Committee of Moray Coastal adaptation plans.
- 1.2 This report is submitted to Committee in terms of Section III/(F) (19) 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) **adopt the Coastal Adaptation plan for managing coastline falling within the Moray council area; and**
  - (ii) **progress the case studies set out in section 6.2-6.4 of this report.**

**3. BACKGROUND**

- 3.1 Moray has approximately 190km of coastline, 60% of which consists of soft material susceptible to erosion. At a meeting of this Committee on 8 February 2022, members agreed to the development of Coastal Adaptation Plans for Moray, using £160,000 grant funding from Scottish Government (Paragraph 8 of the minute refers).
- 3.2 Moray Council is the first Local Authority in Scotland to develop Coastal Adaptation Plans. The guidance for the development of Coastal Adaptation Plans was developed in parallel with the development of the Moray Plans and Officers have worked closely with SEPA and Scottish Government throughout this process.



- 3.3 The Plans have been developed in two parts; an overarching Regional Plan, covering the entire Moray Coastline; and Local Plans for communities affected by coastal change. The local plans have been split into the following areas:-
- Culbin to Netherton Coast
  - Kinloss to Hatton Coast
  - Roseisle to Burghead (South)
  - Burghead to Cummington Coast
  - Hopeman to Covesea Coast
  - Lossiemouth to Binn Hill Coast
  - Kingston to Lower Auchenreath Coast
  - Portgordon to Buckpool Coast
  - Findochty to Seatown Coast
  - Cullen to Muckle Hythe Coast
- 3.4 The plans identify areas at risk of coastal erosion and flooding, along with potential Triggers and Actions that can be undertaken.
- 3.5 The Plans adopt an Adaptive Pathway approach to allow flexibility in making decisions based on coastal change. Actions that may be considered include no intervention, replenishing natural defences, designing new defences, and making space by relocating assets to a safer distance from the coastline. The Adaptive Pathway will be developed following Triggers/Actions being met for that area.

#### 4. **REGIONAL AND LOCAL PLANS**

##### Coastal Adaptation Regional Plan

- 4.1 The Regional Plan sets out an overview of the coastal processes, flood and erosion risk to the coastline, now and in the future. It has been developed with information from the national datasets from SEPA, Dynamic Coast and data held by Moray Council. A copy of the Regional Plan is provided in **Appendix 1**. The Regional Plan details how the Moray coastline has been split into eleven community areas, which allows each of those areas to have their own Local Plan detailing the condition and potential issues specific to that section of coastline.

##### Coastal Adaptation Local Plans

- 4.2 The adaptation principles in the Local Plans are to reduce future risk through land-based initiatives and reduce the current and future risk to communities through an Adaptive Pathway process. The Local Plans divide the community areas into separate coastal units, these are based on the type of coastline (natural/ engineered or hybrid) and what risks are contained within the unit.

- 4.3 Triggers are allocated to each of the coastal management units. These Triggers are based on the risk from:-
- Coastal flooding based on sea level rise
  - Wave overtopping
  - Erosion
- 4.4 When a Trigger is reached, several identified actions will be assessed to establish the most appropriate measure for that unit. These actions may vary from:-
- Undertake further investigation
  - Undertake a Flood Study
  - Review Adaptation plan in line with revised policies/ Data. As with other flood mitigation measures, any works identified through the assessment process will be subject to funding and committee approval. The Local Plans for these coastal units have been uploaded to CMIS as additional meeting documents.

## **5. ENGAGEMENT**

- 5.1 The Regional Plan and Local Plans have been developed in consultation with internal stakeholders, including Transportation, Open Spaces, Climate Change, Strategic Planning and the elected member representative for Flood Risk Management.
- 5.2 Engagement on Kingston, Lossiemouth, Cullen, Buckie and Portgordon Plans was undertaken at events held between the 26-29 June 2023 at Cullen, Lossiemouth, Buckie and Speymouth. Feedback from these events is provided in **Appendix 2**. Engagement events for the other six Plans were undertaken on 15 April 2024 at Findochty Town Hall and 16 April 2024 at Findhorn village centre.

## **6. FUTURE PROJECTS AND FUNDING**

- 6.1 Moray Council has been given an allocation of £226k from Scottish Government Distribution of Coastal Change Adaptation Capital Grant to develop three Case Studies within Moray. The grant funding covers all external costs. Moray Council staff time will be covered through existing resources within the Consultancy Team. The Case Studies are detailed below.
- 6.2 **Natural Restoration of Kingston Coastline/Kingston Beach Recharge:-**  
The purpose of this project is to assist in the recharge of shingle along the west beach at Kingston. The recharge is to be designed in such a way to act as a feed of shingle while erosion takes place rather than adding directly to the existing shingle. It is anticipated that this will halt the rate of erosion and provide needed shingle to a SSSI/SAC, without using imported material from outside the sediment catchment. This project was agreed at a meeting of this committee on 6 February 2024 (paragraph 13 of the minute refers). Grant

funding for this project from Scottish Government has since been confirmed at a value £75,607.50.

- 6.3 **Monitoring Moray Coast:-** The purpose of this project is to install a number of Coastal Photo Points to allow the public to take photographs of our coastline, which will allow everyone to build up a picture of change along the Moray Coastline. The Points will allow the opportunity to capture timeline change. These would then be uploaded to Coastal Snap so data is available for all. Case Study funding for this project is £30,392.50.
- 6.4 **Near-Real Time Coastal Resilience Modelling:-** This project will deliver a near real-time approach to quantify coastal resilience through continuous monitoring. The aim of the study is to use satellite imagery and drone photographs to predict the change in the coastline. The new approach will extend existing capability in monitoring coastal change and key attributes of the coastal environment to integrate them into a coastal resilience index. This improved and continuously updating record would allow both long-term trends and the impact of individual storms to be quantified, and the impacts of future sea level rise and storm conditions to be anticipated. The Case Study funding for this project is £120,000.
- 6.5 Applications for grant funding from Scottish Government and other organisations become available throughout the year. The deadlines often preclude submission of a report to the service committee. It is requested that delegated authority is granted to the Head of Environmental and Commercial Services to approve grant funding applications where they align with the Coastal Adaptation plans.
- 6.6 The Coastal Adaptation Plans will be reviewed in six yearly cycles to coincide with the review of Local Flood Risk Management Plans, the next review will be undertaken in 2027/28.

## 7. **SUMMARY OF IMPLICATIONS**

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

"We leave a better environment for future generations."

(b) **Policy and Legal**

There are no legal or policy implications associated with the recommendations in this report.

(c) **Financial implications**

All costs associated with the recommendations in this report are covered by the grant funding received from Scottish Government..

(d) **Risk Implications**

The Coastal Adaptation Plans set out a structured method of managing coastal change. If the Plans are not agreed there is a risk that ad hoc measures could be implemented that have a negative impact on other sections of the coastline.

**(e) Staffing Implications**

Development of the Adaptation Plans is undertaken using existing staff resources from Consultancy.

**(f) Property**

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

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

There are no equalities/socio economic implications associated with the recommendations in this report.

**(h) Climate Change and Biodiversity Impacts**

The Coastal Adaptation Plans provide a procedure for Officers to manage coastal change in a sustainable way. The Plans have been reviewed by the Climate Change Officer.

**(i) Consultations**

Depute Chief Executive (Economy Environment and Finance), Head of Environmental and Commercial Services, Head of Economic Growth and Development, Chief Financial Officer, Legal Services Manager and Lissa Rowan, Committee Services Officer have been consulted and their comments incorporated into the report.

**8. CONCLUSION**

**8.1 Coastal Adaptation Plans have been developed for Moray's coastline, which set out how Moray Council will manage coastal change. These Plans include a Regional Plan that covers the whole coastline and eleven Local Plans that provide details of individual coastal areas.**

**8.2 Moray Council has been allocated £226k from Scottish Government Distribution of Coastal Change Adaptation Capital Grant to develop three Case Studies within Moray.**

Author of Report: Will Burnish, Senior Engineer (FRM)

Background Papers:

Ref: SPMAN-524642768-1057





# Moray Coastal Change Adaptation Plan

**Regional Plan**

**Final**

**September 2023**

[www.jbaconsulting.com](http://www.jbaconsulting.com)



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## Revision History

Revision Ref/Date	Amendments	Issued to
November 2022 - P01	Draft Report	Will Burnish Leigh Moreton
June 2023 - P02	Response to Moray Council comments	Will Burnish Leigh Moreton
September 2023 - P03	Final edits from Moray Council CCAG comments	Will Burnish Leigh Moreton

## Contract

This report describes work commissioned by Will Burnish, on behalf of Moray Council, by a letter dated 9 August 2022. Moray Council’s representative for the contract was Will Burnish. Jenny Shadrick, Doug Pender, and Angus Pettit of JBA Consulting carried out this work.

Prepared by ..... Jennifer Shadrick BSc MSc PhD  
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Reviewed by ..... Angus Pettit BSc MSc CEnv CSci MCIWEM C.WEM  
 Technical Director

## **Purpose**

This document has been prepared as a Final Report for Moray Council. JBA Consulting accepts no responsibility or liability for any use that is made of this document other than by the Client for the purposes for which it was originally commissioned and prepared.

JBA Consulting has no liability regarding the use of this report except to Moray Council.

## **Acknowledgements**

JBA and Moray Council would like to acknowledge the contributions of Steve McFarland (SEPA) and Dr Alistair Rennie (Nature Scot and Dynamic Coast) for provision of data and advice during the project planning phase.

Thanks also go to Prof Larissa Naylor and Dr Martin Hurst of the University of Glasgow for their valuable input throughout, and peer review of the draft report.

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## **Carbon Footprint**

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JBA is aiming to reduce its per capita carbon emissions.

## Executive summary

The report documents the Regional Coastal Change Adaptation Plan (the Plan) for Moray Council. It provides an overview of the coastal processes, flood, and erosion risk to the coastline now and in the future. It has been developed using available national datasets from Moray Council, SEPA and the Dynamic Coast Project. The Plan was developed in alignment with available guidance, resources and supporting Moray Council plans.

This resulted in four key pillars of adaptation being identified to provide a focal point:

1. Working with Natural Processes
2. Monitoring Change
3. Communication and Engagement
4. Placemaking

The Regional Plan is divided into eleven Community Areas (CA), developed based on local community boundaries and coastal features. A prioritisation exercise was undertaken using available information from SEPA’s National Flood Risk Assessment and the Dynamic Coast Project, to understand when and how more detailed Local Plans should be developed.

In addition to the Local Plan prioritisation, regional Triggers were identified whereby, should these conditions be met, Moray Council will undertake further actions to:

- understand the implications on the adaptation process;
- manage changes to that approach, if required.

Finally, a set of nine Proactive Actions were identified and proposed. These are aligned with closing key knowledge gaps and making sure necessary supporting steps are undertaken to align the adaption process locally and nationally. Each of these have been developed alongside the key pillars identified. Actions can be:

- Direct - Moray Council to deliver.
- Indirect - Moray Council to initiate and third-party stakeholders to deliver.

The below actions will be delivered within the Phase 0 adaptation cycle.

Action	Details	Type	Third-party support
1	Undertaken NBS opportunities mapping exercise at the coast and land adjacent to the current coast-land boundary	Direct	NA
2	Establish coordinated and consistent coastal change monitoring plan for Moray Region.	Direct	NA
3	Establish and standardise defence asset condition database, including a mechanism for updating this and for identifying triggers in advance.	Direct	NA
4	Coastal adaptation workshop with Moray Coastal Partnership	Indirect	Moray Coastal Partnership
5	Engagement workshop with key third-party stakeholders. Utilities companies, private marinas, coastal asset owners, golf clubs etc.	Indirect	Various
6	Coastal flood forecasting refresher workshop with SEPA	Indirect	SEPA
7	Undertake land use opportunities mapping exercise	Direct	NA

8	Undertake economic opportunities exercise	Direct	NA
9	Undertake regional risk assessment to determine impact on Moray Coastal Trail.	Direct	NA



## Contents

Part A – Background and Motivation	1
1. Introduction	2
1.1 Overview	2
1.2 What is a Coastal Change Adaptation Plan?	2
1.3 Why is it needed?	3
1.4 What is the Regional CCAP?	3
1.5 Where are we on the adaptation journey?	4
2. Supporting Plans and Projects	5
2.1 Local Flood Risk Management Plans (LFRMP)- Cycle 2 (2022)	5
2.2 Moray Local Development Plan – July 2020	6
2.3 Dynamic Coast - 2021	7
2.4 Scottish Government Coastal Change Adaptation Plan (CCAP) Interim Guidance*	7
2.5 Spatial extents	10
3. Review, reporting, governance, and connections	12
3.1 Review	12
3.2 Reporting	12
3.3 Governance	12
3.4 Connections	12
Part B – Technical Information	14
1. Coastal Processes	15
1.1 Sediment Cells	15
1.2 Geology, morphology, and sediment transport	15
1.2.1 Sub-cell 3a	18
1.2.2 Sub-cell 3b	18
1.2.3 Sub-cell 3c	19
1.3 Hydrodynamics	19
1.4 Wave data	20
1.5 Sea levels	22
1.5.1 Tides	22
1.5.2 Sea levels	23
2. Sea level rise	25
2.1 Mechanisms	25
2.2 Historic SLR	25
2.3 Future predictions	26
Part C – Local Plan Prioritisation	29
1. Local Coastal Change Adaptation Plans	30
1.1 Plan prioritisation	30
1.2 Influence factors and Indicators	30
2. Community Area Summaries	33
2.1 Culbin to Netherton Coast	33
2.2 Kinloss to Hatton Coast	35
2.3 Roseisle to Burghead (South) Coast CA	37
2.4 Burghead to Cummington Coast CA	39
2.5 Hopeman to Covesea Coast	41
2.6 Lossiemouth to Binn Hill Coast	43
2.7 Kingston to Lower Auchenreath Coast	45
2.8 Portgordon to Buckpool Coast	47
2.9 Buckie to Portessie Coast	49

2.10	Findochty to Portknockie Coast	51	
2.11	Moray Coastal Trail	52	
2.12	Cullen to Muckle Hythe Coast CA	53	
3.	Methodology	55	
3.1	Outcomes	55	
Part D – Regional Plan		57	
1.	Regional Plan Overview	58	
1.1	Plan Area	58	
1.2	Plan Structure and Development	58	
2.	Regional Coastal Change Adaptation Process	62	
2.1	Triggers	62	
2.2	Actions	62	
2.3	Supporting steps and Proactive Actions	64	
2.4	Regional Pathway Process	65	
3.	Summary and Next Steps	68	
3.1	Regional Plan	68	
3.2	Local CA Prioritisation	68	
3.3	Regional Pathway Process	68	
3.4	Next Steps	69	
Appendices		70	
A.	CA Prioritisation		71
B.	Proactive Actions		73

## List of Figures

Figure 2-1: Four pillars of coastal adaptation for Moray	8
Figure 2-2: Extent and location of CAs within Moray	11
Figure 1-1: Sediment cell boundaries and drift direction at the Moray coastline with key settlements highlighted.	15
Figure 1-2: Bedrock Geology (BGS) at Moray coast.	16
Figure 1-3: Superficial deposits (BGS) at Moray coast.	17
Figure 1-4: Coast type classification. CA boundaries shown with black dashed lines.	17
Figure 1-5: Map showing CFB Extreme Sea Levels, CMEMS Wave Hindcast, Moray Firth WaveNet buoy and UKCP18 future sea level projection data points.	20
Figure 1-6: Wave rose for the offshore Moray CMEMS data point	21
Figure 1-7: Wave roses for the three Moray nearshore CMEMS data points	22
Figure 1-8: Example sea level data record (30 October to 3 November 2022) from Buckie tide gauge.	23
Figure 2-1: Mean sea level above 1932 average at Aberdeen gauge station. The green line shows a 10-year moving average (MA) and the dashed line shows the linear trend in mean sea level from 1932.	26
Figure 2-2: 2100 global warming projections based on different emission scenarios. Credit: Climate Action Tracker.	27
Figure 2-3: UKCP18 future sea level rise projections for RCP2.6, RCP4.5 and RCP8.5 scenarios at Moray. Bold lines show the 50 <sup>th</sup> percentile and dashed lines show the 5 <sup>th</sup> and 95 <sup>th</sup> percentiles with area shaded in between.	28
Figure 2-1: Culbin to Netherton Coast Community Area showing settlement areas, SEPA flood maps and Dynamic coast present-day and forecast shorelines.	34
Figure 2-2: Kinloss to Hatton Coast local plan area showing settlement areas, SEPA flood maps and Dynamic coast present-day and forecast shorelines.	36
Figure 2-3: Roseisle to Burghead (South) Coast local plan area showing settlement areas, SEPA flood maps and Dynamic coast present-day and forecast shorelines.	38
Figure 2-4: Burghead to Cummington Coast local plan area showing settlement areas, SEPA flood maps and Dynamic coast present-day and forecast shorelines.	40
Figure 2-5: Hopeman to Covesea Coast local plan area showing settlement areas, SEPA flood maps and Dynamic coast present-day and forecast shorelines.	42
Figure 2-6: Lossiemouth to Binn Hill Coast local plan area showing settlement areas, SEPA flood maps and Dynamic coast present-day and forecast shorelines.	44
Figure 2-7: Kingston to Lower Auchenreath Coast local plan area showing settlement areas, SEPA flood maps and Dynamic coast present-day and forecast shorelines.	46
Figure 2-8: Portgordon to Buckpool Coast local plan area showing settlement areas, SEPA flood maps and Dynamic coast present-day and forecast shorelines.	48
Figure 2-9: Buckie to Portessie Coast local plan area showing settlement areas, SEPA flood maps and Dynamic coast present-day and forecast shorelines.	50
Figure 2-10: Findochty to Portknockie Coast local plan area showing settlement areas, SEPA flood maps and Dynamic coast present-day and forecast shorelines.	52
Figure 2-11: Cullen to Muckle Hythe Coast local plan area showing settlement areas, SEPA flood maps and Dynamic coast present-day and forecast shorelines.	54
Figure 1-1: Moray coastline with Moray Community Council Areas shown. Greyed areas include no coastal extents.	58
Figure 1-2: Regional plan structure concept.	59
Figure 1-3: Schematisation of Regional CCAP, feedback loops and linkage with Local Plans.	61
Figure 2-1: Regional Coastal Change Adaptation Pathway for Moray	67



## List of Tables

Table 2-1: Summary of Moray PVAs from the most recent 2022 LFRMPs	5
Table 2-2: Moray Local Development Plan coastal communities sorted by highest to lowest population (2022) (Source: Moray LDP)	6
Table 1-1: CAs and coast type classification. Descriptions correspond to coastal type subdivisions in Figure 3-4.	17
Table 1-2: Significant wave height (m) 50 <sup>th</sup> , 75 <sup>th</sup> , 90 <sup>th</sup> -100 <sup>th</sup> percentiles from CMEMS data from 1980 to 2022.	21
Table 1-3: Sea level data summary	22
Table 1-4: Tide Levels (mAOD) along the Moray coast from TotalTide.	23
Table 1-5: Data summary from SEPA Moray Firth Buckie tide gauge.	23
Table 1-6: Coastal flood boundary extreme sea level estimates across Moray	24
Table 2-1: Representative Concentration Pathways (RCPs) and associated global temperature increase.	26
Table 2-2: UKCP18 relative sea level rise uplifts for years 2050 and 2100, relative to the year 2022.	28
Table 2-1: Culbin to Netherton Coast influence factor results for prioritisation calculation inputs.	33
Table 2-2: Kinloss to Hatton Coast influence factor results for prioritisation calculation inputs.	35
Table 2-3: Roseisle to Burghead (South) Coast influence factor results for prioritisation calculation inputs.	37
Table 2-4: Burghead to Cummington Coast influence factor results for prioritisation calculation inputs.	39
Table 2-5: Hopeman to Covesea Coast influence factor results for prioritisation calculation inputs.	41
Table 2-6: Lossiemouth to Binn Hill Coast influence factor results for prioritisation calculation.	43
Table 2-7: Kingston to Lower Auchenreath Coast influence factor results for prioritisation calculation.	45
Table 2-8: Portgordon to Buckpool Coast influence factor results for prioritisation calculation.	47
Table 2-9: Buckie to Portessie Coast influence factor results for prioritisation calculation.	49
Table 2-10: Findochty to Portknockie Coast influence factor results for prioritisation calculation.	51
Table 2-11: Cullen to Muckle Hythe Coast influence factor results for prioritisation calculation.	53
Table 3-1: Summary of prioritisation outcome. CAs are ranked across each Indicator, with the overall score also provided.	56
Table 2-1: Regional Proactive Actions	64

## Abbreviations

BGS	British Geological Survey
CCAG	Cross-Council Action Group
CCAP	Coastal Change Adaptation Plan
CA	Community Area
CFB	Coastal Flood Boundary
CMEMS	Copernicus Marine Environmental Monitoring Service
DC	Dynamic Coast
EA	Environment Agency
HAT	Highest Astronomical Tide
HES	High Emission Scenario
LAT	Lowest Astronomical Tide
LDP	Local Development Plan
LFRMP	Local Flood Risk Management Plan
LPD	Local Plan Districts
mAOD	meters Above Ordnance Datum
MC	Moray Council
MHWN	Mean High Water Neaps
MHWS	Mean High Water Springs
MLWN	Mean Low Water Neaps
MLWS	Mean Low Water Springs
MSL	Mean Sea Level
NBS	Nature Based Solutions
NFRA	National Flood Risk Assessment
NRPs	Non-residential Properties
NSCE	National Standards for Community Engagement
PVA	Potentially Vulnerable Areas
RP	Residential Properties
SEPA	Scottish Environment Protection Agency
SIMD	Scottish Index of Multiple Deprivation
SLA	Special Landscape Area
SLR	(relative) Sea Level Rise
SW	Scottish Water
RCP	Representative Concentration Pathway
UKCP18	United Kingdom Climate Projections 2018

## Glossary

Accretion*	The build-up of sediment resulting in the seaward movement of the coastline/ Mean High Water Springs.
Actions*	A plan or policy option that promotes an adaptive approach to coastal change that makes use of long term or resilient solutions such as preserving natural features.
Action Plan*	The proposed strategy or course of action to be taken depending on trigger point reached.
Adaptation*	The adjustment in economic, social or natural systems in response to actual or expected climate change, to limit harmful consequences and exploit beneficial opportunities.
Adaptation Pathways*	A flexible way of managing future uncertainty by planning for multiple scenarios without rigid timelines responding to the nature of future changes as they unfold.
Asset*	An item, such as a building, that is deemed to have an economic, social, or cultural value (or combination of).
Decision point*	A management action based on a trigger being reached.
Erosion*	The removal of sediment resulting in the landward movement of the coastline (Mean High Water Springs)
Hard coastline*	Coast that is comprised mainly of materials resistant to erosion such as hard rock types or artificial structures.
Implementation Plan	The framework developed in this first iteration, or Phase 0 of the Adaptation Pathway to support Moray Council in the development of Action Plans for each CMU.
Implementation Plan Actions	Actions that Moray Council will deliver in response to a Trigger being met and will determine the Outcome of the phase of the Adaptation pathway.
Outcomes	Outcomes of the Implementation Plan determines the current path of the Adaptation Pathway.
Soft coast*	A coastline composed of unconsolidated sediments, which is not inherently resilient to erosion, but relies on the balance of natural processes to maintain its shape in response to storms and everyday processes.
Triggers*	Either a physical process or an enabler/inhibitor that when reached or a threshold crossed.

\*Term definitions from Scottish Government Coastal Change Adaptation Plan Guidance ([https://www.dynamiccoast.com/files/ccapg\\_2023feb.pdf](https://www.dynamiccoast.com/files/ccapg_2023feb.pdf))

## **Part A – Background and Motivation**



# 1. Introduction

## 1.1 Overview

Moray Council (MC) have worked in collaboration with JBA Consulting to develop a series of Coastal Change Adaptation Plans (CCAP) for the Moray local authority area in north Scotland. Plans will be developed at two levels. An overarching **Regional Plan**, covering the entire Moray Council coastline, and **Local Plans** for communities where adaptation actions are deemed a higher priority. These plans are “living documents” whereby changes in knowledge will trigger reviews and the implementation of defined actions.

This document details the Regional CCAP for Moray.

## 1.2 What is a Coastal Change Adaptation Plan?

Our climate is changing. As a result, sea level driven coastal flooding and erosion risk will increase and inevitably lead to losses for communities and individuals.

Although there is considerable uncertainty associated with this, the science shows that it is no longer a question of *if*, but rather *when* these risks will be realised. We cannot continue to aim to manage and protect against these risks and must, as a society, become more resilient and adapt to our changing planet. To enable resilience and adaptation, we must be proactive and avoid tying future generations to maintaining unsustainable and uneconomic approaches to coastal management. Putting an adaptive framework in place, and taking steps to implement it, will allow us to address these risks now. This will help reduce costs, generate wider benefits and opportunities for coastal communities now and in the future.

Coastal adaptation needs to be embedded into all our thinking across the local authority, businesses, and communities. Adaptation Plans are the first step in this process. They will encourage and reward proactive measures, which aim to build resilience and provide time to develop assessments and monitoring for the longer-term. They need to consider all potential pressures on the coast, including erosion, flooding, aging coastal defences, land use and ecological pressures.

The aim of CCAPs is to consolidate our understanding of the hazards of our changing coast and set out proactive steps Moray Council will take to promote and support increased resilience of our coastal communities.

CCAPs acknowledge that the complexity and uncertainty around coastal hazards mean different communities will be affected in different ways. Measures can be implemented that support more resilient communities, overcoming initial technical and economic barriers. By understanding risks, identifying causes, and implementing a sustainable pathway, all communities can become more resilient.

CCAPs will underpin Local Development Plans (LDPs) moving forward and steer new development away from risk; take opportunities to move assets; protect through appropriate engineered, natural and resilience measures; warn for hazards; and raise awareness of risks and actions that can improve resilience. They should provide a mechanism to proactively engage equitably with a wide array of community members, drawing in their ideas and concerns to co-develop a shared vision for long-term resilience.

While reduction in the impacts of climate change along the coast is of paramount importance, CCAPs will be influenced and supported by other factors including ecological, social, and economic considerations such as how the provision of green space improves societal and ecological well-being. A cross-sectoral, multi-benefits approach to adaptation planning and implementation can thus help open windows of opportunity to fund adaptation. By encouraging adaptation planning and implementation over a multi-generation time horizon, rather than a short-term timeframe, it will help ensure we can address current and future impacts of climate change directly and indirectly. Bold and proactive actions at the coast and on at future risk land adjacent to the coast will be set to:

- Facilitate direct actions to reduce risk and improve resilience;

- Identify and take opportunities for supporting actions that will increase success.

The purpose of the CCAPs is to set Adaptation Pathways for action so that Moray can adapt to climate change induced coastal flooding and erosion. These pathways are flexible to account for uncertainty in the timings and impact of coastal change. However, flexibility of pathways is not an excuse for inaction and CCAPs make sure that the adaptation journey starts now.

### 1.3 Why is it needed?

Moray has approximately 190 kms of coastline accommodating several large settlements, as well as other assets such as harbours, beaches, coastal trails, and agricultural land. These settlements and assets are important for the economy, natural and cultural heritage of the region. The increasing pressures of climate change, including the consequences of sea level rise, will continue to change our coastline and put existing and planned development and infrastructure at risk.

Around 60% of the Moray coastline is made up of soft material susceptible to erosion. Evidence from the Dynamic Coast project has indicated that the proportion of soft coastline experiencing erosion has increased in recent years from 10% to 34%. A substantial length of the coast has experienced erosion with 13 kms having retreated more than 30 m since the 1970's. There is likely to be increased erosion and flooding to be managed in the future.

### 1.4 What is the Regional CCAP?

The Plan is the top level covering the entire Moray coastline. Its purpose is simple and will:

- Define and understand coastal flood and erosion risk using the best available data;
- Identify and define region wide **Influence Factors and Indicators** that will inform and support an approach to adaptation planning;
- Prioritise the coastline for detailed Local CCAPs;
- Identify region wide **Triggers** that will influence adaptation decision making;
- Set region wide **Actions** to support a vision for the future Moray coastline.

Fundamentally, the Plan sets out a framework to support coastal change adaptation planning across Moray. It focuses on the management component of adaptation and is supported by the implementation of associated land-based aspects for avoidance of future risk to new developments. Specifically, this is supported by National Planning Framework 4<sup>1</sup> (NPF4) and set out in the following Environmental Policies (EP) of the current Local Development Plan:

- **EP12 Management and Enhancement of the Water Environment** - *New development will not be supported if it would be at significant risk of flooding from any source or would materially increase the possibility of flooding elsewhere. For development at or near coastal locations, this includes consideration of future flooding that may be caused by sea level rise and/or coastal change eroding existing natural defences in the medium and long term.*
- **EP17: Coastal Change** - *New development will not generally be supported in areas that are vulnerable to adverse effects of coastal erosion and/or wider coastal change as identified in Scotland's Dynamic Coast project (National Coastal Change Assessment).*

Application of this CCAP in parallel with the LDP policies provides the overall framework to support coastal adaptation in Moray through delivering sustainable land-based and management practices.

<sup>1</sup> <https://www.gov.scot/publications/national-planning-framework-4/>

### **1.5 Where are we on the adaptation journey?**

The aim of this first publication of the CCAP is to consolidate our understanding of the physical risks and how these interact with communities and their assets, to identify the present day and future hazards of our changing coast.

The adaptation journey is a continuous and ongoing process given the levels of sea level rise (SLR) that are already “baked in” to the coming years because of climate change (see Part B – Technical information section 2.3). Transitioning the region into a more sustainable and resilient future will require more detailed assessments of risk, economics, community engagement, environmental surveys, engineering assessments that are beyond the level of detail of what can be delivered at this stage.

This CCAP therefore promotes and develops a framework for adaptation across the region that, when followed, will allow Moray Council to undertake the relevant assessments and develop a robust Adaptation Pathway that can ultimately be delivered on with confidence.

## 2. Supporting Plans and Projects

Critical to implementation of the Plan and adaptation success is incorporation and alignment with key strategic regional and national plans and projects. At national level, Climate Ready Scotland provides the overarching framework to support the nation in adapting and responding to the changing climate<sup>2</sup>. This includes a five-year programme (2019-2024) to prepare Scotland for the challenges ahead.

As well as the Climate Ready Scotland Framework, here more specific plans and projects have been identified and reviewed to aid the development of this Plan. These are summarised below.

### 2.1 Local Flood Risk Management Plans (LFRMP)- Cycle 2 (2022)

Strategic flood risk planning for Moray is included in the Findhorn, Nairn and Speyside Local Flood Risk Management Plan (LPD05)<sup>3</sup>, and the North East Local Plan District Area (LPD06)<sup>4</sup>. The purpose of these are to set out how and when actions to reduce flooding impact will be implemented and to identify areas at greatest risk of flooding and which will benefit from investment. They are cyclical and set to update every six years, with the first cycle running from 2016 to 2022.

A total of four coastal areas in Moray were identified through these as potentially vulnerable to flooding:

- Burghead to Lossiemouth
- Spynie
- Kingston and Garmouth
- Kinloss
- Portgordon

Table 2-1 summaries the LFRMP findings for each Potentially Vulnerable Area (PVA) current and future risk to people and properties.

**Table 2-1: Summary of Moray PVAs from the most recent 2022 LFRMPs**

Area	Target Areas	Current risk	Future risk due to climate change
Burghead to Lossiemouth	Hopeman (389)	180 people 110 properties	240 people 150 properties
	Lossiemouth (391)	140 people 90 properties	200 people 130 properties
Spynie	Seatown, Lossiemouth (9991)	390 people 200 properties	490 people 250 properties
Kingston & Garmouth	Kingston (463)	30 people 20 properties	70 people properties

<sup>2</sup> Scottish Government. 2019. Climate Ready Scotland: Second Scottish Climate Change Adaptation Programme 2019-2024. - <https://www.gov.scot/publications/climate-ready-scotland-second-scottish-climate-change-adaptation-programme-2019-2024/>

<sup>3</sup> Moray Council. 2016. Findhorn, Nairn and Speyside Local Flood Risk Management Plan. <http://www.moray.gov.uk/downloads/file105636.pdf>

<sup>4</sup> Aberdeenshire Council. 2016. North East Local Plan District Local Flood Risk Management Plan. <https://www.aberdeenshire.gov.uk/media/17174/north-east-local-flood-risk-management-plan-2016-2022-web-version.pdf>



	Garmouth (393)	80 people 50 properties	90 people 60 properties
Kinloss	Kinloss (420)	320 people 220 properties	390 people 270 properties
Portgordon (06/01) (North East Local Plan District)		80 people 20 properties	-

## 2.2 Moray Local Development Plan – July 2020

In 2020, the Moray Local Development Plan (LDP)<sup>5</sup> was published, that sets the policies and land use proposals for the next ten years and beyond. The LDP aims to deliver three core policies: sustainable economic growth, healthy places, and longer-term infrastructure.

It is underpinned by three primary policies:

1. **Placemaking** – *“Development must be designed to create successful, healthy places that support good physical and mental health, help reduce health inequalities, improve people’s wellbeing, safeguard the environment and support economic development.”*
2. **Sustainable Economic Growth** – *“Development proposals which support the Moray Economic Strategy to deliver economic growth will be supported where the quality of the natural and built environment is safeguarded, there is a clear locational need, and all potential impacts can be satisfactorily mitigated.”*
3. **Infrastructure and Services** – *“Development must be planned and co-ordinated with infrastructure to ensure that places function and proposals are adequately served by infrastructure and services.”*

Within the LDP risks associated with current and future flooding and coastal change are addressed through specific policies. This promotes an avoidance principle whereby development will not generally be supported in areas that are at risk.

The Moray LDP 2027 is currently in progress. This Regional CCAP will form part of the Evidence Report required to go through a gate check process as part of the new LDP process.

This CCAP is designed to complement the Adaptation Pathways and actions set out by the LDP. There are 12 coastal communities identified as key settlements in the LDP. Table 2-2 summarises the population and households of each. The Moray coastline is also identified as a Special Landscape Area (SLA), which is an area designated for its special character and quality<sup>1</sup>.

**Table 2-2: Moray Local Development Plan coastal communities sorted by highest to lowest population (2022) (Source: Moray LDP)**

Settlement	Population	Households
Buckie	8,541	3,782
Lossiemouth	7,033	3,056
Burghead	1,945	835
Hopeman	1,724	701
Cullen	1,475	661
Portknockie	1,269	547
Findochty	1,209	525
Findhorn	901	445
Portgordon	884	374
Garmouth	589	254
Kingston	200	85
Cummingston	180	75

<sup>5</sup> Moray Council. 2020. Moray Local Development Plan. [http://www.moray.gov.uk/moray\\_standard/page\\_133431.html](http://www.moray.gov.uk/moray_standard/page_133431.html)

### 2.3 Dynamic Coast - 2021

The Dynamic Coast 2 project provided an updated national assessment of coastal change that provides strategic evidence on the risk of coastal erosion across the whole of Scotland<sup>6</sup>. It was delivered and managed through a collaboration between Nature Scot, Scottish Government, and the University of Glasgow.

The aim of the project was to improve the evidence and awareness of coastal erosion at a national scale and support decision makers in adapting and becoming resilient to coastal change as sustainably as possible. Results from Dynamic Coast can be used to identify areas at high risk of coastal erosion and help support decision-making.

It combines evidence-based historic coastal change with anticipated future change based on climate change projections. Here, results from Dynamic Coast inform the extent of past and anticipated coastal change risk along the Moray coast.

Full details of the datasets used in the CCAP are provided in Section 1.2 and Appendix A.1. Dynamic Coast provides a range of datasets with information about past and future risk of erosion, these include:

- Historic MHWS position (as far back as the 1890s);
- Historical rate of coastal erosion;
- Recent MHWS position;
- Predicted future MHWS positions at decadal intervals considering sea level rise;
- Predicted future erosion rates at decadal intervals considering sea level rise;
- Predicted future erosion area in 2100 considering sea level rise;
- Assets at risk from future coastal erosion considering sea level rise.

### 2.4 Scottish Government Coastal Change Adaptation Plan (CCAP) Interim Guidance\*

Coastal management planning in Scotland is changing and moving towards an adaptive approach. To enable national consistency and alignment of opportunities Scottish Government have developed Interim CCAP guidance<sup>7</sup>. The aim of this guidance is to support local authorities in Scotland plan for the long term (50 to 100 years) adaptation and resilience of coastal areas, communities, and assets. The guidance encourages a proactive approach that will maximise opportunities and minimise risk from climate change impacts.

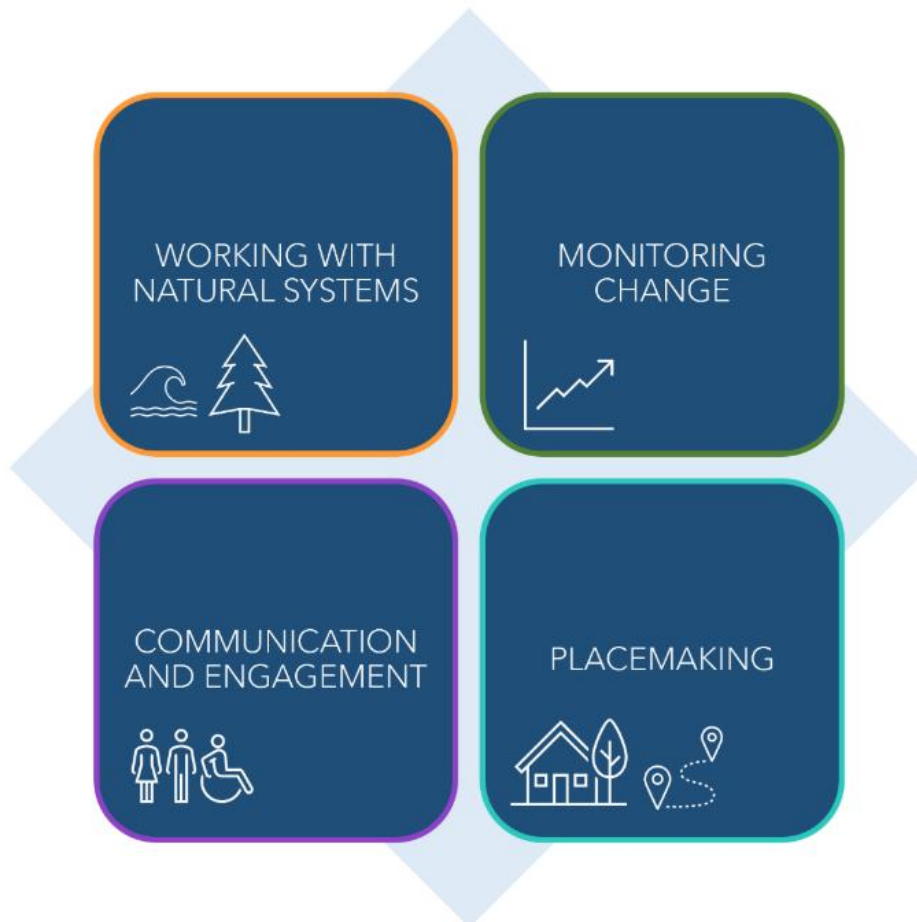
As part of development of this CCAP, the draft guidance was made available by SEPA. The timing of such means that, rather than attempt to align with all aspects in detail, key themes have been identified as being critical to support coastal adaptation in Moray.

This has been distilled into **four key pillars of adaptation** (Figure 2-1). The CCAP therefore aligns with the guidance through focus on these pillars to define the processes, pathway, and actions to support adaptation across the region. This also best reflects the stage that Moray is on the journey to coastal adaptation and aims to guide current, future practices to aid investment.

<sup>6</sup> Rennie et al. (2021) Dynamic Coast, The National Overview (2021) CREW.

<sup>7</sup> Scottish Government (2023) Coastal Change Adaptation Plan Guidance – Interim [https://www.dynamiccoast.com/files/ccapg\\_2023feb.pdf](https://www.dynamiccoast.com/files/ccapg_2023feb.pdf)

\*This document was prepared and published after review of the DRAFT interim guidance.



**Figure 2-1: Four pillars of coastal adaptation for Moray**

The pillars are summarised as:

**1. Working with natural systems:**

Coasts provide a range of natural systems, including dunes, beaches and saltmarshes which can provide critical protection from coastal flooding, erosion and erosion induced flooding; as evidenced by Dynamic Coast. Maintaining, enhancing, and restoring the protective function of these systems, using nature-based management approaches, can provide relatively low-cost ways to maintain, or increase, resilience. For this natural, and nature-based risk alleviation to continue, especially under the impacts of climate change, space on land needs to be given for these systems to evolve and migrate.

There is therefore a need for land-based policies to make space to accommodate erosion<sup>8</sup> by designating space for the inland migration and adjustment of such features in statutory policies, such as LDPs. Similarly, avoiding new or replacement “permanent” development, such as traditional housing stock or transport infrastructure such as roads, in locations where there is erosion and/or flood risk, should be a key pillar of climate resilient development pathways. In some locations, it may be possible to allow for temporary developments, which can allow economic activity to continue in areas at risk.

In areas on land that are already developed, existing assets at risk may require relocation now, or in the future. Accommodation space for these, as well as community engagement, is needed to help manage these risks in the most resilient and cost-effective ways for current and future generations. The interim guidance discourages the installation of new, artificial coastal defences and instead focusses on maintaining existing artificial

<sup>8</sup> Rennie et al. (2021) Dynamic Coast, The National Overview (2021) CREW.



structures, maintaining a level of performance deemed acceptable for their function. Where possible, the use of natural processes and solutions should be developed to extend defence life and improve performance. Furthermore, development of spaces should be avoided where inland migration of coastal features is needed.

In addition to the risk reduction benefits, natural processes can create opportunities for environmental enhancement, biodiversity gain and/or the capture of excess greenhouse gas emissions. Habitats such as seagrass, wetlands, saltmarsh, and woodlands are particularly effective. These such opportunities should be considered, when working with natural systems, to develop a multi benefits approach and use coastal adaptation to improve the overall ecological resilience of the coast.

## 2. **Monitoring change:**

Adaptation can only be implemented effectively if supported by a robust monitoring and evidence collection programme. This focuses on the collection of data to understand processes and help better identify, review and update Trigger points. Trigger points, at a local level, identify when critical thresholds, in terms of damaging impacts to coastal assets are approached. These, therefore, need to be adjusted in response to data availability and increased knowledge of coastal processes, at both a local and regional level, which can be accomplished with improved monitoring.

While it is important that the processes are understood. It is critical that a monitoring programme is developed in such a way that it can be efficiently integrated into the overall adaptation framework. Monitoring should be proportionate, and explore innovative methods for collection, storage, and assimilation of data, such that it can support fast, robust decision making.

## 3. **Communication and Engagement:**

Moving towards an adaptive practice represents a shift in how people, practitioners, and managers typically understand coastal management. It will place more onus on communities and individuals to understand and take responsibility for their own resilience as the climate changes.

The draft CCAP guidance highlights the use of The National Standards for Community Engagement (NSCE)<sup>9</sup> to guide fair and effective involvement of communities, as well as how and who to involve in the CCAPs. The NSCE Standards include seven components to address in any communication of the CCAP process:

1. Inclusion
2. Support
3. Planning
4. Working together
5. Methods
6. Communication
7. Impact

Engagement with groups across administrative boundaries (e.g. Moray Firth Coastal Partnerships) is also critical to enable a joined-up delivery approach to adaptation. Engagement activities specifically focused on knowledge exchange and awareness raising can be critical.

## 4. **Placemaking:**

<sup>9</sup> SCDC [The National Standards – VOICE \(voicescotland.org.uk\)](https://www.voicescotland.org.uk)

As with the LDP, placemaking is championed. This promotes an approach<sup>10</sup> to deliver multiple benefits to coastal environments and communities. Taking a place-based approach considers the collective physical, social, and economic aspects of a place, and deals with the complexities of optimising each aspect. For placemaking to be in line with the “climate resilient development planning” goals of the 6<sup>th</sup> IPCC, it is important that land for future adaptation/landward migration of natural processes is specified in the next cycle of LDPs.

Nevertheless, placemaking needs to be considered up front as a necessary supporting step for the adaptation pillars to be delivered effectively. This will provide a physical window of opportunity to accommodate future erosion and flooding and migration of coastal assets such as beaches and dunes, with minimal future costs (i.e. fewer assets on land will require relocation).

By doing this, positive interrelationships between all aspects of a place, now and in the future, can be identified and enhanced to solve problems that may not be possible if each aspect was considered individually. A place-based approach considers the potential of a place and identifies opportunities driven by community engagement. Using a place-based approach effectively and consistently throughout CCAPs aims to receive greater support from local stakeholders than traditional approaches.

Building a Wellbeing Economy is a policy priority in Scotland<sup>11</sup> as well as the National Strategy for Economic Transformation<sup>12</sup>. A Wellbeing Economy recognises the importance of wellbeing as an indicator for a successful society, not just economic growth. Wellbeing encompasses the quality of life and health of both the people and the relied upon environment. Building a Wellbeing Economy delivers social justice and environmental health, and an inclusive, sustainable, prosperous, and resilient economy.

As well as the four pillars defined here, the CCAP guidance recommends taking a precautionary approach, by using upper estimates for climate change predictions (see Section 3.6). This allows planning for the coast to adapt to long-term climate change and to potential, worst-case, scenarios more effectively.

## 2.5 Spatial extents

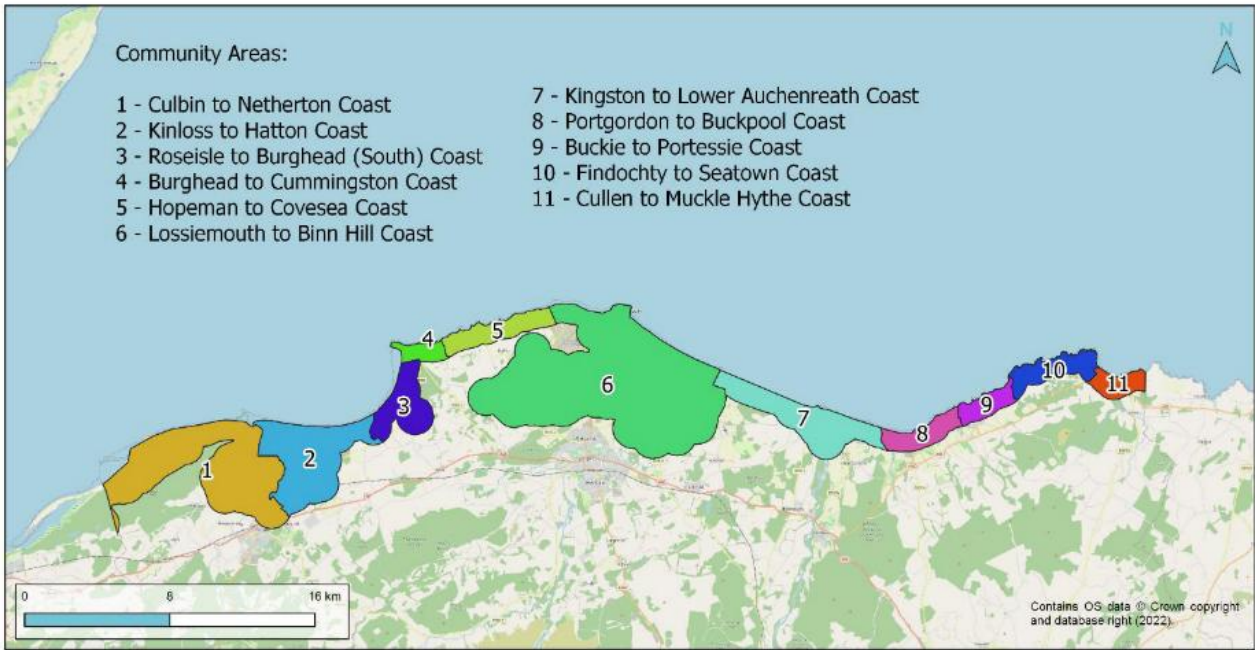
The Moray coastline has been subdivided into 11 smaller Community Areas (CAs) to prioritise Local CCAPs (Figure 2-2). The subdivision of the coastline was informed by Moray Council district boundaries; sediment cell locations; and SEPA flood maps. A 1 km buffer zone of the SEPA future (2080s) flooding spatial extent was used as the inland boundary.

The prioritisation (see part C) was used to schedule the development of Local CCAPs.

<sup>10</sup> [Our Place | Our Place](#)

<sup>11</sup> <https://www.gov.scot/groups/wellbeing-economy-governments-wego/>

<sup>12</sup> <https://www.gov.scot/news/scotlands-national-strategy-for-economic-transformation/>



**Figure 2-2: Extent and location of CAs within Moray**



### 3. Review, reporting, governance, and connections

For sustainable adaptation, it is critical that key departments of Moray Council work together and takes a holistic approach to climate adaptation. To achieve this, we have developed the Plan in collaboration with a **Cross-Council Action Group** (CCAG, Part D – Section 1.2):

- Adaptation aspects across Moray Council are aligned.
- The contents of this Plan can be adopted more widely into Council policy.
- Barriers to implementation are identified early and resolved.
- A clear and robust reporting and governance structure is implemented.

#### 3.1 Review

Delivery and implementation of the Plan will be the responsibility of the Consultancy Department of Moray Council. The following formal review process will be adopted.

- A full review, revision, and re-publication of the Plan **every 6 years**.
  - This will include details of **all Triggers** realised within the period, the associated **Actions**, and the impact on the revised plan. Revisions of this CCAP will not be made upon each individual Trigger realisation.
- An interim review and publication of Progress Report **every 3 years**.
  - The Progress Report, should include:
    - evidence of delivery of Proactive Actions.
    - evidence and documentation of Trigger Realisation.
    - evidence of delivery of associated Indirect and Direct actions after Trigger realisation.

#### 3.2 Reporting

Outside this formal review period, the Consultancy Department will be responsible for monitoring the underlying data and Triggers that have been identified and, should these be realised, take the necessary actions to address.

Reporting of Trigger realisation and progress on Regional Actions will be made through the Climate Change sections of Council Committee Reports, submitted to the **Economic Development and Infrastructure Services Committee**. This will be disseminated, more widely through Moray Council’s **Adaptation Working Group**. While it is acknowledged that this has yet to be finalised, upon doing so it is critical that this be used as a mechanism to support delivery of the Plan.

Relevant details of this Plan should be incorporated into the wider Moray Climate Change Strategy<sup>13</sup> to allow for alignment of wider risks and adaptation measures.

#### 3.3 Governance

The CCAG provides the governance structure for the Plan. It is this group’s responsibility to make sure that the Plan is delivered, reviewed, and reported against, as defined in this document.

The CCAG will form part of the wider Adaptation Working Group to make sure that awareness of the Plans contents is Council-wide and that the identified connections below are made and adhered to during Plan delivery.

#### 3.4 Connections

This Plan describes only a small part of how Moray Council must adapt to climate and coastal change. It is therefore critical that the development and delivery of the Plan is not only

<sup>13</sup> <http://www.moray.gov.uk/downloads/file136442.pdf>

supported by other Moray Council areas and policies, but that the content is used to inform other areas where future coastal flood and erosion risk must be considered.

The below outlines these initial connections and requirements, set out by the CCAG during development. These have been ranked as Low, Medium, and High priority to enable action from the CCAG, with progress reported against these per the structure and governance process outlined above.

- **High Priority - The plan must align with, inform, and support:**
  - the Regional Spatial Strategy.
  - the Local Development Plan through identifying area for future adaptation/landward migration of natural features.
  - the Economic Strategy.
  - areas of land safeguarding for growth and opportunities.
  - the application of NPF4 across Moray.
  - The Climate Change Strategy.
  - a Systems approach to delivery of Nature Based Solutions, Natural Flood Management and Environmental Enhancement activities.
- **Medium Priority - The plan must align with, inform, and support:**
  - delivery of resilience measures within Health and Social care practices.
  - development of a Common Adaptation Delivery programme across Moray.
  - initial discussions with relevant third-party stakeholders, for example:
    - NHS Grampian.
    - Scottish Water.
    - Historic Environment Scotland.
    - Nature Scot.
- **Low Priority - The plan must align with, inform, and support:**
  - delivery of adaptation and resilience measures of third-party stakeholders.



## Part B – Technical Information

# 1. Coastal Processes

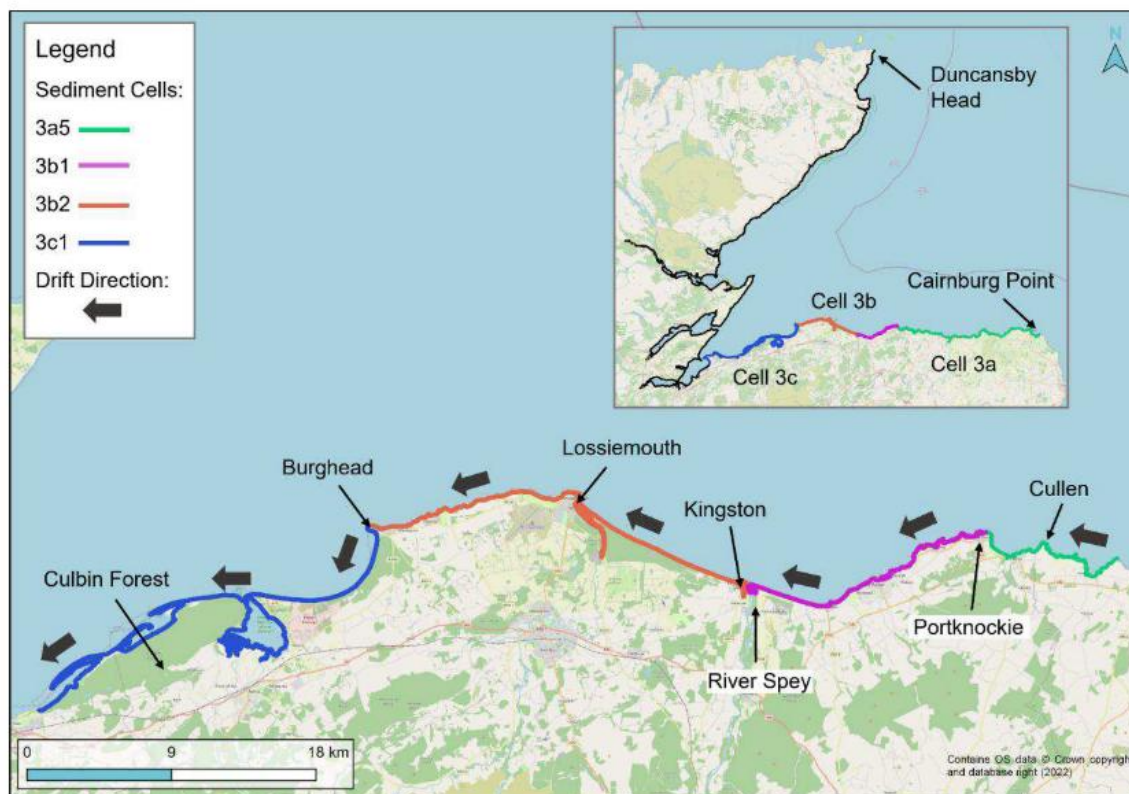
## 1.1 Sediment Cells

The Scottish coast has previously been subdivided into cells related to longshore sediment transport, with boundaries between cells located at points where sediment availability at the coast changes or is interrupted<sup>14</sup>. An idealised sediment cell is to be self-contained, in that there would be no net loss or gain of sediment from inside or outside the cell<sup>15</sup>.

These sediment cells are useful for subdividing the coastline in terms of natural processes, rather than with administrative boundaries for Shoreline Management Plans, and in this case a CCAP. Along the Moray coastline there is a dominant westerly sediment drift direction due to the orientation with respect to the predominant wave climate (Figure 1-1).

Of relevance to Moray Council is Sediment Cell 3 which extends between Cairnburg Point to Duncansby Head. Within Cell 3 the Moray coastline contains sections of sub-cell 3a (Cullen to Portknockie), sub-cell 3b (Portknockie to Burghead), and sub-cell 3c (Burghead to Culbin Forest). These sub-cells are further subdivided into smaller sections along the coastline.

The boundary between sediment cell 3a5 and 3b1 is defined by the headland at Portknockie, where this interrupts the westerly direction of sediment transport. The boundary between sediment cell 3b1 and 3b2 is defined by the mouth of River Spey, where the River Spey contributes considerable volumes of sand and gravel to cell 3b2. The boundary between sediment cell 3b2 and 3c1 is defined by the headland at Burghead, where this interrupts the westerly direction of sediment transport.



**Figure 1-1: Sediment cell boundaries and drift direction at the Moray coastline with key settlements highlighted.**

## 1.2 Geology, morphology, and sediment transport

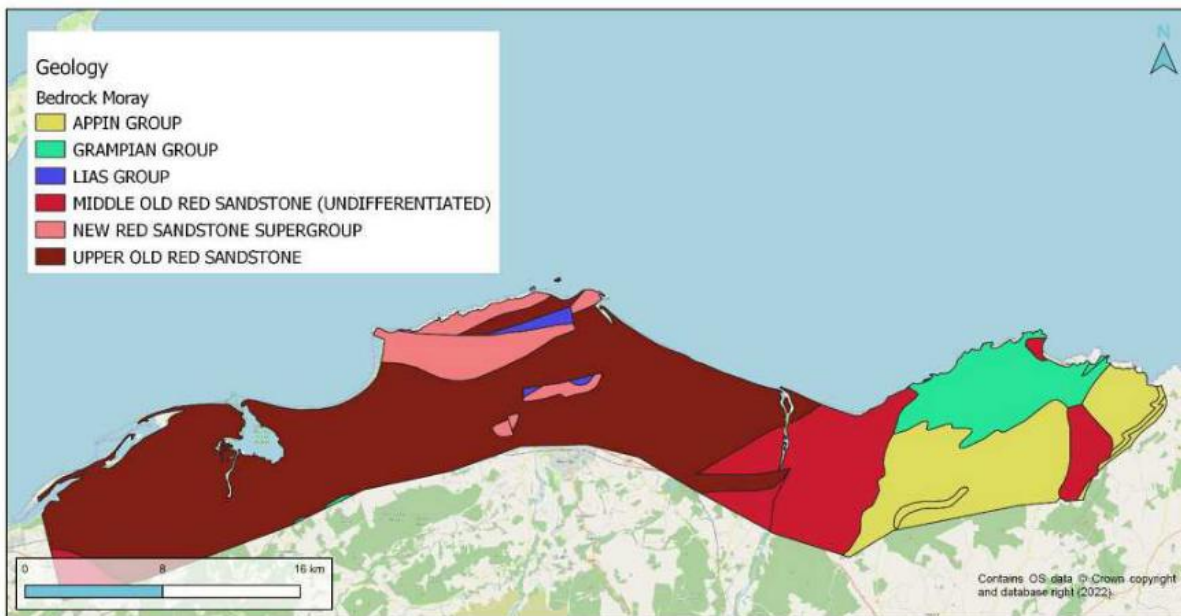
<sup>14</sup> HR Wallingford (1997) Coastal Cells in Scotland. Scottish Natural Heritage Research, Survey and Monitoring Report No 56.

<sup>15</sup> Ramsay DL and Brampton AH (2000) Coastal Cells in Scotland: Cell 3 – Cairnbulg Point to Duncansby Head. Scottish Natural Heritage.

The type of coastline (soft or hard) is strongly associated to the geology and lithology which, in turn, influences the vulnerability to coastal flooding and erosion in that area. These geological factors also influence the morphology and sediment availability, which can both enhance or reduce risk of flooding and erosion. Bedrock geology and superficial deposits (625k scale) maps sourced from the British Geological Survey (BGS) are shown in Figure 1-2 and Figure 1-3.

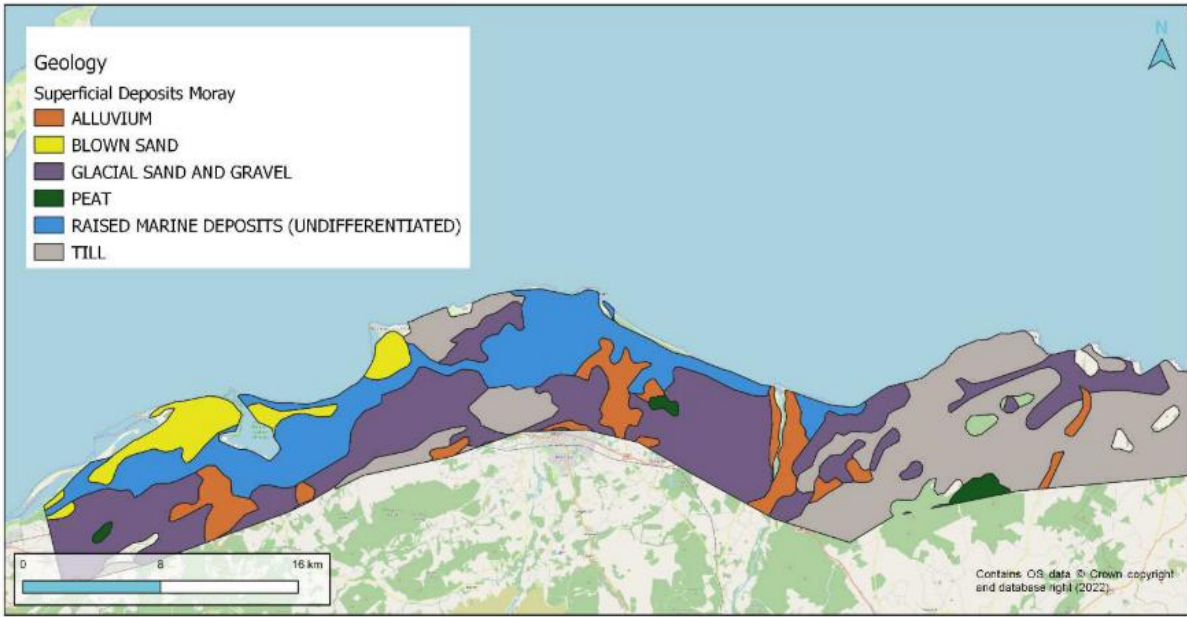
Longshore sediment transport is controlled by waves, tides and currents and is also influenced by the type of available sediment (linked to geology) and morphology of the coastline. Coastal erosion or accretion reflects the divergence of alongshore transport, i.e. erosion occurs where there is net sediment deficit and accretion occurs where there is net sediment surplus. Sediment transport is an important consideration when assessing coastal hazards, as the lack, or abundance, of material can greatly influence the level of protection the coast has against flooding and erosion.

The Moray coastline has been subdivided into coastal types at a large spatial scale to help inform the potential type of coastal hazard related to each CA (Figure 1-4, Table 1-1).



**Figure 1-2: Bedrock Geology (BGS) at Moray coast.**





**Figure 1-3: Superficial deposits (BGS) at Moray coast.**



**Figure 1-4: Coast type classification. CA boundaries shown with black dashed lines.**

**Table 1-1: CAs and coast type classification. Descriptions correspond to coastal type subdivisions in Figure 3-4.**

CA	Type	Classification
Culbin to Netherton Coast	Soft	Sand beach
Kinloss to Hatton Coast	Soft	Sand beach and sand dunes
Roseisle to Burghead (South) Coast	Soft	Sand beach
Burghead to Cummington Coast	Hard	Urban and coastal cliffs
Hopeman to Covesea Coast	Hard	Coastal cliffs, sand beaches and urban
Lossiemouth to Binn Hill Coast	Soft	Sand dunes, sand beaches, rock shore and urban
Kingston to Lower Auchenreath Coast	Soft	Gravel and sand beach
Portgordon to Buckpool Coast	Hard	Rock shore, gravel beach and urban
Buckie to Portessie Coast	Hard	Rock shore and urban
Findochty to Portknockie Coast	Hard	Coastal cliffs
Cullen to Muckle Hythe Coast	Hard	Coastal cliffs, urban and sand beach

### 1.2.1 Sub-cell 3a

The bedrock geology in sub-cell 3a is dominated by deformed and regionally metamorphosed sedimentary rocks<sup>16</sup>. Slate and Schistose grit dominate at the coast here, and in sub-cell 3b between Portknockie and Buckie.

Old Red Sandstone underlies the Spey Bay coastline but is mostly covered with extensive drift deposits

Between Lossiemouth and Burghead, fine, well-sorted grey to reddish brown sandstones outcrop at the coast.

The cliffs at Hopeman are composed of fine to medium grained, well-sorted aeolian sandstone. Erosion of glacial deposits is the main source of beach material in sub-cell 3b<sup>4</sup>.

Old Red Sandstone also dominates the coastal rock between Burghead and Portgordon and the hinterland of Burghead Bay and Culbin is vastly underlain by glacial deposits.

The coastline in sub-cell 3a is dominated by rock coast, with limited and small pocket beaches. Within the Moray section of sub-cell 3a (3a5), a pocket beach is located at Cullen.

### 1.2.2 Sub-cell 3b

In contrast to sub-cell 3a, sub-cell 3b long beaches are abundant and rock coast is uncommon, except between Portknockie and Portgordon, where the coast is rocky and developed.

To the west of Portgordon, there is extensive quantities of beach sediment occurring within Spey Bay. Shingle dominates the material along the eastern and central section of Spey Bay.

<sup>16</sup> Ramsay D.L. and Brampton A.H. (2000) Coastal Cells in Scotland. Cell 3 – Cairnbulg Point to Duncansby Head. Scottish Natural Heritage.

The hinterland of Spey Bay, extending between Portgordon and Lossiemouth is the largest vegetated shingle complex in Scotland<sup>4</sup>. Sediment transport along the coast at Spey Bay is in a nett westerly direction. New shingle material is supplied by the River Spey and erosion of glacial shingle deposits.

The coast towards Lossiemouth is dominated by sandy sediment and a dune ridge. The westerly direction of material has formed the spit near Lossiemouth and deflected the mouth of River Lossie westwards. The westerly drift and river flows from River Lossie result in transport of material beyond the headland to the west, where sand dominates the beach material between Lossiemouth to Covesea. Rock coast dominates the coastline between Covesea and Burghead.

### 1.2.3 Sub-cell 3c

In sub-cell 3c, the net wave induced westerly sediment transport continues from Burghead to Whiteness head, east of Nairn.

The plan shape of Burghead Bay is controlled by the headland at Burghead and dominating north-easterly waves and extends to Findhorn. Material eroded from the hinterland is deposited in the centre of Burghead Bay and a healthy shingle ridge has developed at Findhorn.

The Culbin frontage has a complex morphology, controlled mostly by the westward direction of sediment transport. The Bar is a mature feature, is migrating westward and landward and protects the dune system. At present, there is no coastal protection along the Culbin front.

## 1.3 Hydrodynamics

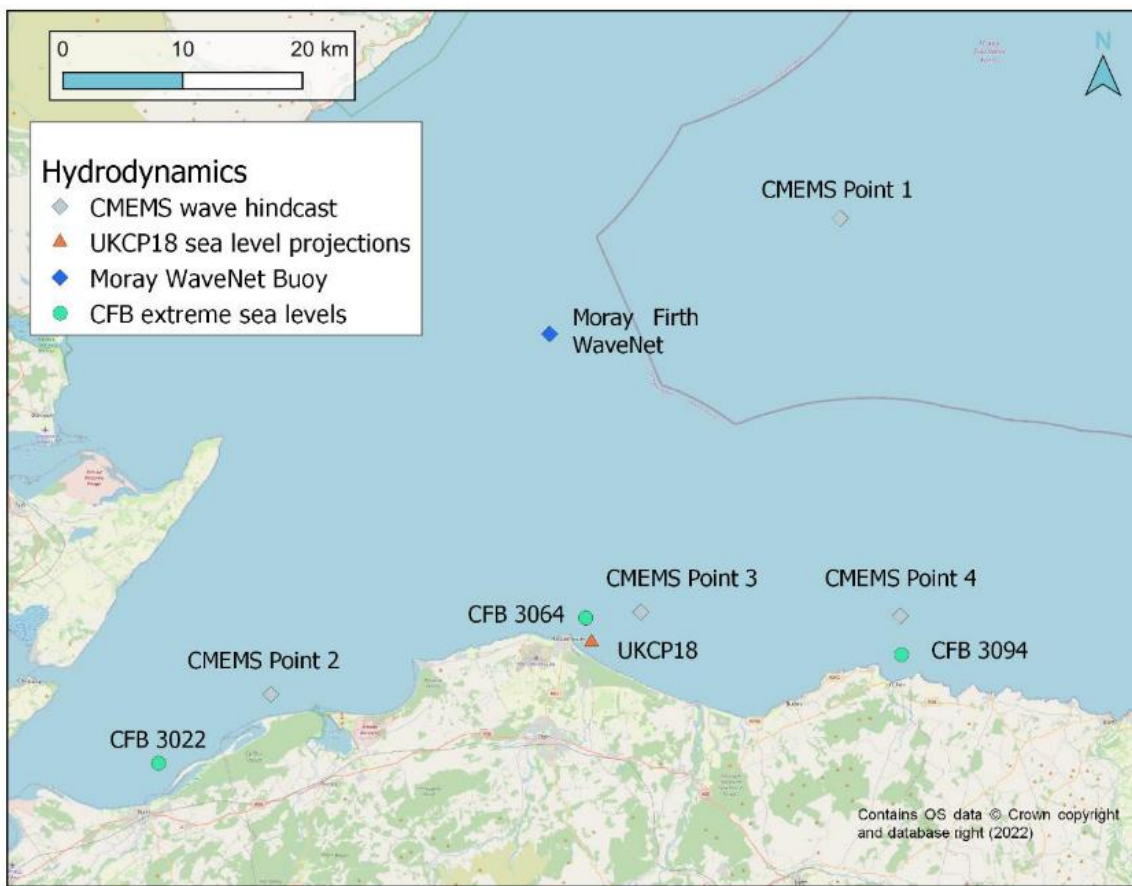
Hydrodynamics are the ocean processes that influence sediment transport, the shape of the coast and control the flood and erosion risk. For the purposes of coastal adaptation, they are classified into:

- Waves.
- Sea levels (tides and storm surge).

Review, understanding and incorporation of these processes into risk assessments help to inform flood and erosion risk, and how these may change through time. Here we present a range of local and national datasets we can use to help us understand past and future hydrodynamic conditions and associated response of the Moray coastline.

The location of hydrodynamic data points is shown in Figure 1-5 and correspond to data summary points in Table 1-2 and Table 1-3.





**Figure 1-5: Map showing CFB Extreme Sea Levels, CMEMS Wave Hindcast, Moray Firth WaveNet buoy and UKCP18 future sea level projection data points.**

### 1.4 Wave data

Moray Firth WaveNet buoy data collection started in 2008 and can be accessed through Cefas’ strategic wave monitoring network WaveNet<sup>17</sup>. This is the only wave buoy located near the Moray coastline, so there is no way to understand how wave climate varies along the coast with this dataset.

To achieve this here, wave data from Copernicus Marine Environmental Monitoring Service (CMEMS) has been used because the consistency in record length, and total coverage of the coastline. This allows consistent relative comparison of wave climate across the coast as well as comparison of offshore to nearshore wave conditions.

CMEMS provides modelled hindcast wave data from 1980 to 2021 using various global and regional models. Here the European NorthWest Shelf Wave Physics Reanalysis product was used (NWSHELF\_REANALYSIS\_WAV\_004\_015) to understand variation along the Moray coast. In total four points (1 offshore and 3 nearshore) were extracted and interrogated here (Figure 1-5).

The offshore CMEMS data point (point 1) estimates the highest significant wave heights ( $H_s$ ), with median  $H_s$  of 0.96 m and maximum  $H_s$  of 6.95 m between 1980 and 2021 (Table 1-2). Offshore wave direction is most predominantly from north-northeast, east, and east-southeast (Figure 1-6).

Nearshore  $H_s$  are smaller than offshore waves, with median  $H_s$  ranging from 0.36–0.72 m and maximum  $H_s$  ranging from 3.86–6.12 m. Nearshore  $H_s$  decreases westwards (as well as

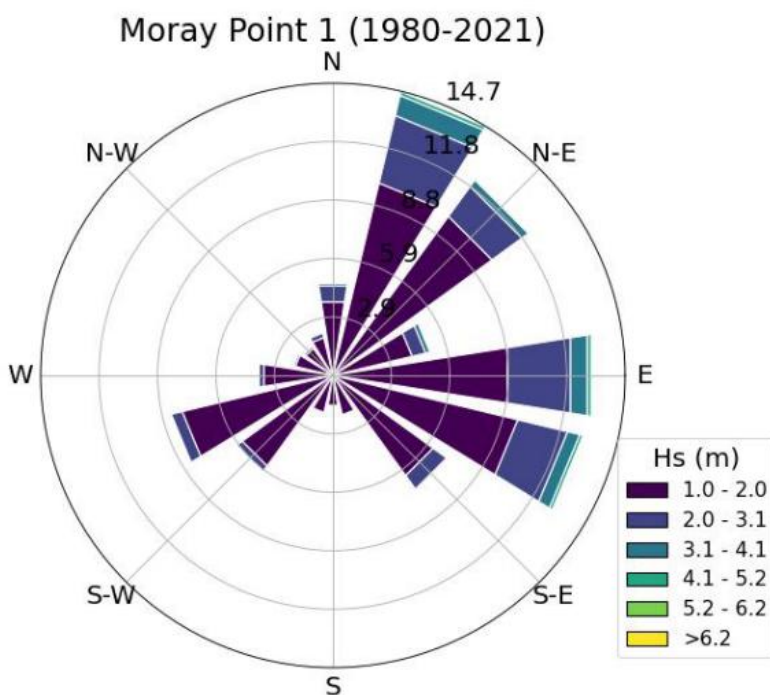
<sup>17</sup> CEFAS (2022) <https://wavenet.cefas.co.uk/map>

landward): Point 2 has the lowest  $H_s$  and with point 4 generally having the highest (Table 1-2).

Wave direction in the nearshore is more focused than offshore, reflecting the transformation processes and refraction due to the bathymetry. Point 2 shows wave direction most frequent from the northeast, but further east, point 3 and point 4, this rotates slightly to north-northeast (Figure 1-7). Overall, this contributes to the net westerly longshore drift of sediment.

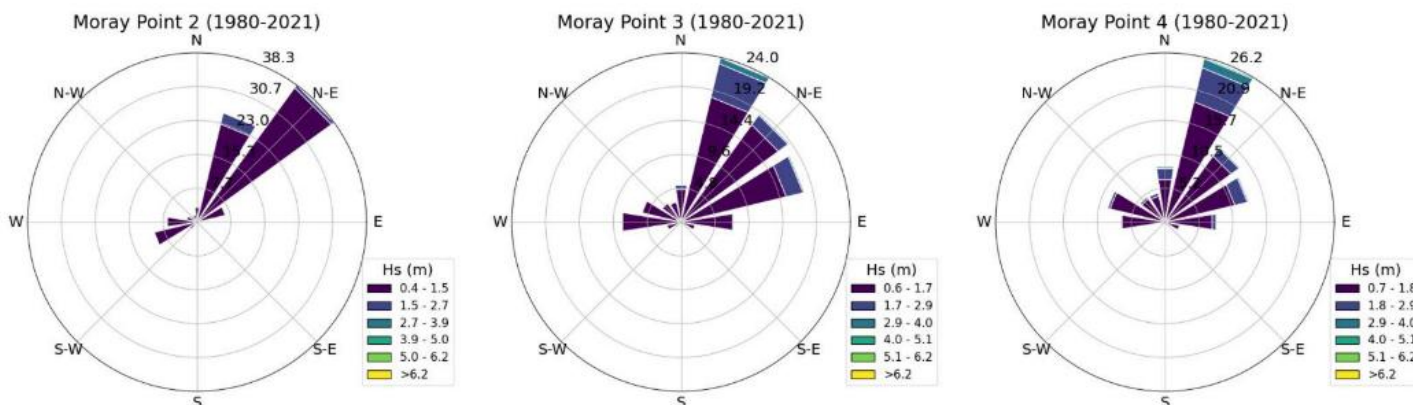
**Table 1-2: Significant wave height (m) 50<sup>th</sup>, 75<sup>th</sup>, 90<sup>th</sup>-100<sup>th</sup> percentiles from CMEMS data from 1980 to 2022.**

Percentiles	Wave point 1 offshore	Wave point 2	Wave point 3	Wave point 4
50 <sup>th</sup>	0.96	0.36	0.62	0.72
75 <sup>th</sup>	1.41	0.59	0.96	1.12
90 <sup>th</sup>	1.99	0.89	1.43	1.65
95 <sup>th</sup>	2.45	1.14	1.82	2.06
97.5 <sup>th</sup>	2.93	1.38	2.20	2.49
99 <sup>th</sup>	3.53	1.71	2.69	3.03
100 <sup>th</sup> (max)	6.95	3.86	5.60	6.12



**Figure 1-6: Wave rose for the offshore Moray CMEMS data point**





**Figure 1-7: Wave roses for the three Moray nearshore CMEMS data points**

### 1.5 Sea levels

The data used to understand present and future sea levels are summaries in Table 1-3. Three secondary non-harmonic port locations from Admiralty TotalTide were used to define astronomical tide levels. The SEPA tide gauge at Buckie provides the only known source of current sea level data collection. This, along with the Class-A gauge at Aberdeen provides the evidence of observed sea levels. Extreme sea level estimates are defined through three Coastal Flood Boundary (CFB) data points. Future sea level projections are taken from the UKCP18 dataset.

**Table 1-3: Sea level data summary**

Dataset name	Data type	Source	Temporal coverage
SEPA Buckie gauge	Tide Levels	SEPA	2001–2022
Admiralty TotalTide (Burghead, Lossiemouth, Buckie)	Tide Levels	Admiralty UKHO	N/A
Coastal Flood Boundary (CFB) (Points 3022, 3064, 3094)	Extreme sea levels	Environment Agency	2018
Aberdeen mean sea level gauge	Mean sea levels	Permanent Service for Mean Sea Level	1931–2022
UKCP18 (325637, 870712)	Sea level projections	UKCP18	Derived for epochs 2050 and 2100

#### 1.5.1 Tides

Tides are the regular variability in sea level elevation because of the gravitational forces exerted by the sun and moon. They are predictable and form the base component of total sea level. The Moray coast experiences a semi-diurnal regime (two high and low tides per day).

Tide levels for port locations Nairn (just west of Culbin Forest), Burghead, Lossiemouth and Buckie are summarised in Table 1-4. All four locations are secondary non-harmonic ports, with predictions based on the primary harmonic port at Aberdeen.

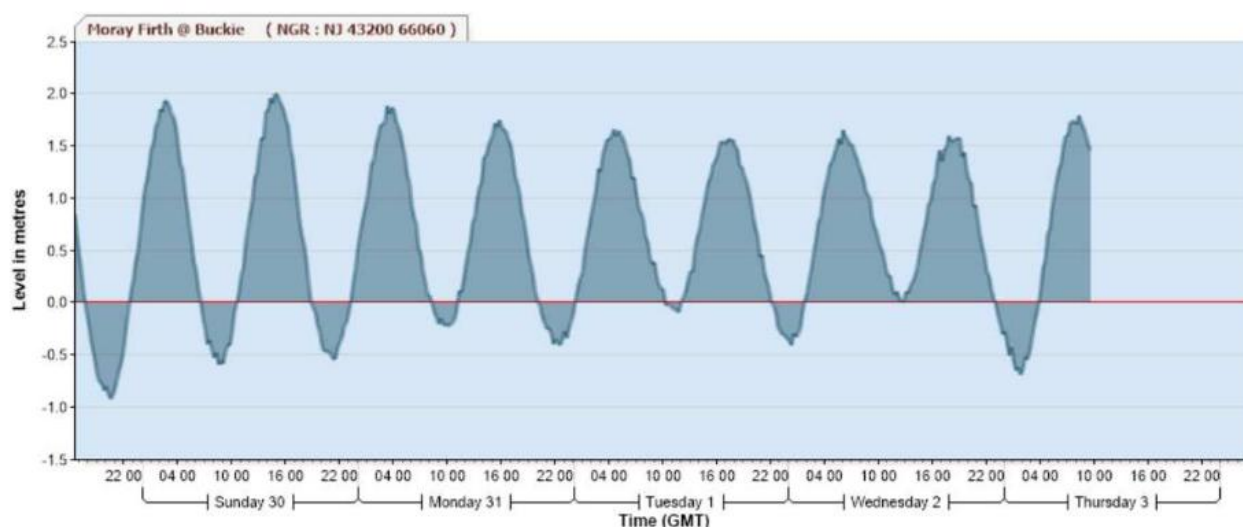
Tide levels are consistent across the three port locations at Moray coast. The tidal regime of the Moray coastline is mesotidal, with a typical spring range between -1.5–2.0 m. Mean High Water Spring (MHWS) is approximately 2.0 m above ordnance datum (mAOD).

**Table 1-4: Tide Levels (mAOD) along the Moray coast from TotalTide.**

Tide Level	Nairn	Burghead	Lossiemouth	Buckie
HAT	2.9	2.5	2.5	2.5
MHWS	2.2	2.0	2.0	2.0
MHWN	1.2	1.1	1.1	1.1
MSL	0.13	0.08	-	-
MLWN	-0.5	-0.5	-0.5	-0.5
MLWS	-1.4	-1.5	-1.5	-1.6
LAT	-2.1	-2.1	-2.1	-2.0

### 1.5.2 Sea levels

SEPA began recording sea level with the Buckie tide gauge 2001<sup>18</sup>. Highest, lowest, and average level recorded by the SEPA Buckie tide gauge is summarised in Table 1-5. The highest level recorded occurred during the December 2013 storm event, estimated to have a 250-year return period at Buckie. This event was responsible for widespread coastal flooding in both Moray and across the UK<sup>19</sup>.



**Figure 1-8: Example sea level data record (30 October to 3 November 2022) from Buckie tide gauge.**

**Table 1-5: Data summary from SEPA Moray Firth Buckie tide gauge.**

<sup>18</sup> SEPA (2022) [SEPA Water Levels - Moray Firth @ Buckie](#)

<sup>19</sup> <https://www.surgewatch.org/events/1/>

<b>Buckie Tide Gauge Summary*</b>	
Record start date	June 2001
Record end date	Ongoing
Highest level on record*	3.01 m (05/12/2013)
Lowest level on record	-2.36 m
Average level on record	0.32 m
*levels assumed to be referenced to Ordnance Datum Newlyn	

The Coastal Flood Boundary dataset (CFB)<sup>20</sup> provides extreme sea level estimates at a 2 km spacing around the UK coastline. This project was commissioned by the Environment Agency and Defra. Table 1-6 provides a summary of 2018 referenced sea levels at three points along the Moray coastline, with Culbin at the westward margin, Cullen at the eastward margin and Lossiemouth approximately central. Extreme sea levels increase westwards, towards Moray Firth. While this is partially because of the surge propagation into the inner Firth, it is evident in the underlying tidal regime (for the same reason). In this part of the Scottish coast, the tidal regime itself provides a key control on the overall total sea level.

**Table 1-6: Coastal flood boundary extreme sea level estimates across Moray**

<b>Return period</b>	<b>CFBD Point_3022 ESL (mAOD) (Culbin)</b>	<b>CFBD Point_3064 ESL (mAOD) (Lossiemouth)</b>	<b>CFBD Point_3094 ESL (mAOD) (Cullen)</b>
MHWS	2.26	2.04	2.00
2 year	2.89	2.75	2.62
50 year	3.19	3.04	2.92
100 year	3.26	3.10	2.98
200 year	3.32	3.17	3.04
1000 year	3.47	3.32	3.18

<sup>20</sup> Environment Agency (2018) Coastal flood boundary conditions for the UK: update 2018

## 2. Sea level rise

### 2.1 Mechanisms

Critical to adaptation on the coast is the change in flood, erosion and erosion induced flood risk because of climate change. While changes to the wave and storm surge climate may occur, these are superimposed on the impacts of rising mean sea level. Sea level rise (SLR) is complex and involves both changes to the sea surface and the level of the land. Although there are multiple global and local factors that can influence the rate of SLR, and absolute increase in SLR, the main causes can be reduced to three factors<sup>21</sup>:

1. Ocean expansion as water temperatures increase.
2. Addition of water from melt of land-based ice sheets and glaciers.
3. Changes to land water storage.

Additional factors that may alter SLR at a specific location relative to the global mean SLR include local ocean changes, changes in the Earth's gravity field and vertical land motion. In Scotland, for example, SLR is still being partially offset by glacial isostatic rebound.

During the last glacial period, Scotland was mostly covered by a large ice sheet that suppressed the land. Following the melt of this ice sheet, starting approximately 20,000 years ago, glacial isostatic rebound is causing the ongoing rise of land elevation still today across Scotland<sup>22</sup>. This land uplift caused by glacial isostatic rebound has however slowed over time and is now outpaced by global sea level rise<sup>23</sup>.

Greenhouse gases, specifically carbon dioxide, can stay in the atmosphere for centuries after it has been emitted; this causes a lag in the response of the climate system. A further lag is caused by ocean temperature adjustment and glacial melting. Practically, it means that if human-produced carbon dioxide emissions were to stop entirely today, the associated atmospheric warming and sea level rise would continue for decades, and potentially 1,000 years<sup>24</sup>. Although there are uncertainties associated with the magnitude of future SLR, linked to future greenhouse gas emissions, continued SLR because of this system lag is evidenced and guaranteed. A minimum of 30cm of global SLR is projected for the year 2100 no matter what, likely much more<sup>25</sup>.

Consequently, flood and erosion risk are widely expected to increase over the 21st century and beyond under all future emission scenarios considered<sup>26</sup>.

### 2.2 Historic SLR

Global SLR has been measured using satellite altimeters for the past 27 years. From 1993 to present, the average rate of global SLR has been measured as 3.34 mm/yr<sup>27</sup>. In contrast, gauges have shown mean sea level around the UK has risen by 1.4 mm/yr from the start of the 20<sup>th</sup> century<sup>28</sup>. It is irrefutable that human activities are the main driver of observed global mean SLR since 1971<sup>29</sup>.

At a local level, the Class-A tide gauge at Aberdeen has recorded mean sea level from 1931 to present-day. Here, from 1932–2014 (year 0 to year 82, Figure 2-1), mean sea level has risen

<sup>21</sup> Met Office (2022) <https://www.metoffice.gov.uk/weather/climate-change/organisations-and-reports/past-and-future-sea-level-rise>

<sup>22</sup> SEPA (2022) CCAP

<sup>23</sup> Rennie and Hansom (2011) Sea level trend reversal: Land uplift outpaced by sea level rise on Scotland's coast. *Geomorphology*. 125-1.

<sup>24</sup> Chu (2017) <https://climate.nasa.gov/news/2533/short-lived-greenhouse-gases-cause-centuries-of-sea-level-rise/>

<sup>25</sup> Lowe et al. (2019) Met Office Hadley Centre Climate Briefing Note. Met Office.

<sup>26</sup> Met Office (2018) UKCP18 Science Overview report

<sup>27</sup> Beckley et al. (2017) On the "Cal-mode" Correction to TOPEX Satellite Altimetry and Its Effect on the Global Mean Sea Level Time Series. 122 (11) *JGR Oceans*.

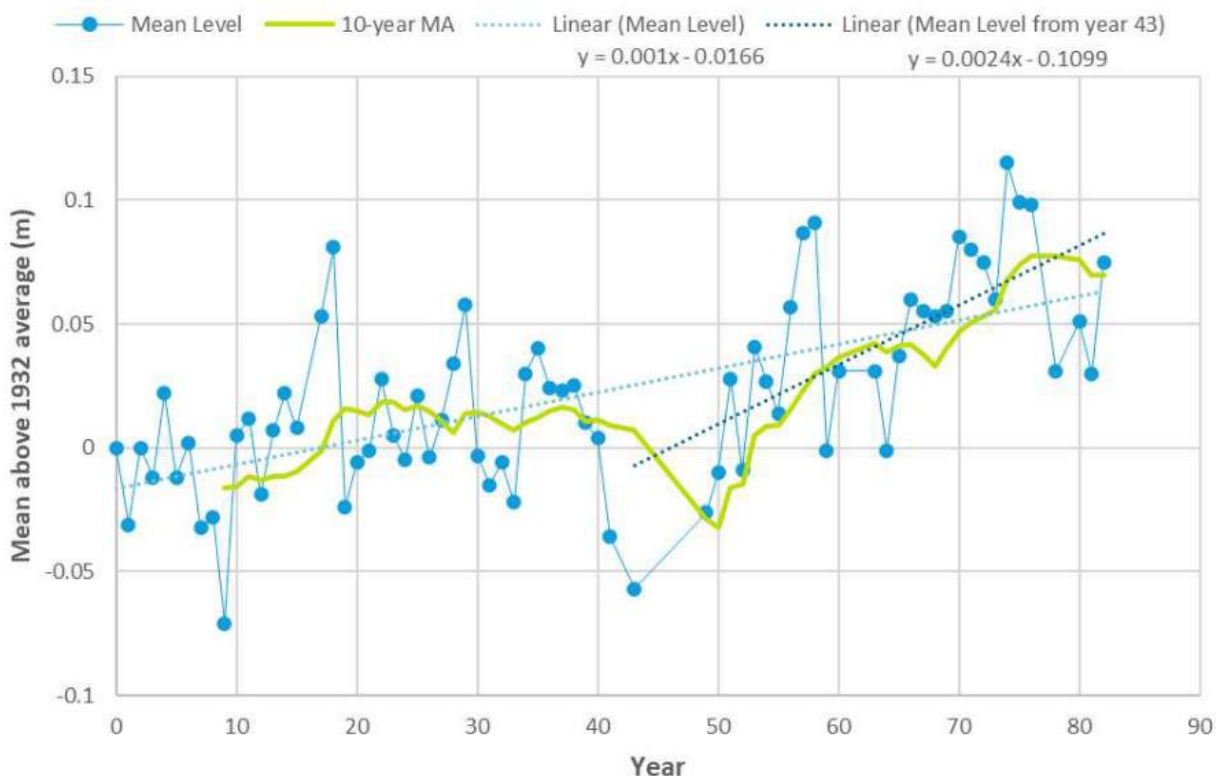
<sup>28</sup> SEPA (2022) Coastal Change Adaptation Plan Guidance.

<sup>29</sup> Arias P.A. et al. (2021) Technical Summary. *Climate Change 2021: The Physical Science Basis. Contribution of Working Group 1 to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change*.



at an average rate of 0.97 mm/yr<sup>30</sup>. From 1975–2014 (year 43 to year 82, Figure 2-1) however, the rate of average mean sea level rise has increased to 3.8 mm/yr, higher than the global average (Figure 2-1).

Compartmentalising the gauge data shows different trends and supports the suggestion that SLR is increasing, as observed in global satellite data.



**Figure 2-1: Mean sea level above 1932 average at Aberdeen gauge station. The green line shows a 10-year moving average (MA) and the dashed line shows the linear trend in mean sea level from 1932.**

### 2.3 Future predictions

To predict coastal risks under future climate change, forecasts of sea level rise are needed. In 2018 The UK Climate Projections (UKCP18) estimated the potential relative increase in sea level. The data derived in UKCP18 provides the local time-mean sea level projection of relative sea level change around the UK under a range of Representative Concentration Pathways (RCP) scenarios. RCP scenarios are used to model future climate evolution, including SLR, by considering economic, social, and physical changes to the environment that will influence climate change.

RCPs relate to Shared Socio-economic Pathways (SSPs), as used in the 2020 IPCC special report<sup>31</sup>. The concentration of greenhouse gases represented in each RCP scenario results in a range of global mean temperature increases (Table 2-1).

**Table 2-1: Representative Concentration Pathways (RCPs) and associated global temperature increase.**

<sup>30</sup> Sea level and tides (2022) <https://marine.gov.scot/sma/assessment/sea-level-and-tides>.

<sup>31</sup> IPCC (2022) Summary for Policy Makers. 2020 Intergovernmental Panel on Climate Change.

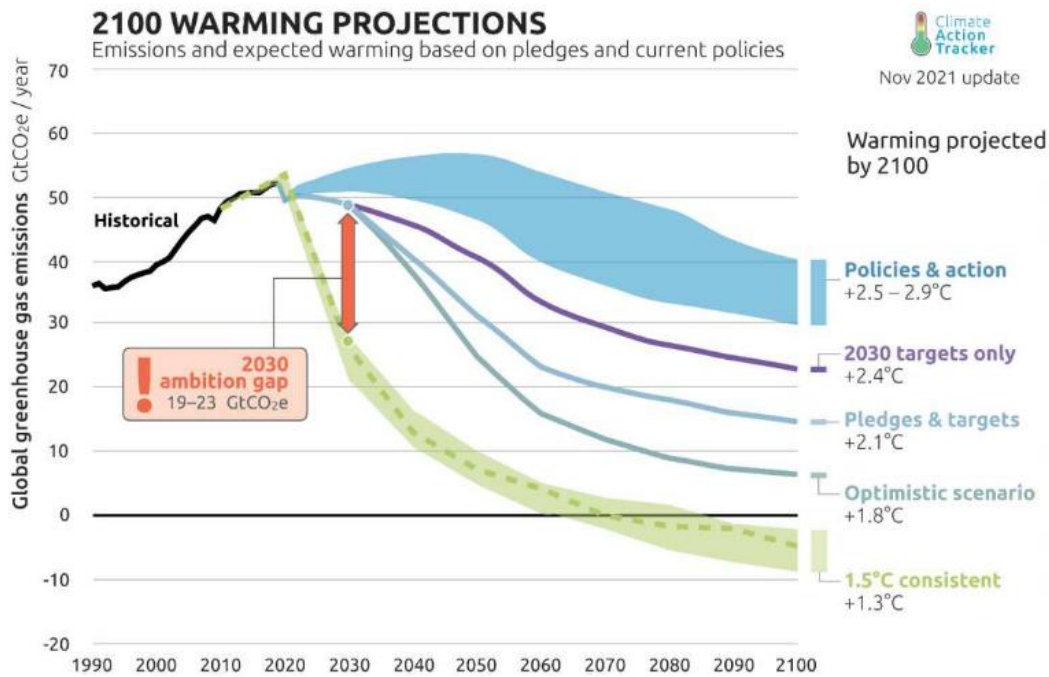
RCP	Change in Temperature by 2100 (°C)
RCP2.6	1.6 (0.9–2.3)
RCP4.5	2.4 (1.7–3.2)
RCP6.0	2.8 (2.0–3.7)
RCP8.5	4.3 (3.2–5.4)

In 2015 the Paris Agreement set goals to limit global warming to preferably 1.5°C<sup>32</sup>. Recent reports show that, even with national pledges to reduce greenhouse gas emissions, there is now no credible pathway to 1.5°C<sup>33</sup>. Even if a warming projection of 1.5°C was possible, this would still result in ~20 cm of SLR at the Moray coast by 2100 (Figure 2-3).

The 2030 gap between the, now unachievable, 1.5°C and the current policy and action driven +2.5-2.9°C of warming is substantial (Figure 2-2). The warming projection based on current policy and actions (+2.5-2.9°C) is expected to result in more than 60 cm of SLR at the Moray coast by 2100 (Figure 2-3). This means actions taken in the next ten years are critical to the warming projection pathway and resultant magnitude of sea level rise for the next century and beyond.

Current global policies are projected to result in ~2.7°C of warming<sup>34</sup>, but the current trajectory of global warming and associated sea level rise is following the RCP8.5, or High Emission Scenario (HES) scenario<sup>35</sup> (Figure 2-2).

Compared to the recent trend in emissions and global temperature, immediate action is necessary to have any real chance of limiting the impact of SLR.



**Figure 2-2: 2100 global warming projections based on different emission scenarios. Credit: Climate Action Tracker<sup>36</sup>.**

<sup>32</sup> UNFCCC (2022) The Paris Agreement. <https://unfccc.int/process-and-meetings/the-paris-agreement/the-paris-agreement>.

<sup>33</sup> United Nations Environment Programme (2022) The Closing Window. Emissions Gap Report 2022

<sup>34</sup> Climate Action Tracker (2021) <https://climateactiontracker.org/global/temperatures/>

<sup>35</sup> Schwalm, C.R., Glendon, S., & Duffy, P.B. (2020) RCP8.5 tracks cumulative CO2 emissions. Proceedings of the National Academy of Sciences, 117(33), 19656-19657

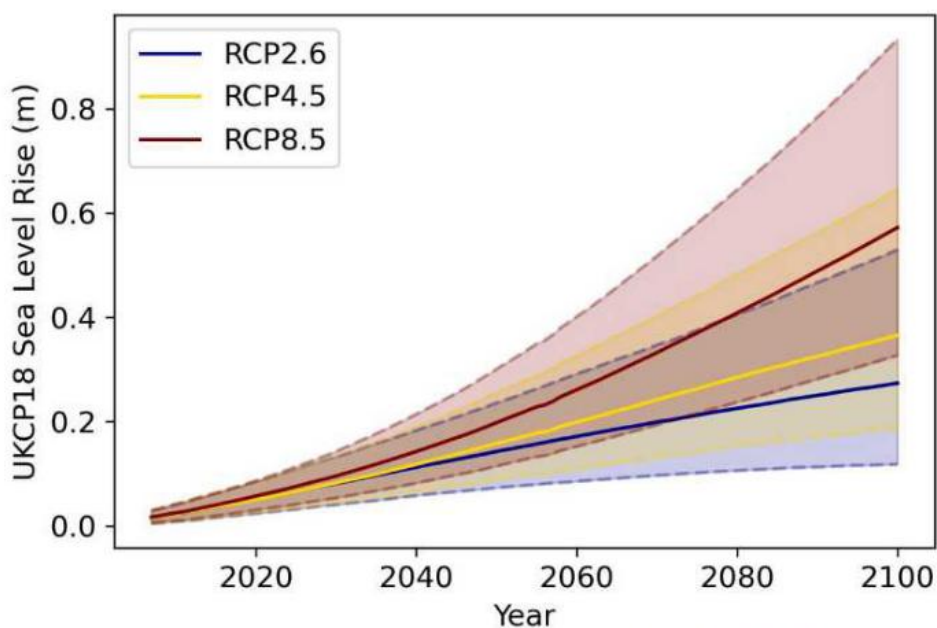
<sup>36</sup> Climate Action Tracker (2021) <https://climateactiontracker.org/global/temperatures/>

For the UK, UKCP18 provides estimates of future sea level rise. The UKCP18 SLR data used here were taken from the grid location with latitude longitude coordinates of (57.72, -3.25). The 70<sup>th</sup> and 95<sup>th</sup> percentile confidence estimates from the RCP8.5 scenario are summarised in Table 2-2. For the 95<sup>th</sup> percentile, the relative increase in sea level of 0.2 m in 2050 and 0.84 m in 2100 is relative to the sea level in 2022. The most extreme (low likelihood but credible) scenario projects relative sea level to increase by as much as ca. 1.8 m by 2100<sup>37</sup> and should be considered for very long-term decision making or critical infrastructure planning.

SEPA has as set out a climate change allowance, which is a prediction of anticipated change, in this case in SLR, caused by future climate change<sup>38</sup>. Moray is in the North Highland region and has been assigned a cumulative SLR of 0.89 m between 2017 and 2100.

**Table 2-2: UKCP18 relative sea level rise uplifts for years 2050 and 2100, relative to the year 2022.**

Year	70th percentile (m)	95th percentile (m)
2050	0.15	0.20
2100	0.59	0.84



**Figure 2-3: UKCP18 future sea level rise projections for RCP2.6, RCP4.5 and RCP8.5 scenarios at Moray. Bold lines show the 50<sup>th</sup> percentile and dashed lines show the 5<sup>th</sup> and 95<sup>th</sup> percentiles with area shaded in between.**

<sup>37</sup> Met Office (2023) Past and future sea level rise - Met Office

<sup>38</sup> SEPA (2022) Climate change allowances for flood risk assessment in land use planning. Version 2.

## Part C – Local Plan Prioritisation



## 1. Local Coastal Change Adaptation Plans

### 1.1 Plan prioritisation

This Coastal Adaptation Plan, and the subsequent Local Plans, form the first phase in the coastal adaptation journey for Moray. To identify initial Local Plans, a prioritisation exercise was undertaken. This developed a prioritisation matrix scoring system to enable relative comparisons of CAs to be made.

### 1.2 Influence factors and Indicators

The Regional CCAP has been developed by defining a series of **Influence Factors** that underpin the motivations, opportunities, and causes for adaptation. The four key pillars (Part A – Section 2.4) have been used to derive five Influence Factors:

- Flood and erosion hazards
- Climate change
- Present-day demographic make-up
- Development potential
- Economic potential

The prioritisation of each CA uses these factors as a basis and develops a series of quantifiable **Indicators** against which CAs can be evaluated. Using available data, values for each Indicator are calculated for each CA, weighted, standardised, and combined into a prioritisation score. Each CA is then ranked according to their overall score to identify where Local CCAPs will initially be developed.

The section below provides a summary of the Indicators developed for the prioritisation. Full details of the datasets used within each is provided in Appendix A.1.

Please note that planned new or future assets are not included in the assessments below. Given future development outlined in the current LDP<sup>39</sup>, particularly in built-up areas, these indicators are likely underestimating the risks to 2100 and beyond.

#### Risk Indicators

- **Properties**

From Dynamic Coast, the number of current residential and non-residential properties within the coastal erosion vicinity at 2100 are counted in each CA. The SEPA NFRA data is used to count the number of residential and non-residential properties at risk from a 1 in 200-year flood now and in the future.

Units used: count.

- **Roads**

From Dynamic Coast, the length of road per unit area within the coastal erosion vicinity at 2100 is calculated for each CA. Similarly, the length of road per unit area at risk of flooding from a 1 in 200-year flood event now and in the future is determined using SEPA's NFRA data for CA.

Units used: length/unit area (m/km<sup>2</sup>).

- **Utilities**

<sup>39</sup> Moray Council. (2020). Moray Local Development Plan. [http://www.moray.gov.uk/moray\\_standard/page\\_133431.html](http://www.moray.gov.uk/moray_standard/page_133431.html)

For utilities at risk of damage from coastal erosion, the Dynamic Coast datasets of assets (sourced from Scottish Water, Scottish Government and SEPA) are used. The number of rising mains, outfalls, operational sewers, gravity pipes, clean water, and utilities within the coastal erosion vicinity at 2100 are counted in each CA. SEPA NFRA utilities at risk of flooding from a 1 in 200-year flood now and in the future were also calculated for each CA.

Units used: count.

- **Coastal change**

While future estimates of erosion are important to plan for adaptation, it is also important to consider the evidence of where historic change has taken place and the coastline has changed. Risk to properties, roads and utilities are used to assess potential risk of future coastal change (see above). For evidence of change, Dynamic Coast historic rates are used to quantify the past observed coastal change across the Moray coast. The maximum and average rate of historical shoreline change from as far back as the year 1963 to present-day are used as inputs for each CA.

Units used: rate (m/yr).

### Management Indicators

- **Hard measures to alleviate risk**

A recent Environment Agency assessment has shown a staggering increase in predicted future maintenance and repair costs for maintaining hard coastal assets in our changing climate<sup>40</sup>. Adaptation will require in-depth understanding of existing assets and maximisation of performance. Existing built structures are therefore key. To incorporate this, length of artificial coastal structure that Moray Council has responsibility for is calculated for each CA. The objective of this is to draw attention to those CAs where these structures are classed as formal “defences” and to prioritise them appropriately for more detailed local actions. These are defined as structures on the coastline (i.e. not harbour walls) that Moray Council has a direct responsibility to maintain. Private defences or other coastal structures are not considered.

As such, defence condition or type is not considered regionally. In the Local CCAPs it will however be important to consider the residual design life of existing assets and to use any planned decommissioning and/or replacement of these as windows of opportunity to initiate a particular phase on an Adaptation Pathway.

Unit used: length (m).

- **Natural assets to alleviate risk**

To highlight the importance of working with natural systems, another defence category is included to represent naturally defended, such as by the dune systems at Lossiemouth and barrier beach at Kingston.

Unit used: yes/ no.

- **Demographic Indicator**

The Scottish Index of Multiple Deprivation (SIMD) is used to assess the deprivation of each local plan area. The SIMD score considers income, employment, education, and accessibility to healthcare. Inclusion of the demographic Influence Factor in the prioritisation ensures a community focus is considered when selecting sites for local development plans. An inverse weighting is applied so the lowest SIMD Rank (the most deprived) will be given the highest weighting in the prioritisation matrix.

Unit used: SIMD rank.

- **Nature-based Risk Alleviation Development Indicator**

<sup>40</sup> Environment Agency. (2020). Impact of climate change on asset deterioration. Report – SC12005/R1

Development opportunities and potential for widening use of nature-based solutions to increase resilience to coastal change forms a large part of adaptive management. The Development Indicator is calculated by summing the area of the greenspace within 1 km of the coast from Dynamic Coast data and the Moray Council designation areas per unit area of the local plan area in each of the units.

Unit used: area/unit area (m<sup>2</sup>/km<sup>2</sup>).

- **Economic Indicator**

Adaptation should promote multiple benefits and seek to support the economic growth opportunities and targets within Moray. The Economic Indicator is calculated by counting the number of non-residential properties per unit area in each local plan area from the SEPA NFRA dataset. The number of non-residential properties is a basic proxy for current economic value.

Unit used: count/ unit area.

## 2. Community Area Summaries

### 2.1 Culbin to Netherton Coast

Overall, Indicator scores for the Culbin to Netherton Coast are average to low in comparison to other CAs. The exception being that it has the highest historical coastal change, with a maximum 5.1 m/yr and average of 1.36 m/yr, located at the Culbin Sands spit.

Despite high historical coastal erosion rates, there are relatively few assets at risk of both erosion and flooding (Figure 2-1). Culbin Forest makes up a large portion of CA. Most assets at risk are of flooding are located south of Findhorn Bay. This CA has one of the lowest Economic Influence Factor compared to the other CAs and currently has no formal coastal defences in place.

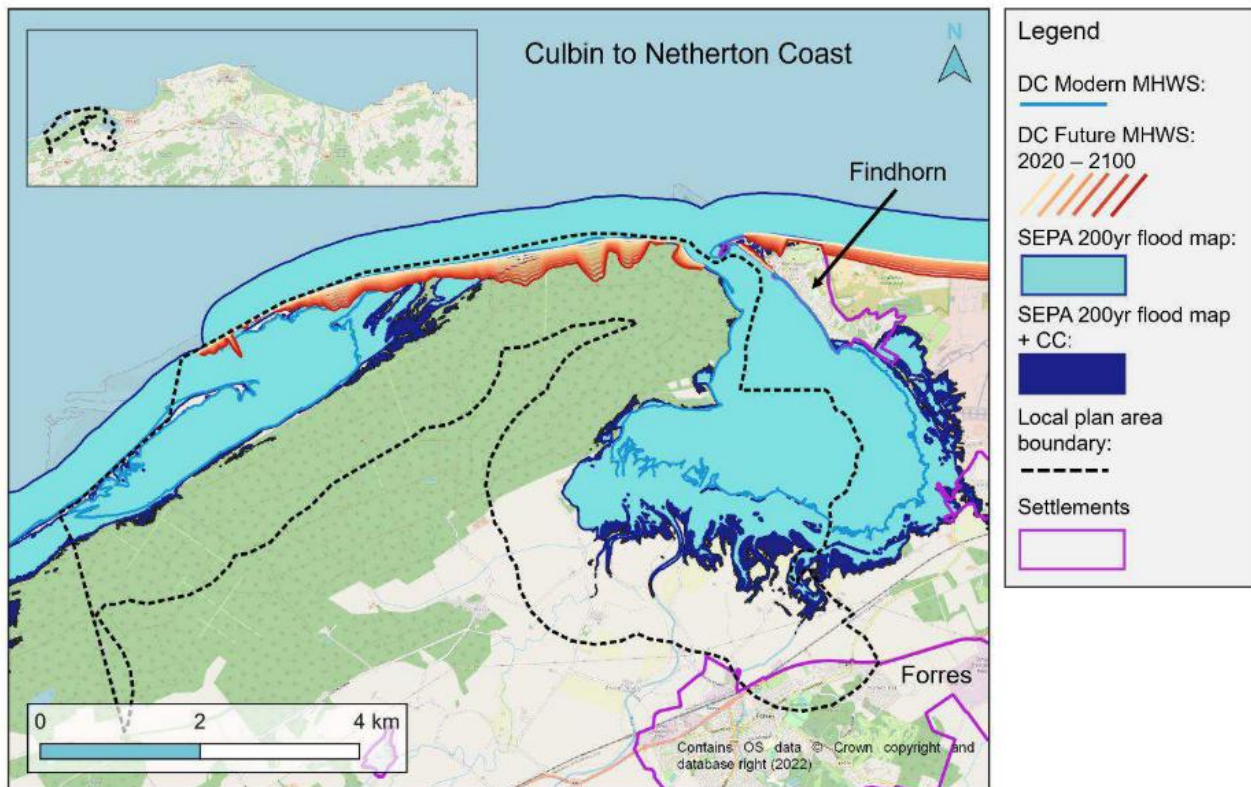
Overall, the CA is ranked 6<sup>th</sup> in the first iteration of the prioritisation calculation.

Table 2-1 summarises influence factor results for Culbin to Netherton Coast.

**Table 2-1: Culbin to Netherton Coast influence factor results for prioritisation calculation inputs.**

Influence Factor	Description and Unit	Details	Value
Risk	Properties at risk (count)	1 in 200-year flood present day	5
		1 in 200-year flood climate change	10
		DC 2100	0
	Roads at risk (length per unit area (m/km <sup>2</sup> ))	1 in 200-year flood present day	65.1
		1 in 200-year flood climate change	119.1
		Erosion climate change	0
	Utilities at risk (count)	1 in 200-year flood present day	0
		1 in 200-year flood climate change	0
		DC 2100	0
	Historical Coastal Change Rate (m/year)	Maximum in CA	-5.1
Average in CA		-1.36	
Management	Length of hard Defences (m)	Formal defences under Moray Council responsibility	0
	Natural Defences (Yes/No)	Do natural features form a flood defence	No
Demographics	SIMD (score)	Average SIMD (Inverse corrected)	233
Development	Area of coastal greenspace and identified development (m <sup>2</sup> /km <sup>2</sup> )	Summation of areas divided by CA area	32,731
Economics	Non-residential Properties (count)	Total number of non-res properties in CA	5.02





**Figure 2-1: Culbin to Netherton Coast Community Area showing settlement areas, SEPA flood maps and Dynamic coast present-day and forecast shorelines.**

## 2.2 Kinloss to Hatton Coast

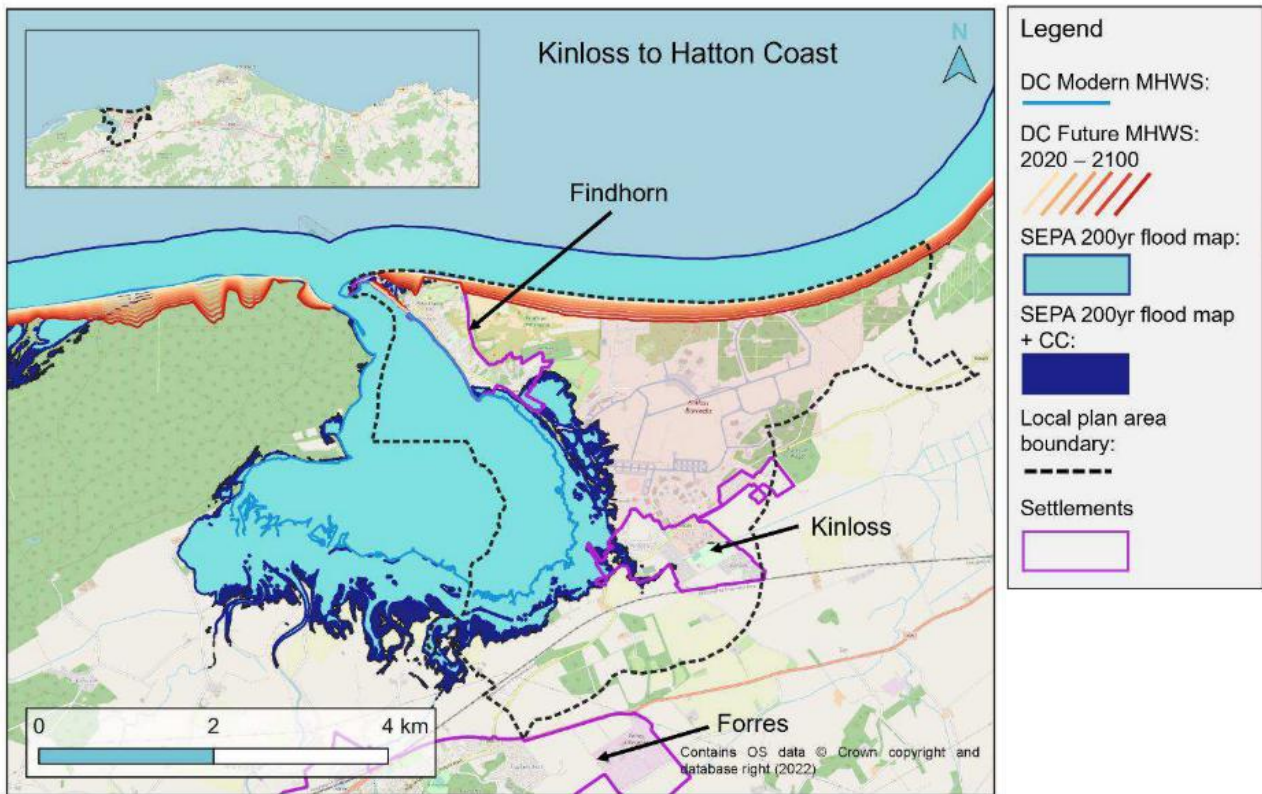
Kinloss to Hatton Coast CA has the highest scores for assets at risk of flooding, including properties, roads and utilities. Assets at risk from both coastal erosion and flooding are located north-west of Findhorn town, near the spit (Figure 2-2). Whereas assets at risk from flooding alone are located to the east of Findhorn Bay: Findhorn Ecovillage, Kinloss and Kinloss Barracks. Findhorn has no coastal defences maintained by Moray Council. The CA contains the southern part of Burghead Bay, and the historical rate of coastal change and other influence factor are in the mid-range of the other CAs.

Overall, the CA is ranked 7<sup>th</sup> in the first iteration of the prioritisation calculation.

Table 2-2 summarises influence factor results for Kinloss to Hatton Coast.

**Table 2-2: Kinloss to Hatton Coast influence factor results for prioritisation calculation inputs.**

Influence Factor	Description and Unit	Details	Value
Risk	Properties at risk (count)	1 in 200-year flood present day	39
		1 in 200-year flood climate change	80
		DC 2100	79
	Roads at risk (length per unit area (m/km <sup>2</sup> ))	1 in 200-year flood present day	229.4
		1 in 200-year flood climate change	374.6
		DC 2100	35.8
	Utilities at risk (count)	1 in 200-year flood present day	4
		1 in 200-year flood climate change	4
		Erosion climate change	245
	Historical Coastal Change Rate (m/year)	Maximum in CA	-1.6
Average in CA		-0.26	
Management	Length of hard Defences (m)	Formal defences under Moray Council responsibility	0
	Natural Defences (Yes/No)	Do natural features form a flood defence	No
Demographics	SMID (score)	Average SIMD (Inverse corrected)	212
Development	Area of coastal greenspace and identified development (m <sup>2</sup> /km <sup>2</sup> )	Summation of areas divided by CA area	76,100
Economics	Non-residential Properties (count)	Total number of non-res properties in CA	29.23



**Figure 2-2: Kinloss to Hatton Coast local plan area showing settlement areas, SEPA flood maps and Dynamic coast present-day and forecast shorelines.**



### 2.3 Roseisle to Burghead (South) Coast CA

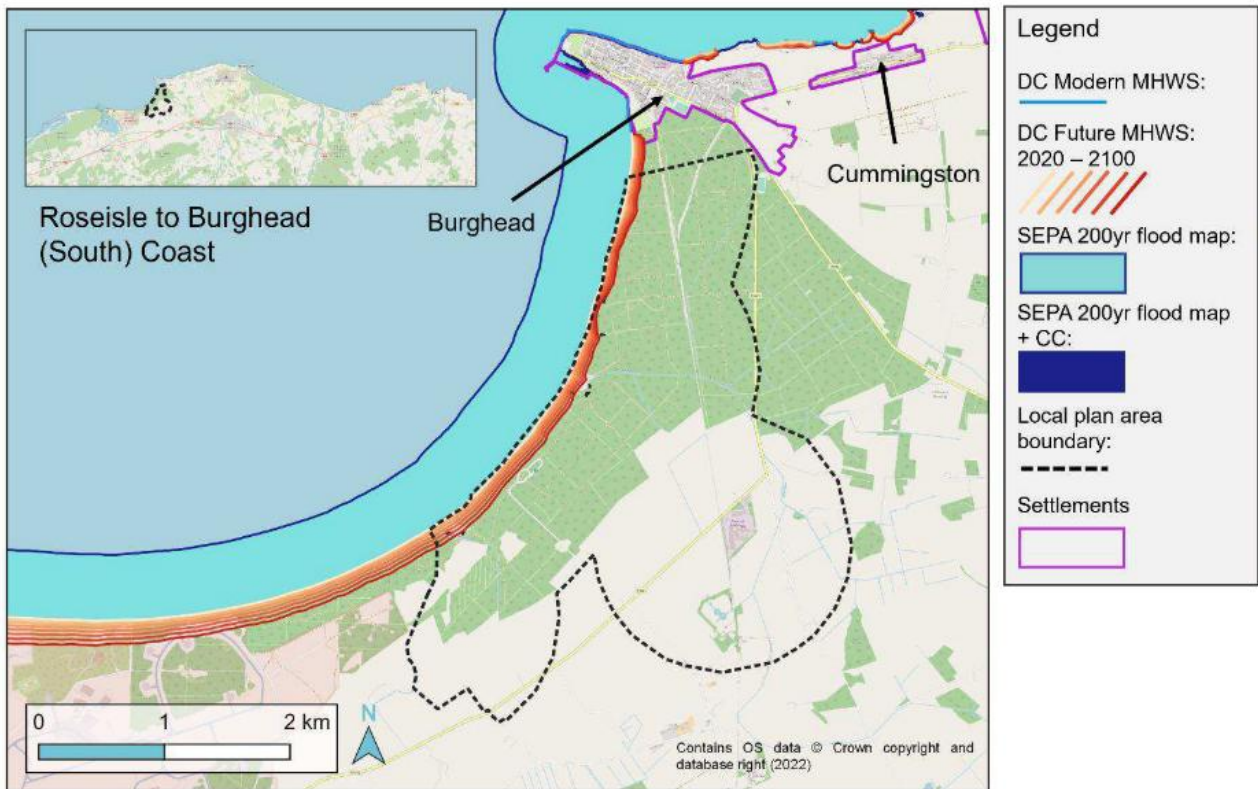
Roseisle to Burghead (South) Coast has some of the lowest scores in the prioritisation calculation across all influence factors. Risk from flooding and erosion is negligible compared to other CAs. Roseisle Forest makes up the entire coastline of the CA (Figure 2-3). It also has one of the lowest Development Influence Factor of 190 and lowest Economic Influence Factor of 2.17.

Overall, the CA is ranked 11<sup>th</sup> in the first iteration of the prioritisation calculation.

Table 2-3 summarises influence factor results for Roseisle to Burghead (South) Coast.

**Table 2-3: Roseisle to Burghead (South) Coast influence factor results for prioritisation calculation inputs.**

Influence Factor	Description and Unit	Details	Value
Risk	Properties at risk (count)	1 in 200-year flood present day	0
		1 in 200-year flood climate change	0
		DC 2100	1
	Roads at risk (length per unit area (m/km <sup>2</sup> ))	1 in 200-year flood present day	0
		1 in 200-year flood climate change	0
		DC 2100	16.3
	Utilities at risk (count)	1 in 200-year flood present day	0
		1 in 200-year flood climate change	0
		Erosion climate change	0
	Historical Coastal Change Rate (m/year)	Maximum in CA	-0.4
Average in CA		+0.02	
Management	Length of hard Defences (m)	Formal defences under Moray Council responsibility	0
	Natural Defences (Yes/No)	Do natural features form a flood defence	No
Demographics	SMID (score)	Average SIMD (Inverse corrected)	190
Development	Area of coastal greenspace and identified development (m <sup>2</sup> /km <sup>2</sup> )	Summation of areas divided by CA area	1782
Economics	Non-residential Properties (count)	Total number of non-res properties in CA	2.17



**Figure 2-3: Roseisle to Burghead (South) Coast local plan area showing settlement areas, SEPA flood maps and Dynamic coast present-day and forecast shorelines.**

## 2.4 Burghead to Cummington Coast CA

For all influence factor categories, the scores for Burghead to Cummington Coast are mid-range compared to all other CAs. Assets at risk from flooding are located at Burghead Harbour (Figure 2-4). Assets at risk from flooding and erosion are located along the coastline east of Burghead town and north of Cummington.

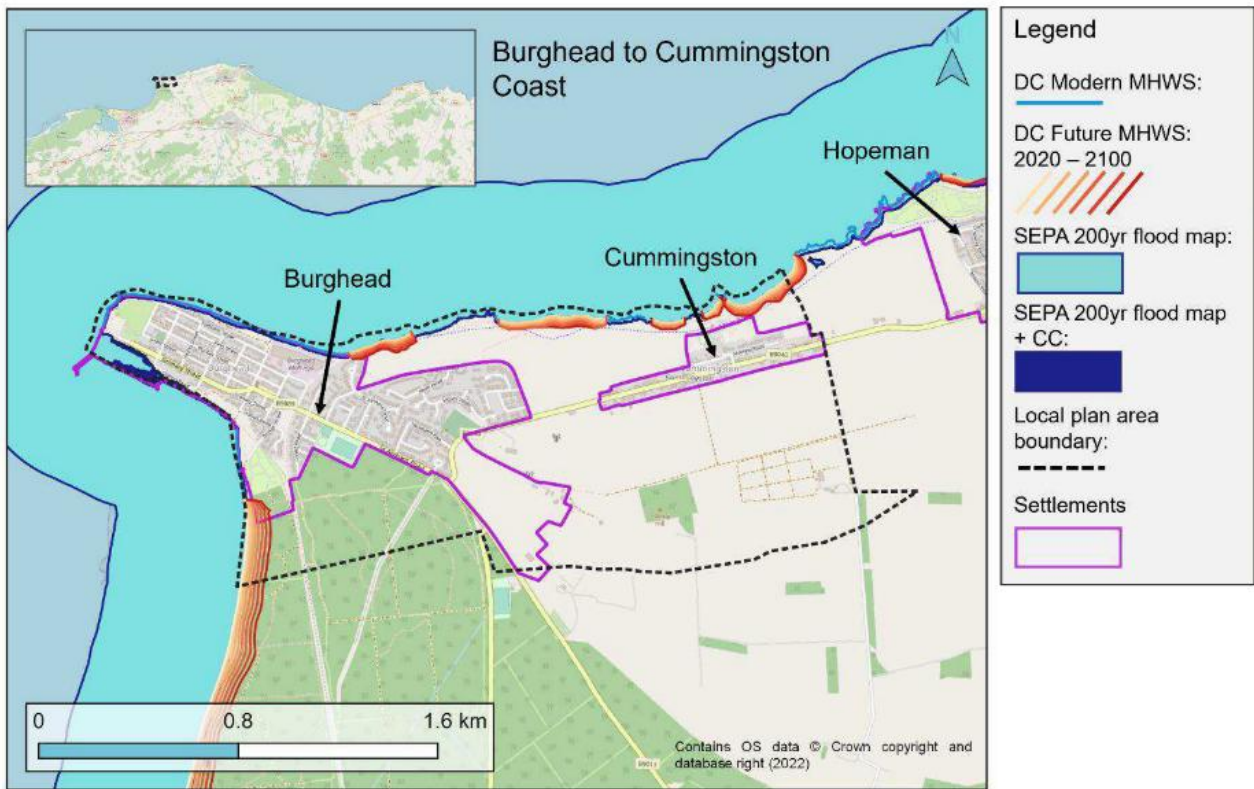
Overall, the CA is ranked 8<sup>th</sup> in the first iteration of the prioritisation calculation.

Table 2-4 summarises influence factor results for Burghead to Cummington Coast.

**Table 2-4: Burghead to Cummington Coast influence factor results for prioritisation calculation inputs.**

Influence Factor	Description and Unit	Details	Value
Risk	Properties at risk (count)	1 in 200-year flood present day	1
		1 in 200-year flood climate change	4
		DC 2100	6
	Roads at risk (length per unit area (m/km <sup>2</sup> ))	1 in 200-year flood present day	10.8
		1 in 200-year flood climate change	42.7
		DC 2100	23.8
	Utilities at risk (count)	1 in 200-year flood present day	0
		1 in 200-year flood climate change	1
		Erosion climate change	232
	Historical Coastal Change Rate (m/year)	Maximum in CA	-0.4
Average in CA		-0.06	
Management	Length of hard Defences (m)	Formal defences under Moray Council responsibility	0
	Natural Defences (Yes/No)	Do natural features form a flood defence	No
Demographics	SMID (score)	Average SIMD (Inverse corrected)	218
Development	Area of coastal greenspace and identified development (m <sup>2</sup> /km <sup>2</sup> )	Summation of areas divided by CA area	162,142
Economics	Non-residential Properties (count)	Total number of non-res properties in CA	59.23





**Figure 2-4: Burghead to Cummington Coast local plan area showing settlement areas, SEPA flood maps and Dynamic coast present-day and forecast shorelines.**

## 2.5 Hopeman to Covesea Coast

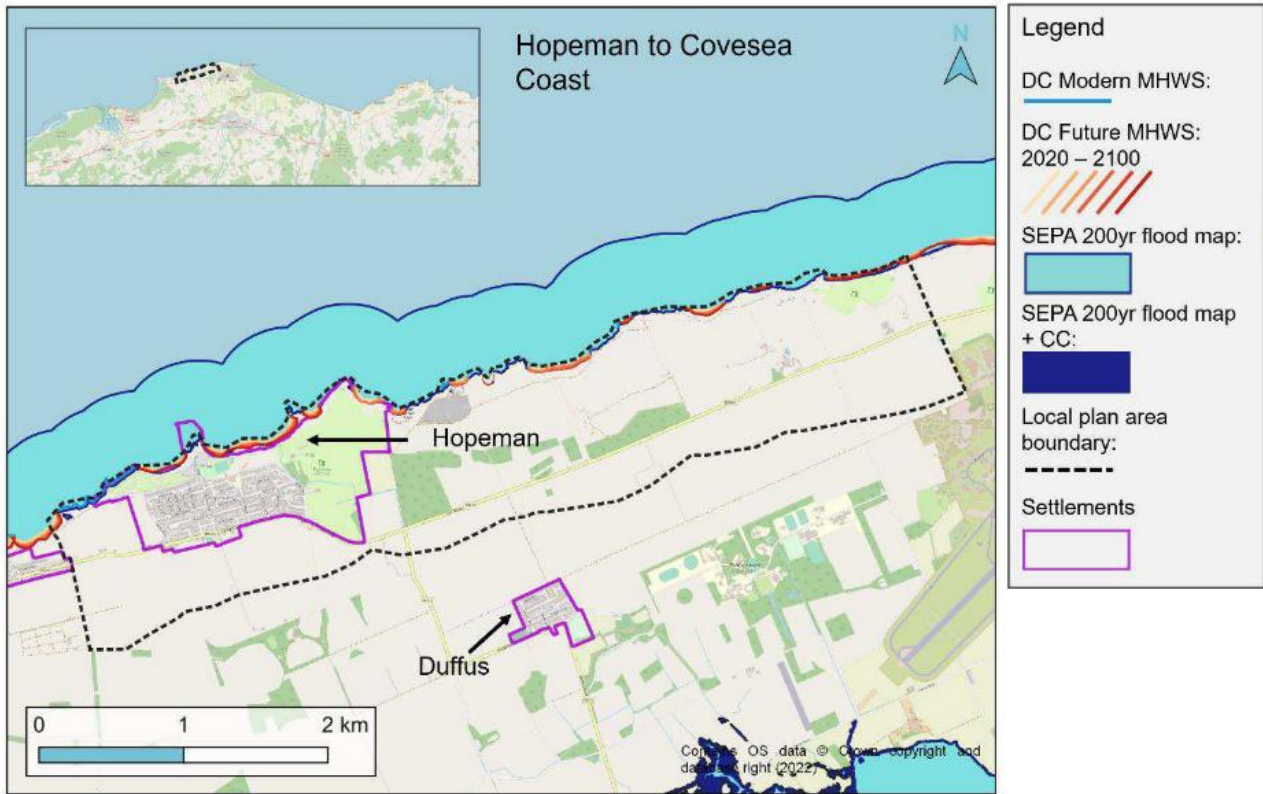
The Hopeman to Covesea Coast CA has low to mid-range scores across all influence factors. The CA has the lowest demographic Influence Factor of 177. Assets at risk from flooding and erosion are located at Hopeman Harbour and north of Hopeman town at the coast at Hopeman East Beach (Figure 2-5).

Overall, the CA is ranked 10<sup>th</sup> in the first iteration of the prioritisation calculation.

Table 2-5 summarises influence factor results for Hopeman to Covesea Coast.

**Table 2-5: Hopeman to Covesea Coast influence factor results for prioritisation calculation inputs.**

Influence Factor	Description and Unit	Details	Value
Risk	Properties at risk (count)	1 in 200-year flood present day	2
		1 in 200-year flood climate change	3
		DC 2100	16
	Roads at risk (length per unit area (m/km <sup>2</sup> ))	1 in 200-year flood present day	0
		1 in 200-year flood climate change	0
		DC 2100	98.6
	Utilities at risk (count)	1 in 200-year flood present day	1
		1 in 200-year flood climate change	1
		Erosion climate change	189
	Historical Coastal Change Rate (m/year)	Maximum in CA	-0.7
Average in CA		+0.05	
Management	Length of hard Defences (m)	Formal defences under Moray Council responsibility	0
	Natural Defences (Yes/No)	Do natural features form a flood defence	0
Demographics	SMID (score)	Average SIMD (Inverse corrected)	177
Development	Area of coastal greenspace and identified development (m <sup>2</sup> /km <sup>2</sup> )	Summation of areas divided by CA area	200,611
Economics	Non-residential Properties (count)	Total number of non-res properties in CA	27.82



**Figure 2-5: Hopeman to Covesea Coast local plan area showing settlement areas, SEPA flood maps and Dynamic coast present-day and forecast shorelines.**



## 2.6 Lossiemouth to Binn Hill Coast

Lossiemouth to Binn Hill Coast scores highly for all assets at risk of flooding, but less for assets at risk of erosion. The highest rates of historical erosion at Lossiemouth to Binn Hill Coast are located at the spit and dune system at Lossiemouth east Beach (Figure 2-6). Assets at risk from flooding and erosion are concentrated at Seatown. There are a number of assets at risk from flooding inland from the coast, due to the flooding risk River Lossie and Spynie Canal. Assets at risk from erosion are concentrated at the coastline in the Brandenburgh area of Lossiemouth.

The CA is also less of a priority in terms of demographic, development and economic Influence Factor. Lossiemouth is naturally defended by a dune system and with a high weighting attributed to place-making opportunities

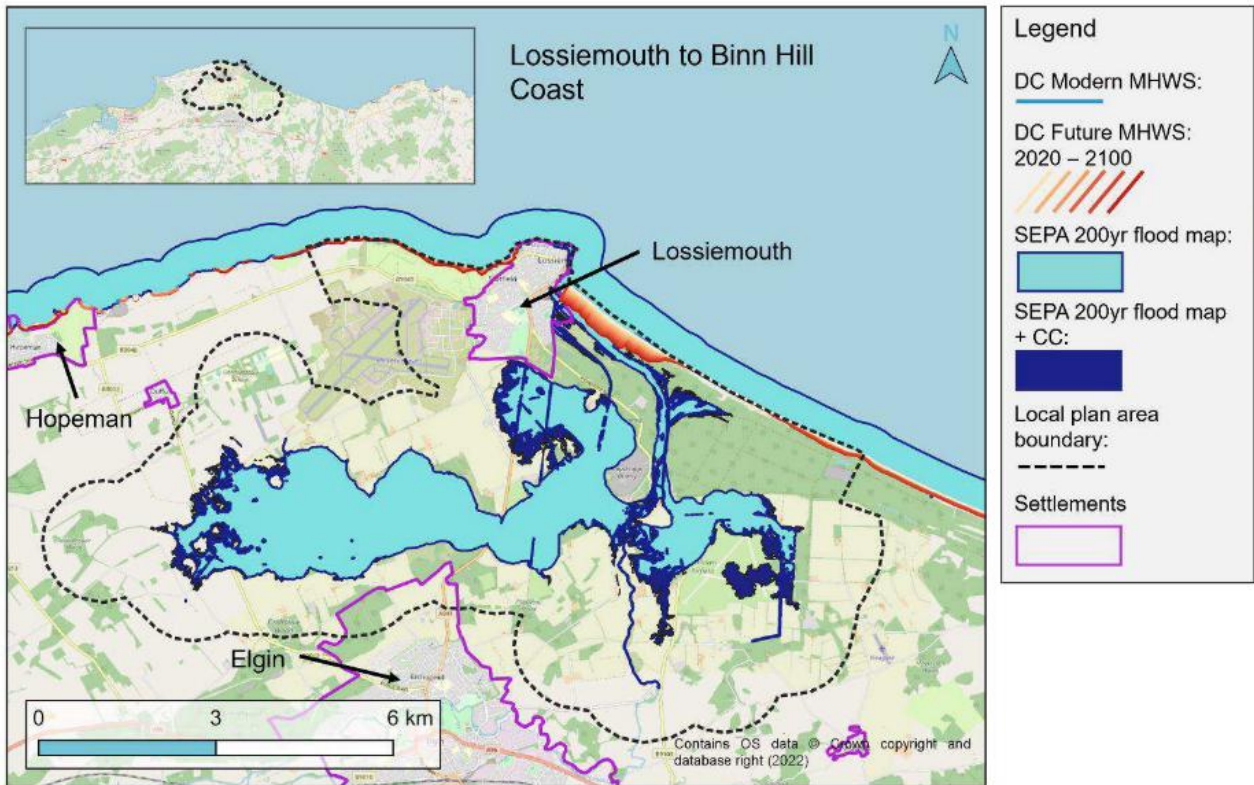
Overall, the CA ranked 2<sup>nd</sup> in the first iteration of the prioritisation calculation. As a result of this ranking, a local adaptation plan will be developed.

Table 2-6 summarises influence factor results for Lossiemouth to Binn Hill Coast CA.

**Table 2-6: Lossiemouth to Binn Hill Coast influence factor results for prioritisation calculation.**

Influence Factor	Description and Unit	Details	Value
Risk	Properties at risk (count)	1 in 200-year flood present day	32
		1 in 200-year flood climate change	48
		DC 2100	61
	Roads at risk (length per unit area (m/km <sup>2</sup> ))	1 in 200-year flood present day	182.6
		1 in 200-year flood climate change	255.4
		DC 2100	11.8
	Utilities at risk (count)	1 in 200-year flood present day	3
		1 in 200-year flood climate change	4
		Erosion climate change	82
	Historical Coastal Change Rate (m/year)	Maximum in CA	-3.1
Average in CA		-0.33	
Management	Length of hard Defences (m)	Formal defences under Moray Council responsibility	0
	Natural Defences (Yes/No)	Do natural features form a flood defence	Yes
Demographics	SMID (score)	Average SIMD (Inverse corrected)	215
Development	Area of coastal greenspace and identified development (m <sup>2</sup> /km <sup>2</sup> )	Summation of areas divided by CA area	78,065
Economics	Non-residential Properties (count)	Total number of non-res properties in CA	14.61





**Figure 2-6: Lossiemouth to Binn Hill Coast local plan area showing settlement areas, SEPA flood maps and Dynamic coast present-day and forecast shorelines.**

## 2.7 Kingston to Lower Auchenreath Coast

Kingston to Lower Auchenreath Coast CA influence factor scores are generally mid-range compared to other CAs. It has the highest score utilities at risk of a 200-year flood event plus climate change. Assets at risk from flooding are located at Kingston on Spey and some in the northern part of Garmouth (Figure 2-7). Assets at risk from erosion are located at Spey Bay and Spey Bay Golf Course. The greatest rates of historical erosion are located along Spey Bay Golf Course.

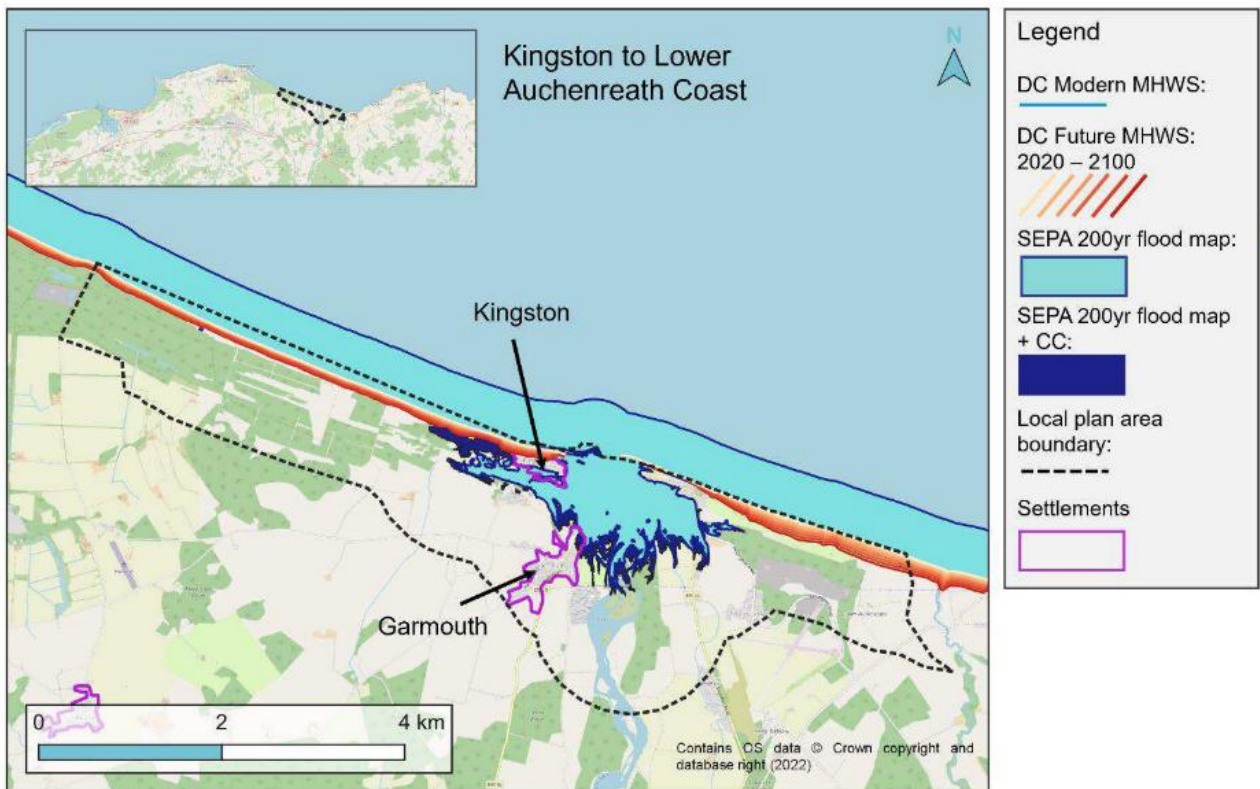
The CA, similar to Lossiemouth to Binn Hill Coast, is less of a priority in terms of demographic, development and economic Influence Factor. Kingston is also naturally defended by a dune system.

Overall, the CA is ranked 5<sup>th</sup> in the first iteration of the prioritisation calculation and a local adaptation plan will therefore be developed for this area.

Table 2-7 summarises influence factor results for Kingston to Lower Auchenreath Coast.

**Table 2-7: Kingston to Lower Auchenreath Coast influence factor results for prioritisation calculation.**

Influence Factor	Description and Unit	Details	Value
Risk	Properties at risk (count)	1 in 200-year flood present day	5
		1 in 200-year flood climate change	7
		DC 2100	44
	Roads at risk (length per unit area (m/km <sup>2</sup> ))	1 in 200-year flood present day	149.5
		1 in 200-year flood climate change	221.4
		DC 2100	45.6
	Utilities at risk (count)	1 in 200-year flood present day	1
		1 in 200-year flood climate change	4
		Erosion climate change	99
	Historical Coastal Change Rate (m/year)	Maximum in CA	-1
Average in CA		-0.14	
Management	Length of hard Defences (m)	Formal defences under Moray Council responsibility	0
	Natural Defences (Yes/No)	Do natural features form a flood defence	Yes
Demographics	SMID (score)	Average SIMD (Inverse corrected)	205
Development	Area of coastal greenspace and identified development (m <sup>2</sup> /km <sup>2</sup> )	Summation of areas divided by CA area	59,640
Economics	Non-residential Properties (count)	Total number of non-res properties in CA	13.41



**Figure 2-7: Kingston to Lower Auchenreath Coast local plan area showing settlement areas, SEPA flood maps and Dynamic coast present-day and forecast shorelines.**



## 2.8 Portgordon to Buckpool Coast

The Portgordon to Buckpool Coast CA has low scores for all assets at risk of flooding, but there is a greater risk to assets from coastal erosion. Assets at risk from erosion are located west of Portgordon, where a rising main water supply is located; north of the A990 (Gordon Street); and further along the A990: the Great Western Road and Main Street north of Buckpool (Figure 2-8).

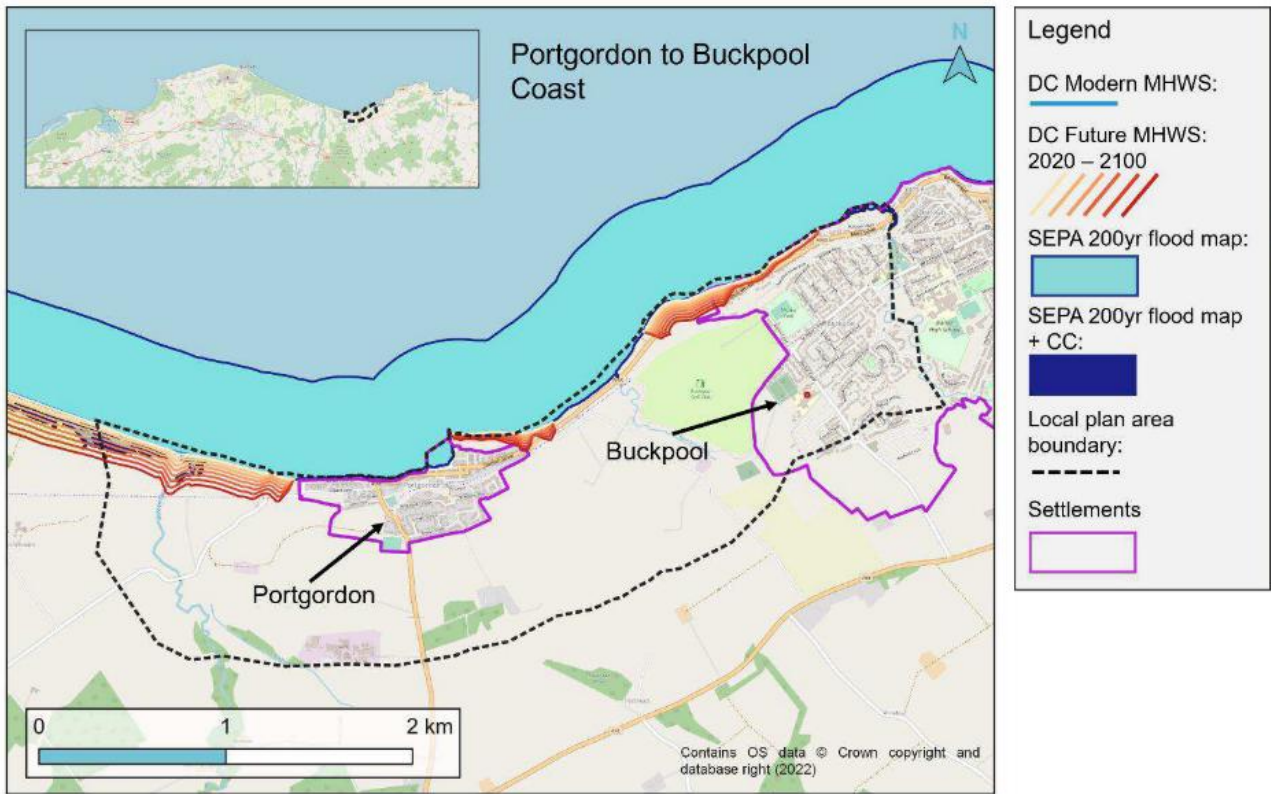
The development, demographic and economic Influence Factor scores are mid-range for the CA. It has substantial artificial defences in place.

Overall, the CA is ranked 3<sup>rd</sup> in the first iteration of the prioritisation calculation and a local adaptation plan will therefore be developed for this area.

Table 2-8 summarises influence factor results for Portgordon to Buckpool Coast.

**Table 2-8: Portgordon to Buckpool Coast influence factor results for prioritisation calculation.**

Influence Factor	Description and Unit	Details	Value
Risk	Properties at risk (count)	1 in 200-year flood present day	0
		1 in 200-year flood climate change	0
		DC 2100	149
	Roads at risk (length per unit area (m/km <sup>2</sup> ))	1 in 200-year flood present day	5.3
		1 in 200-year flood climate change	5.3
		DC 2100	586.3
	Utilities at risk (count)	1 in 200-year flood present day	0
		1 in 200-year flood climate change	0
		Erosion climate change	513
	Historical Coastal Change Rate (m/year)	Maximum in CA	-1.5
Average in CA		-0.24	
Management	Length of hard Defences (m)	Formal defences under Moray Council responsibility	707.31
	Natural Defences (Yes/No)	Do natural features form a flood defence	0
Demographics	SMID (score)	Average SIMD (Inverse corrected)	268
Development	Area of coastal greenspace and identified development (m <sup>2</sup> /km <sup>2</sup> )	Summation of areas divided by CA area	238050
Economics	Non-residential Properties (count)	Total number of non-res properties in CA	43.43



**Figure 2-8: Portgordon to Buckpool Coast local plan area showing settlement areas, SEPA flood maps and Dynamic coast present-day and forecast shorelines.**

## 2.9 Buckie to Portessie Coast

The Buckie to Portessie Coast CA has low to mid-range scores for assets at risk from flooding and erosion. There has historically been minimal coastal erosion at Buckie to Portessie Coast. Assets at risk from flooding are located in Gordonsburgh (Figure 2-9). Assets at risk from erosion are located along the Great Eastern Road at Portessie Bay.

The CA has the largest length of artificial defence and ranks highest for all demographic, development and economic Influence Factor scores.

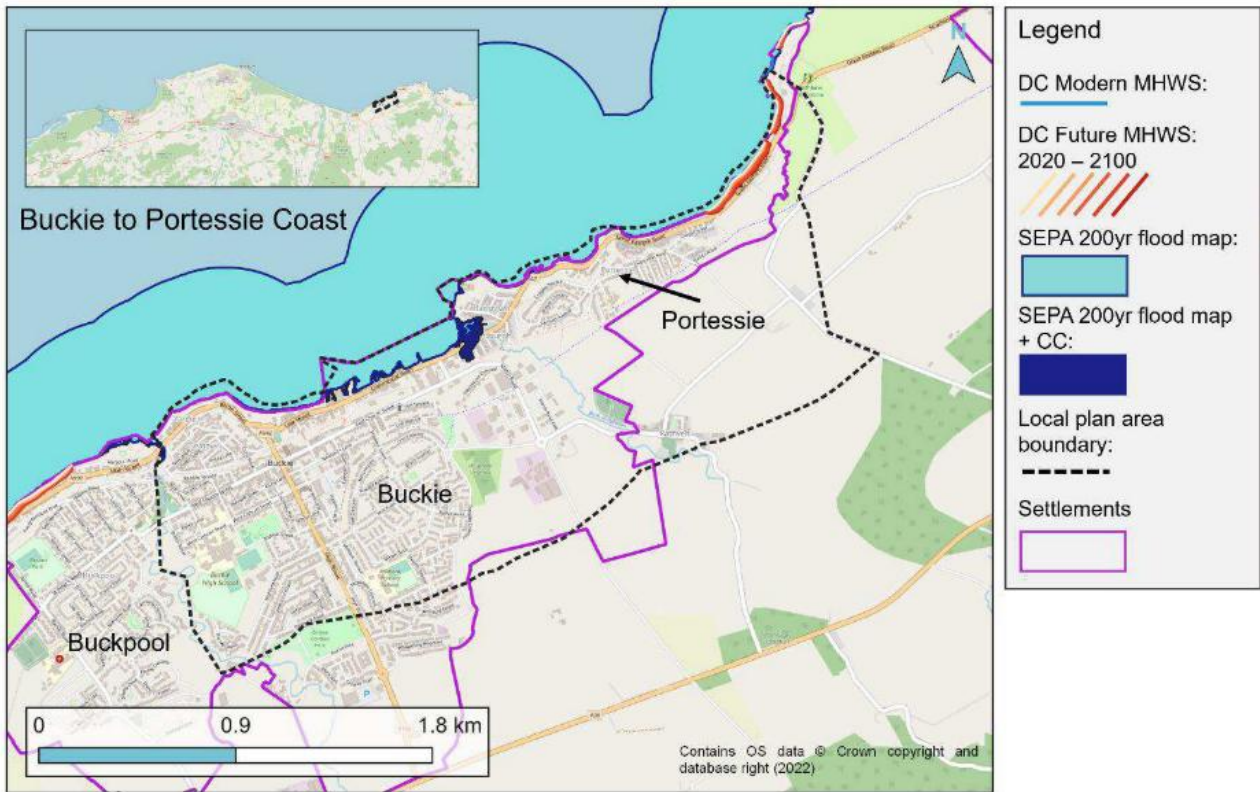
Overall, the CA is ranked 1<sup>st</sup> in the first iteration of the prioritisation calculation and a local adaptation plan will therefore be developed for this area.

Table 2-9 summarises influence factor results for Buckie to Portessie Coast.

**Table 2-9: Buckie to Portessie Coast influence factor results for prioritisation calculation.**

Influence Factor	Description and Unit	Details	Value
Risk	Properties at risk (count)	1 in 200-year flood present day	5
		1 in 200-year flood climate change	10
		DC 2100	0
	Roads at risk (length per unit area (m/km <sup>2</sup> ))	1 in 200-year flood present day	65.1
		1 in 200-year flood climate change	119.1
		DC 2100	0
	Utilities at risk (count)	1 in 200-year flood present day	0
		1 in 200-year flood climate change	0
		Erosion climate change	0
	Historical Coastal Change Rate (m/year)	Maximum in CA	0
Average in CA		-0.02	
Management	Length of hard Defences (m)	Formal defences under Moray Council responsibility	0
	Natural Defences (Yes/No)	Do natural features form a flood defence	No
Demographics	SMID (score)	Average SIMD (Inverse corrected)	233
Development	Area of coastal greenspace and identified development (m <sup>2</sup> /km <sup>2</sup> )	Summation of areas divided by CA area	32,731
Economics	Non-residential Properties (count)	Total number of non-res properties in CA	5.02





**Figure 2-9: Buckie to Portessie Coast local plan area showing settlement areas, SEPA flood maps and Dynamic coast present-day and forecast shorelines.**

## 2.10 Findochty to Portknockie Coast

The Findochty to Portknockie Coast CA has low influence factor scores for assets at risk from both flooding and erosion owing to its dominant cliffed coastline. There are some assets at risk from flooding and erosion near the Findochty harbour and Findochty Bay (Figure 2-10). There has been little coastal erosion historically within the CA.

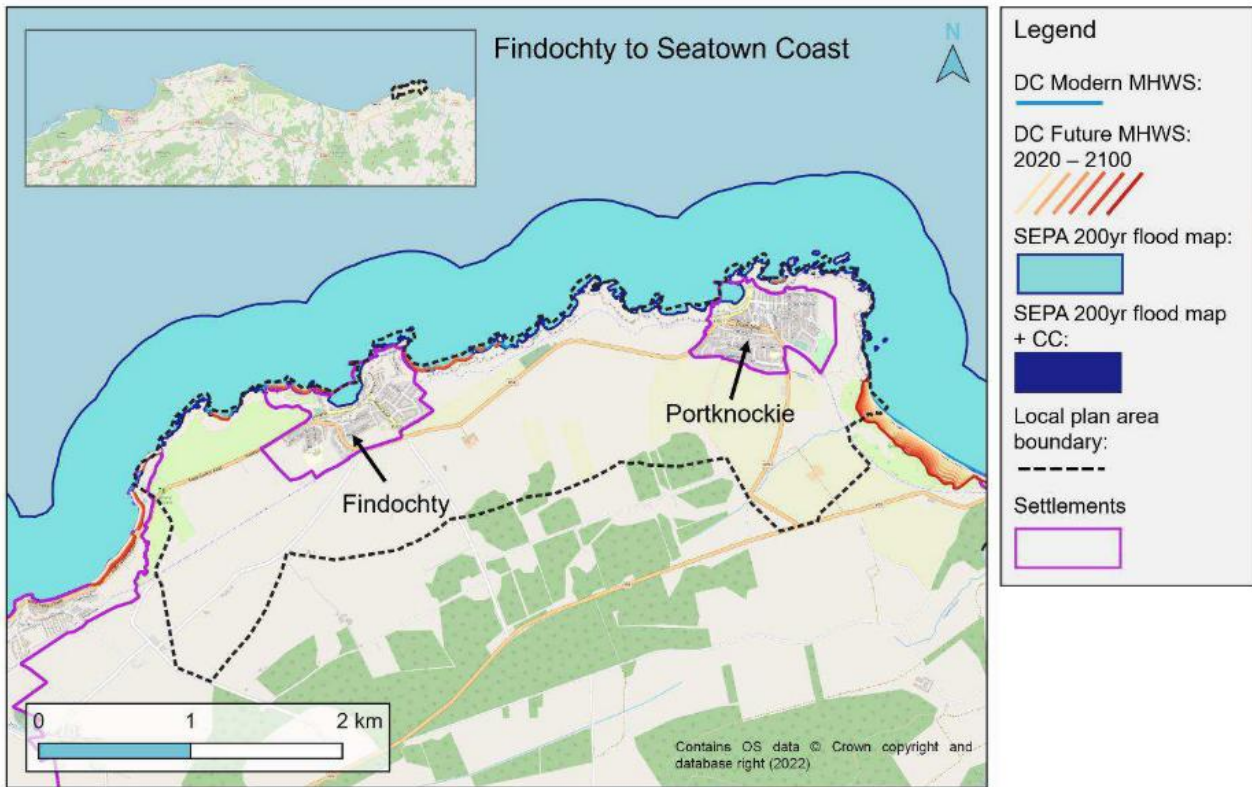
It has no natural or formal artificial defences and mid-range scores for demographic, development, and economic Influence Factors.

Overall, the CA, is ranked 9<sup>th</sup> in the first iteration of the prioritisation calculation.

Table 2-10 summarises influence factor results for Findochty to Portknockie Coast.

**Table 2-10: Findochty to Portknockie Coast influence factor results for prioritisation calculation.**

Influence Factor	Description and Unit	Details	Value
Risk	Properties at risk (count)	1 in 200-year flood present day	1
		1 in 200-year flood climate change	1
		DC 2100	0
	Roads at risk (length per unit area (m/km <sup>2</sup> ))	1 in 200-year flood present day	3.1
		1 in 200-year flood climate change	3.4
		DC 2100	0
	Utilities at risk (count)	1 in 200-year flood present day	1
		1 in 200-year flood climate change	1
		Erosion climate change	15
	Historical Coastal Change Rate (m/year)	Maximum in CA	-1.7
Average in CA		+0.01	
Management	Length of hard Defences (m)	Formal defences under Moray Council responsibility	0
	Natural Defences (Yes/No)	Do natural features form a flood defence	No
Demographics	SMID (score)	Average SIMD (Inverse corrected)	246
Development	Area of coastal greenspace and identified development (m <sup>2</sup> /km <sup>2</sup> )	Summation of areas divided by CA area	173,612
Economics	Non-residential Properties (count)	Total number of non-res properties in CA	38.34



**Figure 2-10: Findochty to Portknockie Coast local plan area showing settlement areas, SEPA flood maps and Dynamic coast present-day and forecast shorelines.**

### 2.11 Moray Coastal Trail

As well as the defined assets (e.g. properties, utilities etc.) within each CA, the Moray Coastal Trail (MCT)<sup>41</sup> is a considerable asset that spans the entire region. This is an 80 km waymarked route that runs from Findhorn to Cullen, providing substantial amenity and tourism benefits to the region.

Impact of flooding and erosion on the MCT is yet to be quantified but it will likely become badly affected by coastal change and flooding in both the short and long-term.

As part of delivery of the Regional Plan a more detailed assessment will be undertaken to understand the impacts of climate change on the MCT (Proactive Action 9). This will provide opportunities for investigation options to enhance and retain the amenity.

<sup>41</sup> <https://www.morayways.org.uk/routes/the-moray-coast-trail/>



## 2.12 Cullen to Muckle Hythe Coast CA

The Cullen to Muckle Hythe Coast CA has minimal assets at risk from flooding, but a significant number of assets at risk from coastal erosion and ranks highest for properties, roads, and utilities at risk from future erosion from Dynamic Coast data. The highest rates of historical erosion are located along Cullen Golf Course (Figure 2-11).

There are a substantial number of assets predicted to be at risk from coastal erosion at Seatown in Cullen. There are also assets at risk from erosion located west of the harbour along Port Long Road seawards from the prehistoric coastal cliffs.

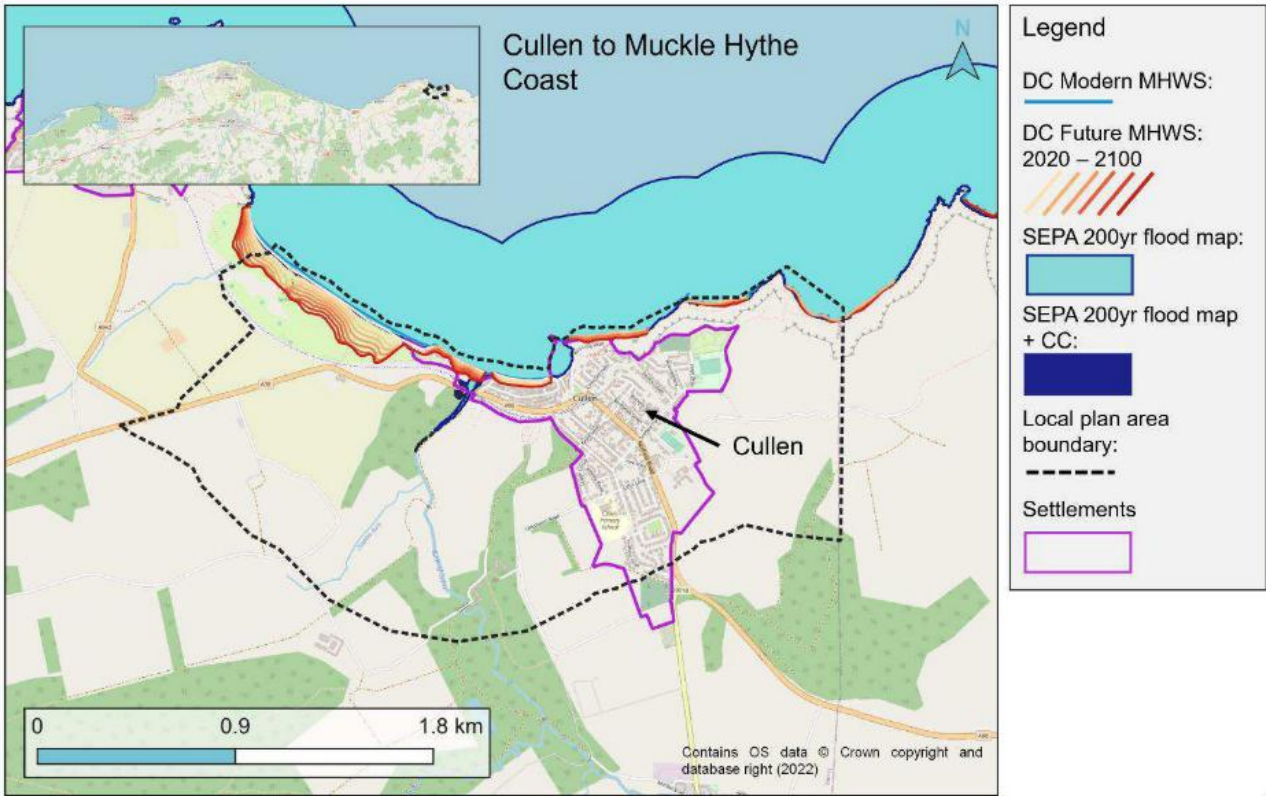
The CA has artificial coastal defences in place and ranks mid-range for demographic, development, and economic Influence Factors.

Overall, the CA is ranked 4<sup>th</sup> in the first iteration of the prioritisation calculation; therefore, a local adaptation plan will be developed for this CA.

Table 2-11 summarises influence factor results for Cullen to Muckle Hythe Coast.

**Table 2-11: Cullen to Muckle Hythe Coast influence factor results for prioritisation calculation.**

Influence Factor	Description and Unit	Details	Value
Risk	Properties at risk (count)	1 in 200-year flood present day	0
		1 in 200-year flood climate change	1
		DC 2100	261
	Roads at risk (length per unit area (m/km <sup>2</sup> ))	1 in 200-year flood present day	1.1
		1 in 200-year flood climate change	2.5
		DC 2100	631.0
	Utilities at risk (count)	1 in 200-year flood present day	0
		1 in 200-year flood climate change	0
		Erosion climate change	817
	Historical Coastal Change Rate (m/year)	Maximum in CA	-2.7
Average in CA		-0.66	
Management	Length of hard Defences (m)	Formal defences under Moray Council responsibility	329.79
	Natural Defences (Yes/No)	Do natural features form a flood defence	0
Demographics	SMID (score)	Average SIMD (Inverse corrected)	213
Development	Area of coastal greenspace and identified development (m <sup>2</sup> /km <sup>2</sup> )	Summation of areas divided by CA area	151,686
Economics	Non-residential Properties (count)	Total number of non-res properties in CA	64.82



**Figure 2-11: Cullen to Muckle Hythe Coast local plan area showing settlement areas, SEPA flood maps and Dynamic coast present-day and forecast shorelines.**

### 3. Methodology

For each Indicator a total score for each CA was determined based on the unit of the data that underpins it. To avoid bias towards datasets with larger values, a min-max normalisation was calculated to allow effective relative comparison. This normalised (0-1) value then presents the basis for which CAs were compared to prioritise the local CCAPs.

However, with adaptation it is important that local decisions from Moray Council and other stakeholders can be incorporated to make sure decisions are being made that account for unquantifiable factors. Here a weighing is therefore assigned to Indicators deemed of higher importance. These aim to align with the four key pillars of adaptation and place emphasis on aspects associated with these.

Three different weightings were applied to the scoring. The highest is allocated to the following Indicators:

- **Risk Indicator** – *Average historical coastal erosion rates* –most reflective of how the coast is changing now.
- **Management Indicator** – *CAs where formal and natural coastal defences exist.*

A medium weighting is allocated to the following indicators emphasise the placemaking approach being championed by SEPA and Scottish Government:

- **Demographics Indicator**
- **Nature-based Development Indicator**
- **Economic Indicator**

The overall prioritisation score was then determined using the sum product for each CA based on the normalised scores and their associated weighting.

The scores for each CA area were ranked, where a rank of 1 has highest prioritisation score. CAs with rankings 1–5 are taken forward to develop specific Local Plans as part of this initial iteration.

#### 3.1 Outcomes

A comparison summary of the overall Indicator rankings provided in with Appendix A.2 providing information on the full processes.



**Table 3-1: Summary of prioritisation outcome. CAs are ranked across each Indicator, with the overall score also provided.**

CA	Unit Area (km <sup>2</sup> )	Risk	Management	Demographic	Development	Economic	Overall
Buckie to Portessie Coast	3.69	7	1	1	1	1	1
Lossiemouth to Binn Hill Coast	70.02	2	1	5	7	8	2
Portgordon to Buckpool Coast	4.95	5	1	2	2	4	3
Cullen to Muckle Hythe Coast	3.61	3	5	5	5	2	4
Kingston to Lower Auchenreath Coast	14.62	4	1	8	7	8	5
Culbin to Netherton Coast	32.08	5	6	4	10	8	6
Kinloss to Hatton Coast	19.26	1	6	8	7	5	7
Burghead to Cummington Coast	2.60	8	6	5	5	2	8
Findochty to Portknockie Coast	6.13	8	6	3	3	5	9
Hopeman to Covesea Coast	6.65	8	6	11	3	7	10
Roseisle to Burghead (South) Coast	8.28	11	6	10	11	11	11

The results in Table 3-1 show how each CA ranks relative to the others on each of the prioritisation Indicators. A low value in the score indicates the highest priority in the region (i.e. greatest risk, highest deprivation etc.).

It is important to understand here that priority does not necessarily mean greatest risk (i.e. Kinloss to Hatton Coast). This must be balanced by the other indicators defined by the four key pillars of adaptation. Adaptation planning must also be used to create and maximise additional opportunities and help realise multiple benefits for both current and future generations.

The results from the prioritisation were used to schedule the development of Local CCAPs with five CCAPs being developed in September 2023 and the remaining six following in April 2024.

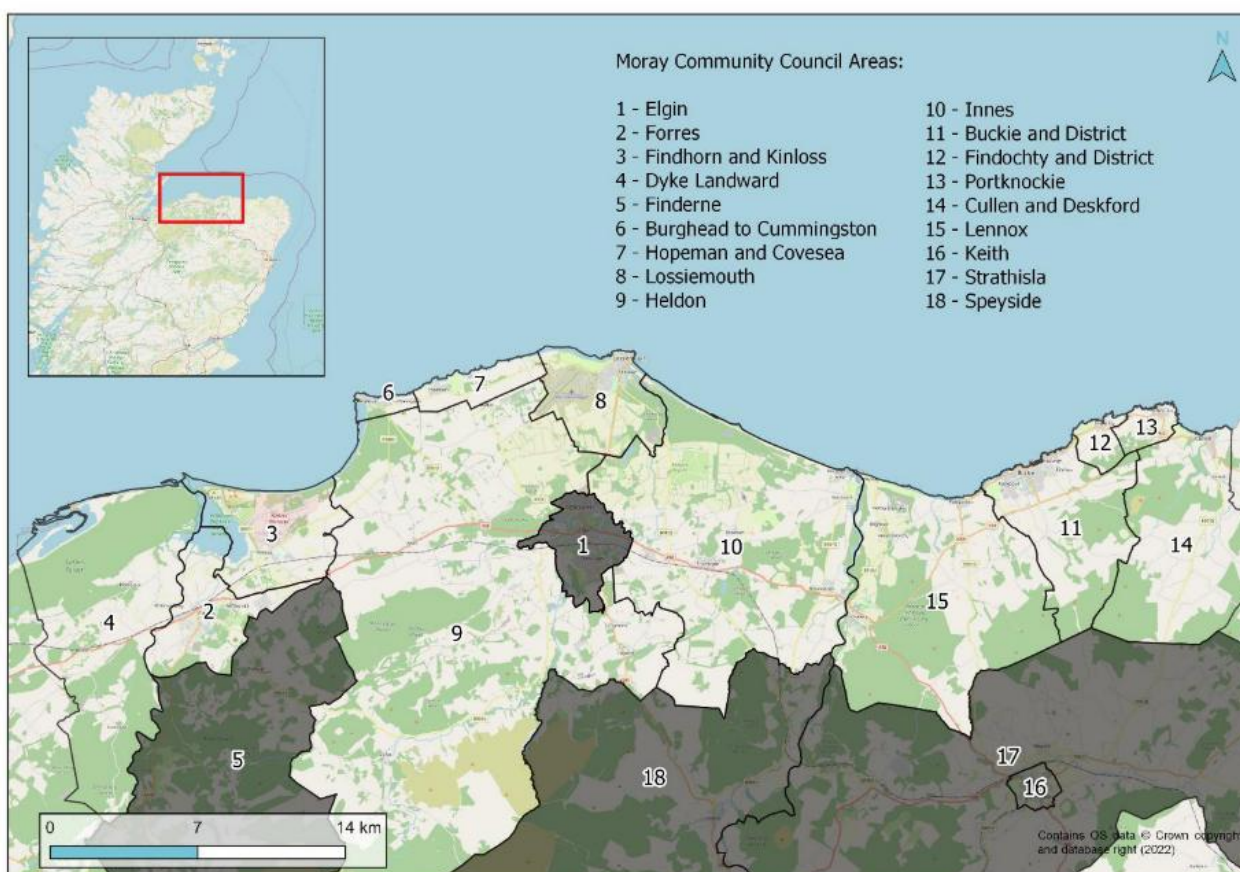
## Part D – Regional Plan

## 1. Regional Plan Overview

### 1.1 Plan Area

The Moray coastline is located on the north coast of Scotland, east of Inverness, stretching approximately 190 km from just east of Nairn to the east of Cullen. It constitutes a mix of sandy and cliffed coast, as well as some sections with built coastal defences. There are several towns, villages, and features such as harbours, beaches, golf courses, coastal trails and agricultural land that are vulnerable to both coastal flooding and erosion.

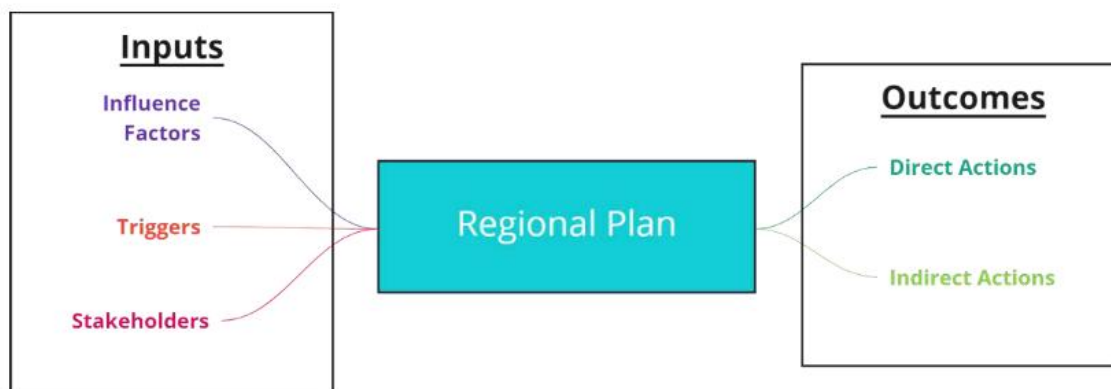
The location and extent of Moray coastline, and the associated Community Council Areas are shown in Figure 1-1.



**Figure 1-1: Moray coastline with Moray Community Council Areas shown. Greyed areas include no coastal extents.**

### 1.2 Plan Structure and Development

The structure of the Plan is simple in content but can be complex in underlying subject matter. It is defined by three input criteria which can lead to two types of outcomes (Figure 1-2).



**Figure 1-2: Regional plan structure concept.**

This is summarised as:

### **Inputs**

#### **• Influence Factors**

Elements which define the direction, requirements, and vision for adaptation. These have been developed to reflect that, unlike more traditional coastal management, risk reduction should not be, and is not, the only metric to define adaptation. We have identified the following indicators as being critical to Plan implementation:

- **Hazards** – Flooding and Erosion
- **Climate change** – Sea level rise and storminess
- **Demographics** – Population, deprivation, and vulnerability
- **Development** – Opportunities for development and land use change
- **Economics** – Opportunities to support economic growth and tourism

#### **• Triggers**

Changes in the data or other external factors that influence Plan implementation and actions. At Regional level, these are pre-defined through:

- Changes to the data sources that underpin the Influence Factors;
- Changes to key policy, guidance (internal or external) that impact Plan content.

#### **• Stakeholders**

CCAPs are collaborative and should promote a shared vision for the future of the Moray coast. Stakeholder engagement is therefore important for successful development and implementation. For development of this Plan this has been led by a Cross-Council Action Group (CCAG) consisting of:

- Flood Risk Officers
- Open Spaces Officers
- Strategic Development Officers
- Climate Change Officers
- Transportation Officers

Moving forward, delivery of the Plan will rely on wider engagement and partnership working. This will be delivered through **Priority External Stakeholders** potentially including:

- SEPA.



- Scottish Water.
- Offshore wind/energy companies.
- Nature Scot.
- Transport Scotland.
- Moray Council Councillors.

### **Outcomes**

Outcomes are a defined set of activities that Moray Council will deliver in response to the realisation of the identified Triggers. These are in the form of **Direct or Indirect Actions** summarised as:

- **Direct Actions**

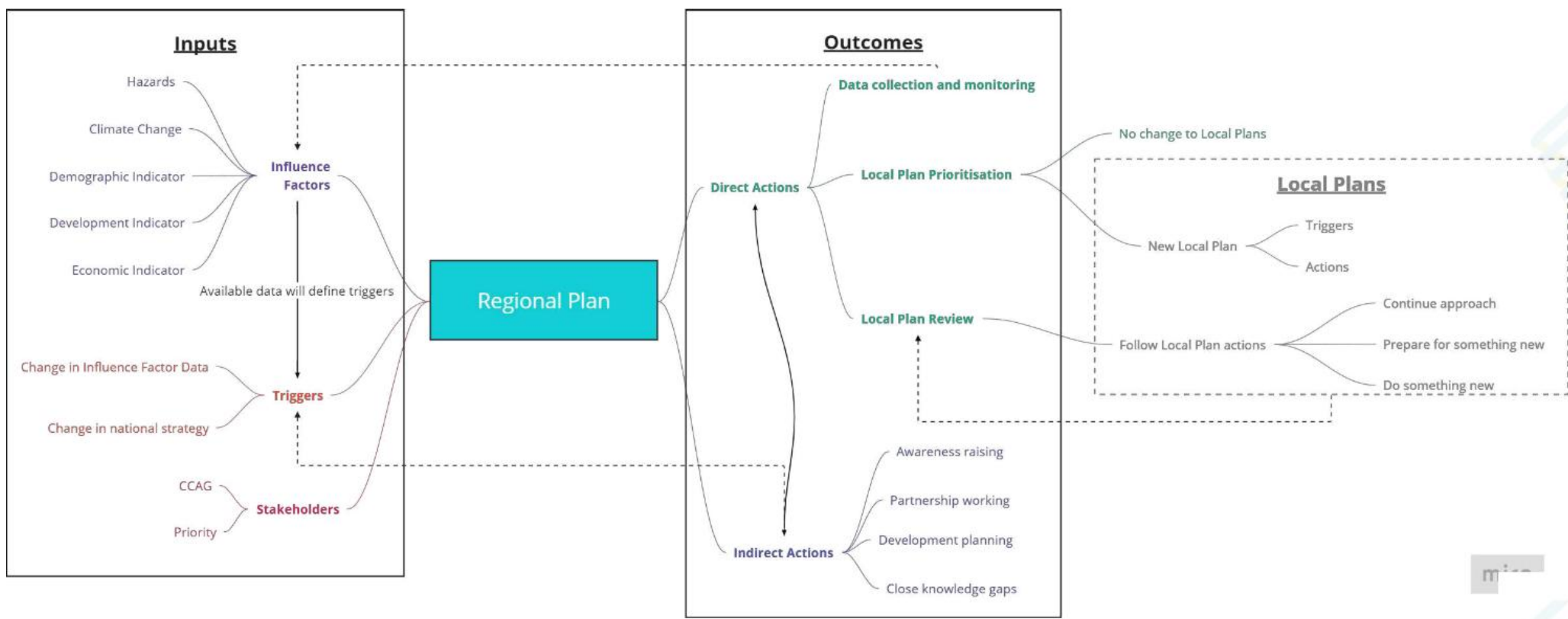
Those which Moray Council own and can deliver independently of any third part inputs or support.

- **Indirect Actions**

Those which Moray Council are responsible for initiating and coordinating third party involvement necessary to support the adaptation vision.

In short, Direct Actions will result in a tangible short-term outcome or product, and Indirect Actions will initiate necessary supporting processes to maximise the adaptation opportunities.

Adaptation planning is an ongoing and continuous process that requires regular review, updating and implementation of additional actions and measures. The Regional CCAP is circular with Outcomes driving future Inputs through a feedback loop. Direct Actions may also lead to follow on Local CCAP activities (Figure 1-3).



**Figure 1-3: Schematisation of Regional CCAP, feedback loops and linkage with Local Plans.**



## 2. Regional Coastal Change Adaptation Process

This Regional Plan provides an overview of the approach to coastal adaptation for Moray. It is a live document and will be subject to updates and review. This process will follow the adaption planning concept, set out in the draft Scottish Government guidance, through defining **Triggers** and **Actions**.

Actions, depending on their outcome, will not result in a definitive end point, but rather **determine the future route for the adaptation process in Moray**. Each of these are summarised below.

### 2.1 Triggers

Triggers are predefined commitments that specify when actions are required to be taken by Moray Council. These are identified through monitoring and, if implemented, will increase confidence that the associated actions will support sustainable adaptation.

In the case of the regional adaptation process, triggers are defined by the information that has underpinned this Plan. Regional triggers can be grouped into two components. Both will require monitoring by Moray Council going forward to enable associated actions to be taken should any be updated.

The following are defined as regional triggers for Moray, for each component.

#### 1) Data for CA Local Plan prioritisation

- a. SEPA Flood map updates
- b. SEPA NFRA updates
- c. Dynamic Coast updates

#### 2) Guidance and supporting documentation

- a. Scottish Government CCAP guidance updates
- b. LFRMP updates
- c. Moray LDP updates
- d. UKCP climate change updates

### 2.2 Actions

Actions are predefined commitments that Moray Council will undertake to support and enable adaptation. They are associated with individual triggers and, depending on the outcomes, will result in different Adaptation Pathways potentially being followed.

For the Regional CCAP actions take two forms:

#### 1) Direct actions

- actions as a response to Triggers Moray Council are responsible for.

#### 2) Indirect actions

- actions as a response to Triggers third parties are responsible for.

Actions will only occur once the associated trigger is met. Depending on the outcome, these may lead to additional regional actions, local adaptation actions or no further action being taken. In this scenario the Plan will revert to monitoring of the currently defined regional triggers.

As well as understanding possible action outcomes, it is important to distinguish between those that are Direct and Indirect.

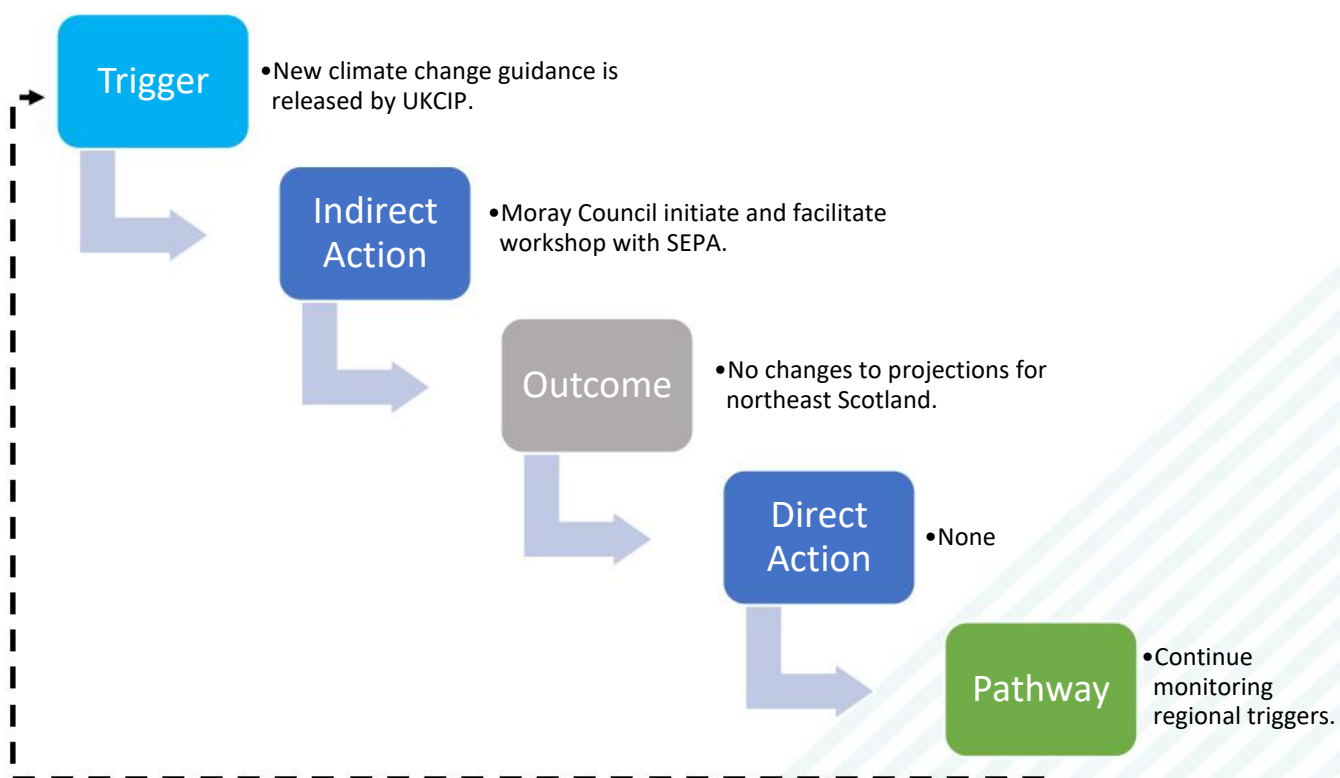
Direct actions will result in:

- A new or updated adaptation document.
- Publication of a new, regional, adaptation initiative or assessment.

These are activities that Moray Council take direct responsibility for delivering and disseminating as part of an agreed ongoing engagement plan.

In contrast, Indirect actions involve collaborations with third parties. Moray Council are responsible for initiating and facilitating, but these may or may not lead to further Direct actions being taken.

An example of this process could be:



The following are defined as regional actions for Moray.

**1) Direct actions**

- Re-prioritisation of CA Local Plans.
- Undertake new CA Local Plan.
- Update Regional CCAP (this document).
- Undertake regional Proactive Actions.

**2) Indirect actions**

- Initiate and facilitate third party engagement activities.

### 2.3 Supporting steps and Proactive Actions

The nature of adaptation means that future decisions and directions are unknown and will be affected by external changes not necessarily under Moray Council’s influence. It is critical that proactive supporting steps and Proactive Actions are undertaken to enable effective decision making in the future. This is especially the case where land needs to be safeguarded now, in statutory planning and/or via purchase arrangements, to provide capacity for accommodation space on land for landforms (natural and nature-based risk alleviation options) and where required, assets to migrate landwards to accommodate coastal change.

Proactive Actions, at this initial stage, are defined as those whereby there is only benefit to building resilience. Undertaking these can therefore only have a positive impact on supporting adaptation or increasing resilience.

At this stage in the adaptation planning process, seven such actions have been identified. These have been developed focusing on the key pillars identified previously and through review and understanding of key knowledge gaps. They therefore aim to close these knowledge gaps at this stage and support alignment with wider aspects of the adaptation plan for the region.

A summary of these actions is provided in Table 2-1 with further details on each included in Appendix B.

**Table 2-1: Regional Proactive Actions**

Action	Details	Primary Pillar	Multi Benefits
1	Undertaken NBS opportunities mapping exercise at the coast and land adjacent to the current coast-land boundary	Working with Natural Processes	<ul style="list-style-type: none"> <li>Community and Engagement</li> <li>Placemaking</li> </ul>
2	Establish coordinated and consistent coastal change monitoring plan for Moray Region.	Monitoring Change	<ul style="list-style-type: none"> <li>Community and Engagement</li> <li>Working with Natural Processes</li> </ul>
3	Establish and standardise defence asset condition database, including a mechanism for updating this and for identifying triggers in advance.	Monitoring Change	<ul style="list-style-type: none"> <li>Working with Natural Processes</li> </ul>
4	Coastal adaptation workshop with Moray Coastal Partnership	Community and Engagement	<ul style="list-style-type: none"> <li>Community and Engagement</li> <li>Placemaking</li> </ul>

5	Engagement workshop with key third-party stakeholders. Utilities companies, private marinas, coastal asset owners, gold clubs etc.	Community and Engagement		<ul style="list-style-type: none"> <li>Placemaking</li> </ul>
6	Coastal flood forecasting refresher workshop with SEPA	Community and Engagement		
7	Undertake land use opportunities mapping exercise	Placemaking		<ul style="list-style-type: none"> <li>Working with Natural Processes</li> </ul>
8	Undertake economic opportunities exercise	Placemaking		
9	Undertake regional risk assessment to determine impact on Moray Coastal Trail.	Placemaking		

## 2.4 Regional Pathway Process

Implementation of the Regional CCAP will follow a pathway process that is determined through the monitoring of the regional triggers and implementation of agreed predefined actions. The pathway process is presented in completeness in Figure 2-1 and summarised below.

### Phase 0 Actions

- What will be implemented upon completion of the Regional CCAP (this document)
- Identified Proactive Actions
- A monitoring programme for regional triggers

### Triggers

- Review of identified triggers
- Decision point if trigger is realised
  - Determine type of trigger if realised
  - Continue monitoring if not

### Phase 1 Actions

- When regional trigger is realised



- Initial steps to review, update or evaluate the existing Regional CCAP
- Local CCAPs should be re-prioritised
- Existing Local CCAPs should be reviewed
- Necessary third-party engagement (e.g. SEPA or Dynamic Coast) should be initiated

### **Phase 2 Actions**

- Dependent on Phase 1 Action outcomes
- Regional CCAPs may be updated

### **Phase 3 Actions**

- Dependent on Phase 2 Action outcomes
- Further Regional Proactive Actions should be implemented

### **Local Actions**

- Dependent on Phase 2 Action outcomes
- Further Local CCAPs may be developed.

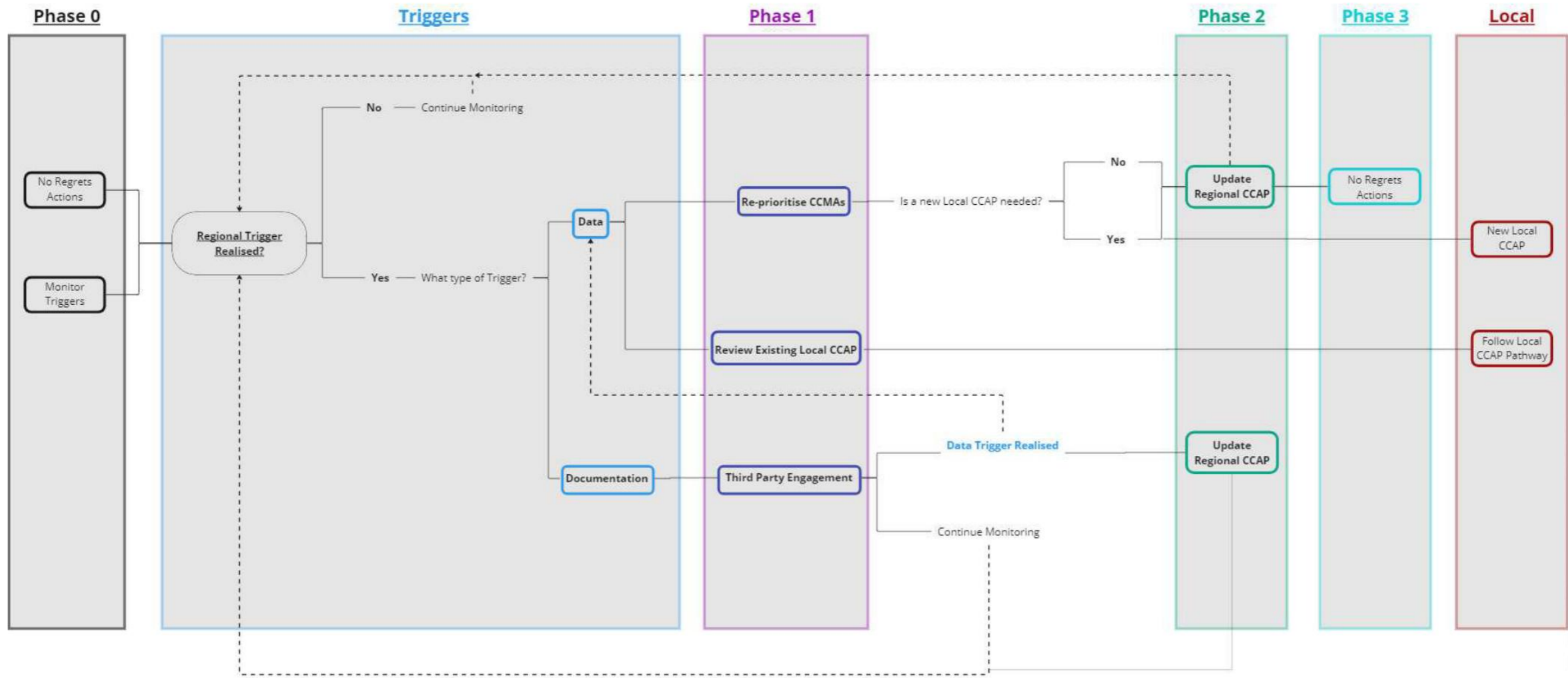


Figure 2-1: Regional Coastal Change Adaptation Pathway for Moray



### 3. Summary and Next Steps

#### 3.1 Regional Plan

This document presents the Regional Coastal Change Adaptation Plan for Moray Council. It is the first iteration and will be subject to ongoing review and update to effectively guide the adaptation process across Moray. The approach for developing the Plan makes use of available, national information, on coastal flood and erosion risk, and combines these with relevant local datasets.

It has been steered by relevant published documentation and Scottish Government's draft guidance on CCAPs. To reflect the stage that Moray Council are at in the adaptation planning process this has been simplified into four key pillars of adaptation:

- 1) Working with Natural Processes**
- 2) Monitoring Change**
- 3) Community and Engagement**
- 4) Placemaking**

The Plan focuses on these pillars, undertaking assessments and setting Actions that, at this stage, aim to close knowledge gaps and make sure that Moray Council can effectively prepare for adapting to the impact climate change will have on the coast.

The following sections provide summaries of the key findings of this initial stage of the adaptation planning process.

#### 3.2 Local CA Prioritisation

Planning for adapting to coastal change in Moray follows Regional (this document) and Local scale processes. Using available data to understand the coastal processes and characteristics, the Moray coastal region has been subdivided into eleven independent Community Areas (CA). Through a structured prioritisation exercise these were assessed against a series of indicators from national and local datasets. Again, these focused on the four key pillars of adaptation.

Using these data, a relative comparison was made across the CAs to prioritise development of Local CCAPs.

#### 3.3 Regional Pathway Process

The regional pathway process was developed by defining regional triggers and setting future actions against these. These were then combined into a process to support future adaptation.

While the adaptation planning process was used as a guide, at a regional level, the pathway does not result in definitive end points. Triggers, while tangible, provide stages whereby Moray Council will undertake further adaptation actions. The outcomes of these however, are unknown and the direction of the pathway in the future therefore cannot be defined.

Triggers focus on the updates to the data and documentation that has underpinned the development of the plan. Should this change, Actions are set for Moray Council to implement.

Actions are split into those that are Direct (Moray Council will deliver a new or updated document) and Indirect (Moray Council will initiate but rely on third parties).

As well as actions that rely on triggers being realised. This initial stage of the adaptation process has identified several knowledge gaps and opportunities for region wide actions to be delivered upfront.

These are defined as Proactive Actions, whereby undertaking these will only benefit and support Moray's adaptation to coastal change. As with the overall regional pathway process,

these focus on the four key pillars of adaptation. In total, nine Proactive Actions have been set, with at least one associated to each pillar.

### 3.4 Next Steps

Adaptation to coastal change will be a continual journey and it is therefore important that the process is ongoing. Here, the following key steps require implementing by Moray Council to support this journey and follow the initial regional pathway:

- Implement internal governance processes to review and monitor defined regional triggers.
- Facilitate regular collaboration between the CCAG members to make sure that additional plans in Moray (e.g. LDP, strategic development, economic growth etc.).
- Develop and deliver the Local CCAPs in priority order.
- Deliver the regional Proactive Actions.
- Assess asset condition and draw up plans for financing adaptation of these and the assets they currently protect/alleviate risk for before they come to the end of their design life.
- Create mechanisms to proactively plan for storm-induced triggering of points on the adaptation pathway. i.e., have “advanced” planning agreed for key assets such as at-risk roads, so that storms can be used as catalysts to adapt rather than to hastily “rebuild”.

# Appendices

## A. CA Prioritisation

### A.1 CA Prioritisation Data Sources

Indicator	Description	Data Layer name	Source
Risk	Present day 1 in 200-year coastal flood extents	LPD_5_FRM_FH_COASTAL_EXTENT_M_v2_0	SEPA
	Future 1 in 200-year coastal flood extents	LPD_5_FRM_FH_COASTAL_EXTENT_M_CC_v2_0	SEPA
	Non-residential properties at risk of flooding and erosion	PDS_2017_NRP_Polygon_PP_20190523_Point_Coastal	SEPA NFRA
		Coastal_NRPs_Poly_1km_LA_Cells_Eroded	Dynamic Coast
	Residential properties at risk of flooding and erosion	PDS_2017_RP_Polygon_PP_20190523_Point_Coastal	SEPA NFRA
		Coastal_RPs_Poly_1km_LA_Cells_Eroded (RCP_8_95th)	Dynamic Coast
	Roads at risk of erosion	Roads_pp_13102017_coastal	SEPA NFRA
		OS_Open_Roads_LA_Cells_Eroded (RCP_8_95th)	DC
	Utilities at risk of erosion	Utilities	SEPA NFRA
		SW_RisingMains_LA_Cells_Eroded (RCP_8_95th)	Dynamic Coast
		SW_Outfalls_LA_Cells_Eroded (RCP_8_95th)	
		SW_OperationalSewerWAMS_LA_Cells_Eroded (RCP_8_95th)	
		SW_GravityPipes_LA_Cells_Eroded (RCP_8_95th)	
		SG_CleanWater_LA_Cells_Eroded (RCP_8_95th)	
SEPA_Uilities_LA_Cells_Eroded (RCP_8_95th)			
Coastal Change	DC-HES-MHWS-FUT_SCOTLAND	DC	
Management	Formal defences	Coastal Defence coordinates	Moray Council
Demographic	Deprivation value	SG_SIMD_2020 (Overall SIMD Rank)	Scottish Government
Development	Coastal greenspace	GB_GreenspaceSite_LA_Cells	Dynamic Coast
	Planned development	Moray_20220831_LDP2020DESIG	Moray Council
Economic	Non-residential property counts	Coastal_NRPs_Polygon_PP_20190523_Point_Coastal	SEPA NFRA

## A.2 CA Prioritisation Results

CA Prioritisation																				
CA	Unit Area (km <sup>2</sup> )	Risks Indicators											Management Indicators		Demographic Indicator	Development Indicator	Economic Indicator	Weighted Score	Rank	
		Properties at risk			Roads at risk			Utilities			Coastal change		Hard Defences	Natural Defences						
		Flooding	Future Flooding	Future Erosion	Flooding	Future Flooding	Future Erosion	Flooding	Future Flooding	Future Erosion	Maximum Change	Average Change								
1	Culbin to Netherton Coast	32.08	0.13	0.13	0.00	0.28	0.32	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.42	0.05	0.02	14.31	6
2	Kinloss to Hatton Coast	19.26	1.00	1.00	0.30	1.00	1.00	0.06	1.00	1.00	0.30	0.31	0.22	0.00	0.00	0.27	0.12	0.18	12.03	7
3	Roseisle to Burghead (South) Coast	8.28	0.00	0.00	0.00	0.00	0.00	0.03	0.00	0.00	0.00	0.08	0.02	0.00	0.00	0.10	0.00	0.00	0.83	11
4	Burghead to Cummington Coast	2.6	0.03	0.05	0.02	0.05	0.11	0.04	0.00	0.25	0.28	0.08	0.08	0.00	0.00	0.31	0.26	0.39	6.45	8
5	Hopeman to Covesea Coast	6.65	0.05	0.04	0.06	0.00	0.00	0.16	0.25	0.25	0.23	0.14	0.00	0.00	0.00	0.32	0.17	0.17	3.63	10
6	Lossiemouth to Binn Hill Coast	70.02	0.82	0.60	0.23	0.80	0.68	0.02	0.75	1.00	0.10	0.61	0.27	0.00	1.00	0.29	0.12	0.08	20.79	2
7	Kingston to Lower Auchenreath Coast	14.62	0.13	0.09	0.17	0.65	0.59	0.07	0.25	1.00	0.12	0.20	0.13	0.00	1.00	0.21	0.09	0.08	16.53	5
8	Portgordon to Buckpool Coast	4.95	0.00	0.00	0.57	0.02	0.01	0.93	0.00	0.00	0.63	0.29	0.21	0.92	0.00	0.69	0.38	0.28	20.47	3
9	Buckie to Portessie Coast	3.69	0.03	0.10	0.08	0.43	0.33	0.52	0.00	0.00	0.30	0.00	0.02	1.00	0.00	1.00	1.00	1.00	27.00	1
10	Findochty to Portknockie Coast	6.13	0.03	0.01	0.00	0.01	0.01	0.00	0.25	0.25	0.02	0.33	0.03	0.00	0.00	0.52	0.27	0.24	6.41	9
11	Cullen to Muckle Hythe Coast	3.61	0.00	0.01	1.00	0.00	0.01	1.00	0.00	0.00	1.00	0.53	0.50	0.43	0.00	0.27	0.24	0.42	17.58	4



## B. Proactive Actions

### Action 1 – Nature Based Solutions Opportunities Mapping

A sustainable approach to adaptation is essential. At the forefront of this is making sure that opportunities for nature-based approaches to coastal management are maximised. These should focus, not only on using natural processes to reduce risk, but also where such practices can improve the overall resilience of the Moray Coast.

This could include:

- Habitat creation
- Biodiversity improvement
- Blue bio-economy opportunities



A holistic opportunity mapping exercise should be undertaken that to understand where and how regional activities or initiative can be implemented to improve the natural resilience. The exercise should develop a set of proactive steps to implement nature-based coastal management at appropriate locations.

### Action 2 – Establish coordinated and consistent beach monitoring plan

Only by monitoring the changes to the coast effectively can Adaptation Pathways be effectively developed. To enable these opportunities for a strategic beach/coastal monitoring programme should be explore. This should focus not only on data collection but all about how that information is stored, managed, and assimilated to allow for robust and efficient decision making. The current survey programme at Kingston should be used as a benchmark with a review as to the usage, frequency, and ability to scale this across the region. For CA areas of lower priority, low coast methods (e.g., remote sensing) should be explored to provide seamless coverage at relevant levels of detail.



### Action 3 – Establish and standardise defence asset condition database

Understanding the condition and performance of existing (or new) coastal defence assets is critical when planning adaptation. The nature of adaptation means that defence performance and life must be maximised. To enable this effectively a standardised defence condition database should be developed. As with the beach/coastal monitoring focus should be given to the usage of the information within the adaptation framework to allow for proactive and robust decision making.





### Action 4 – Coastal adaptation workshop with Moray Coastal Partnership

Engage and develop a relationship with Moray Coastal Partnership. This could be used to secure funding and opportunities to delivery region-wide community initiatives that support adaptation objectives. Areas such as engagement, community monitoring, community nature enhancement should be explored.



### Action 5 – Engagement workshop with key third party stakeholders

Key individuals (landowners), public bodies (SEPA), utility providers (Scottish Water) and private asset owners (e.g. marina’s golf courses etc) should be engaged directly. The aim of this is to develop efficient mechanisms for monitoring changes and enabling decisions and actions to be taken quickly when triggers are realised. Clear guidelines around ownership, responsibility and communication chains should be developed.



### Action 6 – Coastal flood forecasting refresher workshop with SEPA

Adaptation to coastal change is not solely about physical interventions in coastal communities. Community and individual responsibility to increase resilience and adapt to coastal hazards is of paramount importance. Since 2015 the Moray Coast has been covered by a bespoke Coastal Flood Forecasting System that is manage by SEPA through the statutory obligations for flood warning. Such early warning systems are critical non-structural options for improving resilience to communities. It is therefore important that it becomes more integrated into the approach for adaptation for the Moray coast.



To achieve this a collaborative workshop should be undertaken between Moray Council and SEPA to review the system usage and identify opportunities for improvement. As well as a technical focus, this should consider wider community engagement activities to improve public awareness and integrate into the community pathways.

### Action 7 – Land use constraints and opportunities mapping

To adapt while working with natural processes it is critical that the space required for coastlines to evolve is considered in the planning process. Where possible, systems should be allowed to respond naturally to climate change. This however may put pressure on land use and communities through the loss of land. Proactive actions such as safeguarding land for relocation or roll back should be considered to offset or compensate for losses or where land may no longer be deemed to be safe from erosion risks. As well as losses there may be opportunities to align mitigation and adaptation actions through enhancing habitat function and connectivity and assessing the adaptive capacity of land for alternative uses such as solar farms. To incorporate this proactively into the adaptive pathway for Moray, a regional assessment of land use constraints and opportunities should be undertaken to ensure that future opportunities are not unintentionally limited. This should be in conjunction with the LDP and aim to identify areas where land use changes should be planned and integrated early to Moray future development objectives.



### Action 8 – Economic growth potential

Economic potential of communities is key to make sure that a robust placemaking approach to adaptation can be followed. Here, while this has been accounted for using the number of commercial properties as a surrogate, a more comprehensive economic growth potential assessment should be developed. Focus here should lie on understanding the potential Gross Value Added of commercial businesses and serve to form a baseline against which Adaptation Pathways can be tested.

A baseline review could be supplemented by a review of longer growth potential through a review of housing need and housing strategies, regional spatial strategies, harbour strategies, renewable opportunities, and other readily available information. Similar to the land use constraint and opportunity assessment, by understanding the economic baseline and growth potential within the framework of adaptation, potential losses can be offset or growth opportunities relocated to maximise the potential.



### Action 9 – Undertake regional risk assessment for Moray Coastal Trail

A full risk assessment of the impacts and timescales of coastal change on the MCT should be delivered. This should form the evidence based to set actions for any future planning or realignment works with the aim of continuing to realise the amenity benefit in the future.



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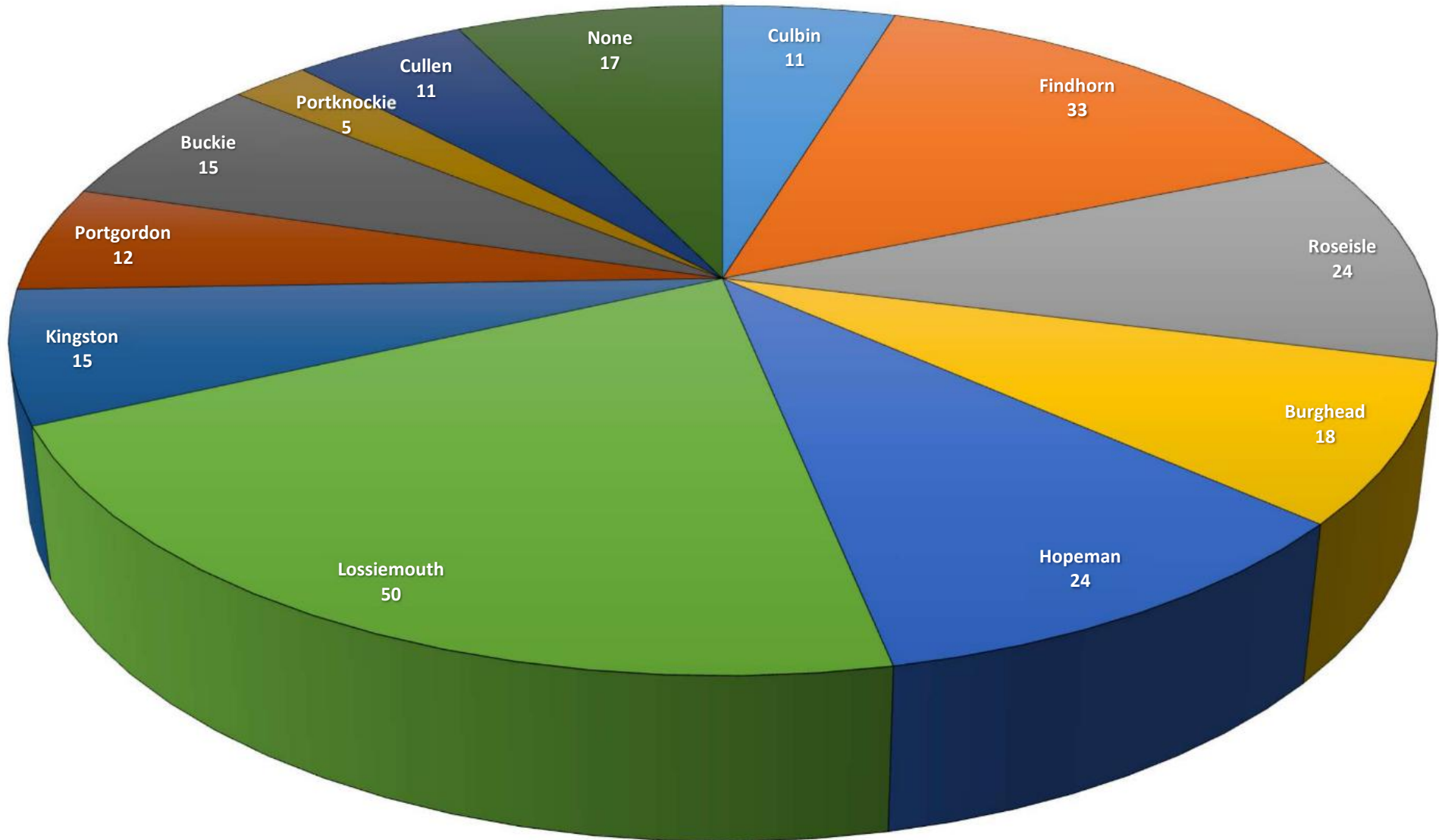
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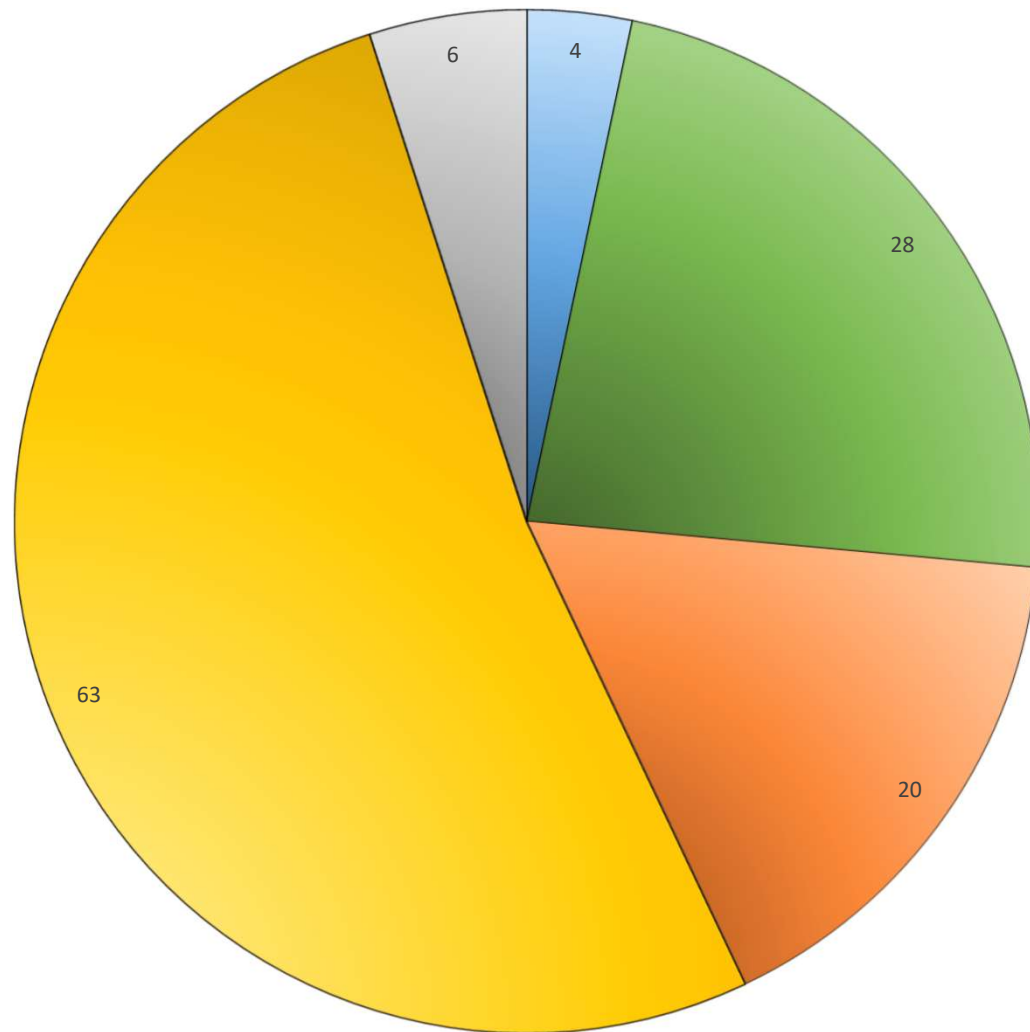


## Which coastal community/communities do you most associate yourself with?



Count

### How would you describe your level of understanding, BEFORE the event, on risks associated with coastal change (flooding and erosion)?



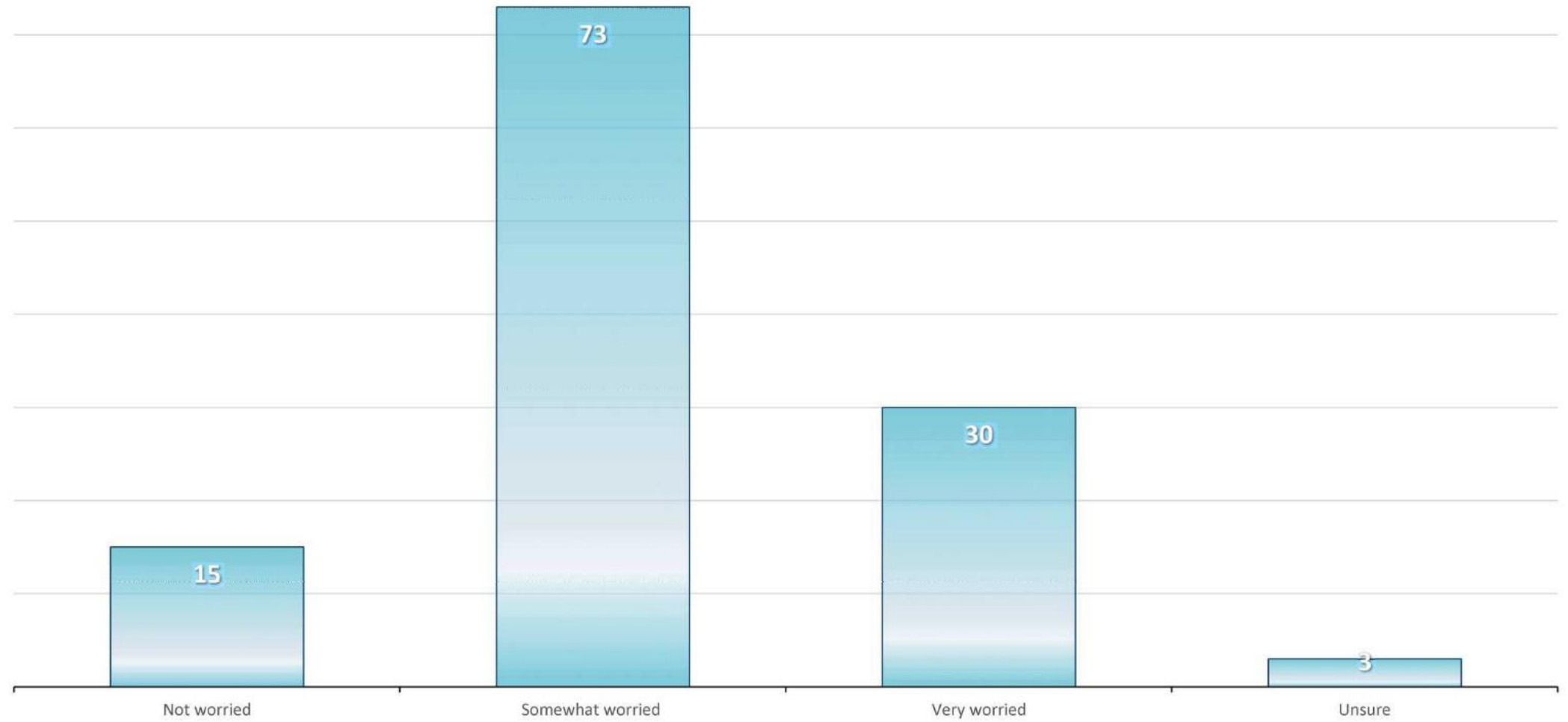
How would you describe your level of understanding, BEFORE the event, on risks associated with coastal change (flooding and erosion)?

- Expert
- Good
- Minimal
- Some
- Very Good



Count

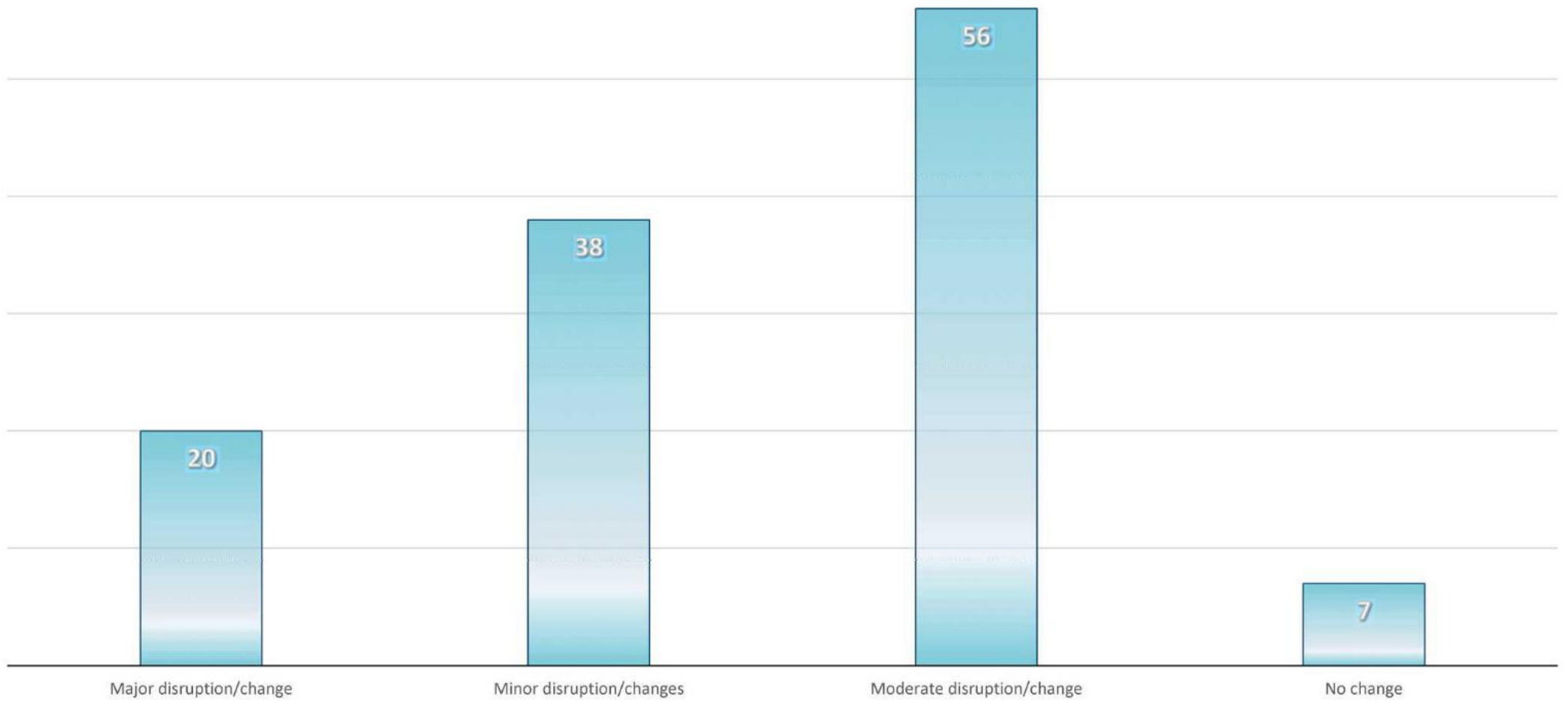
### How concerned are you about the potential impacts of coastal change?



How concerned are you about the potential impacts of coastal change?

Count

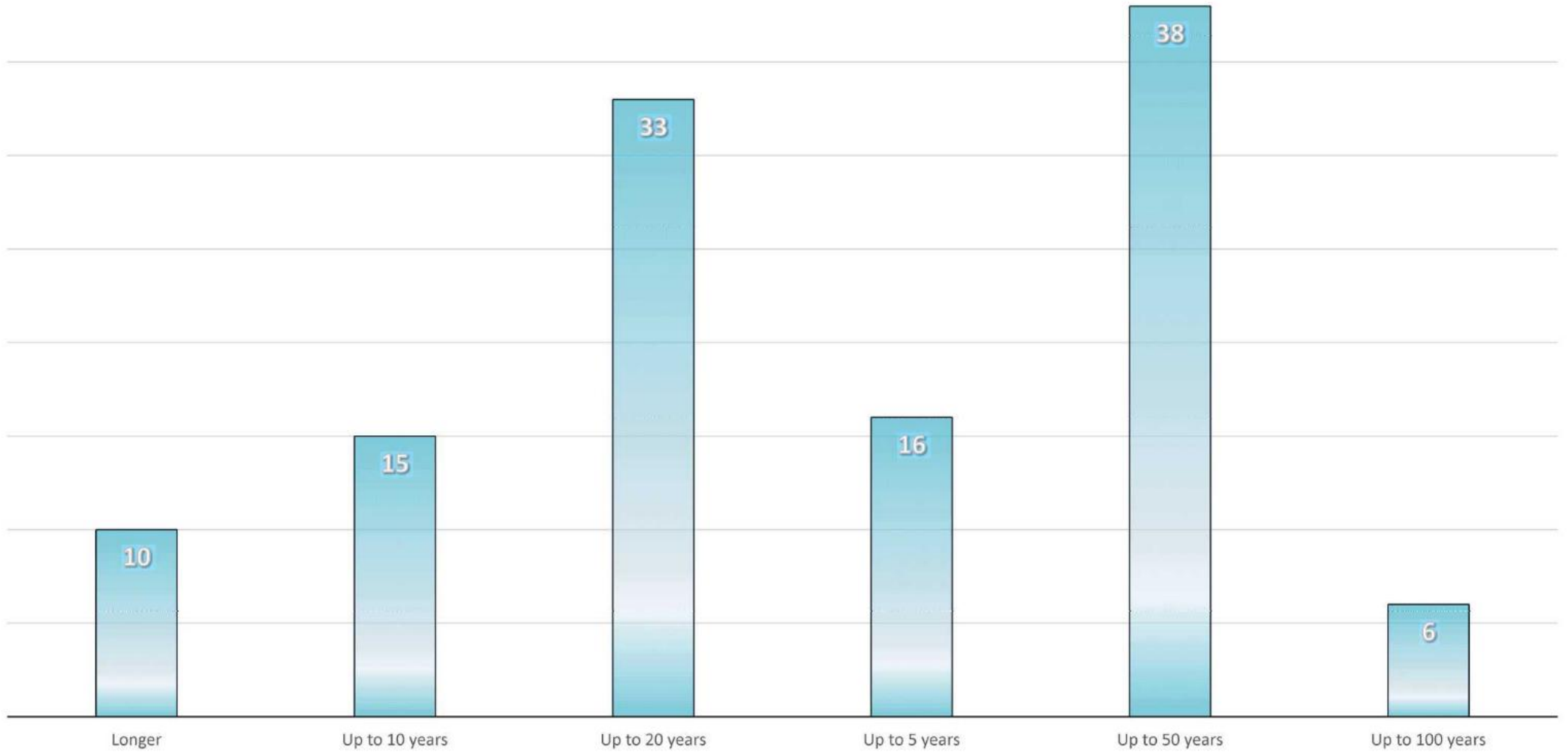
## How do you expect coastal change to impact your community/communities in the future?



How do you expect coastal change to impact your community/communities (as identified in Q1) in the future?

Count

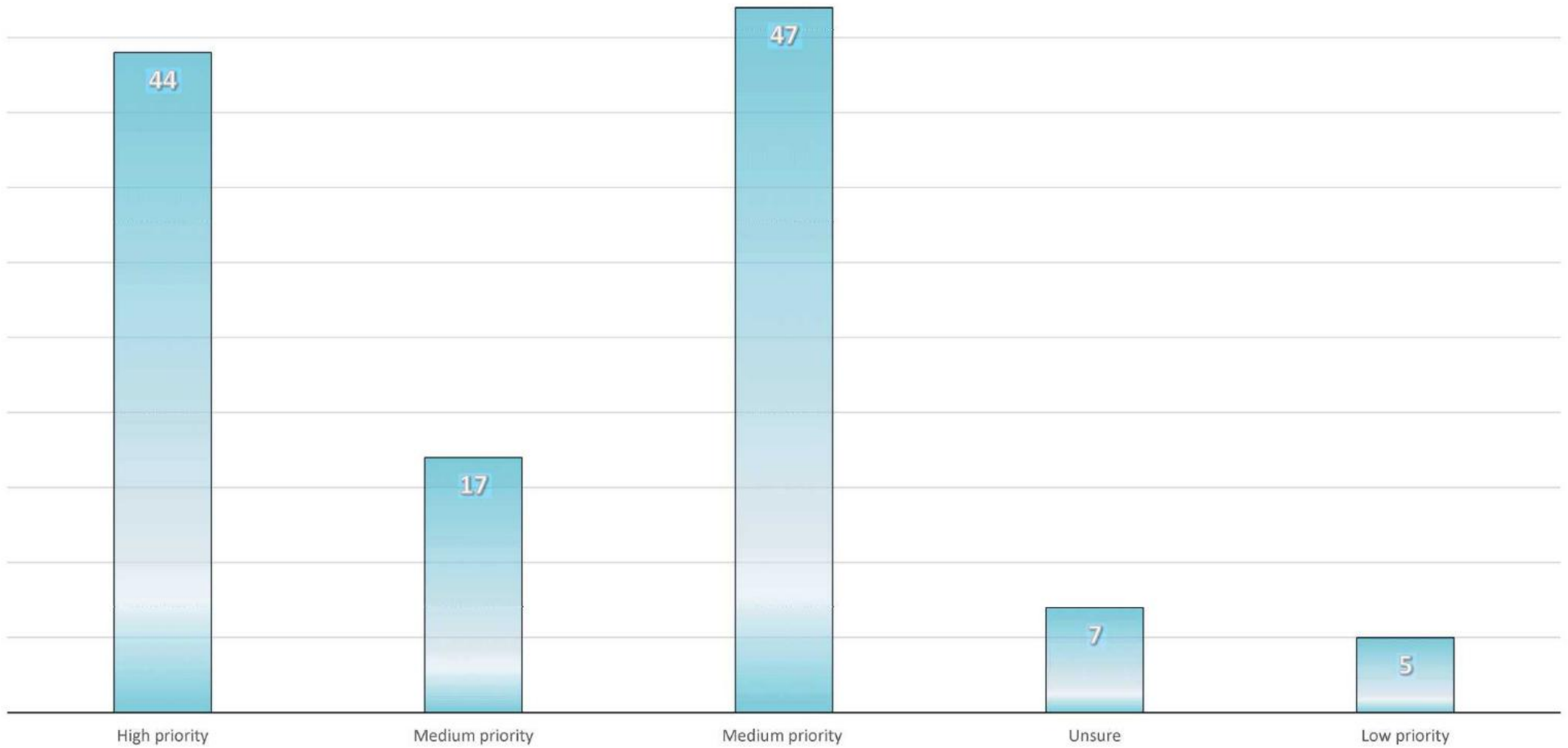
## How far in advance should we be planning for coastal adaptation?



How far in advance should we be planning for coastal adaptation?

Count

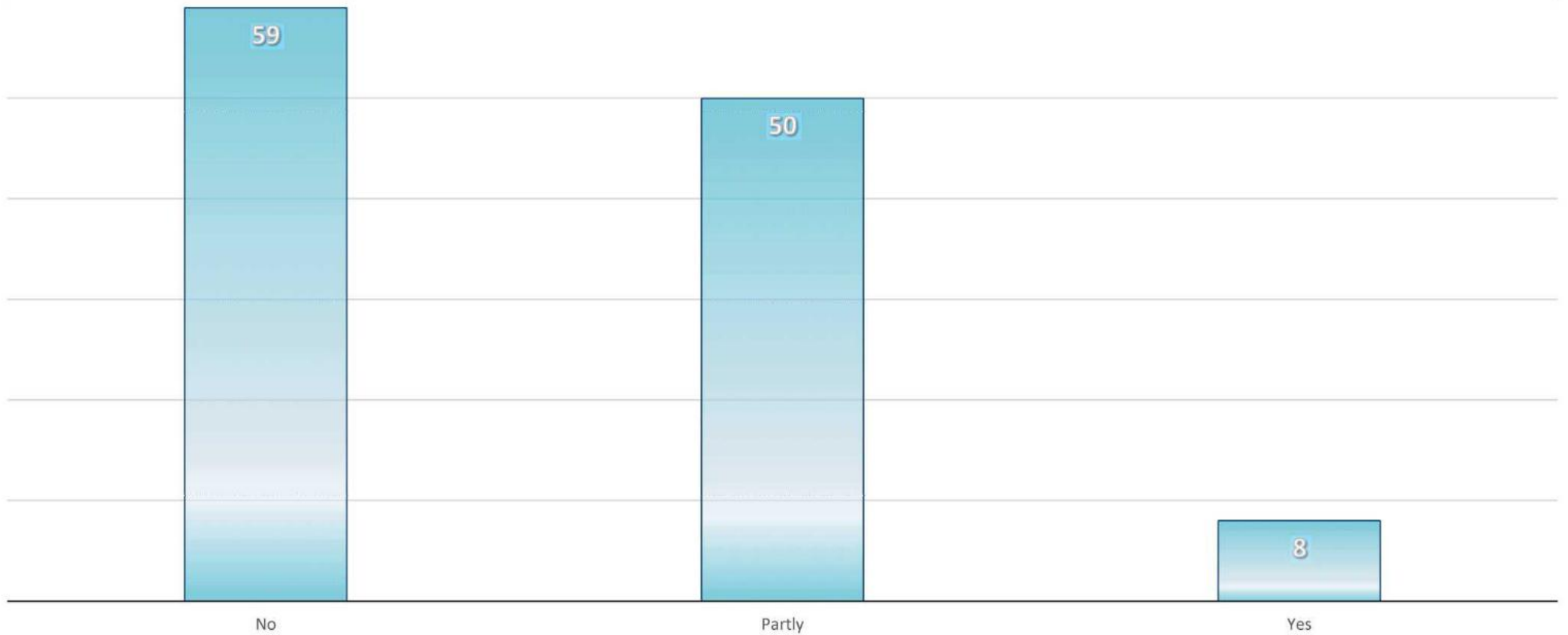
## How do you think Moray Council should prioritise coastal change adaptation?



How do you think Moray Council should prioritise coastal change adaptation?

Count

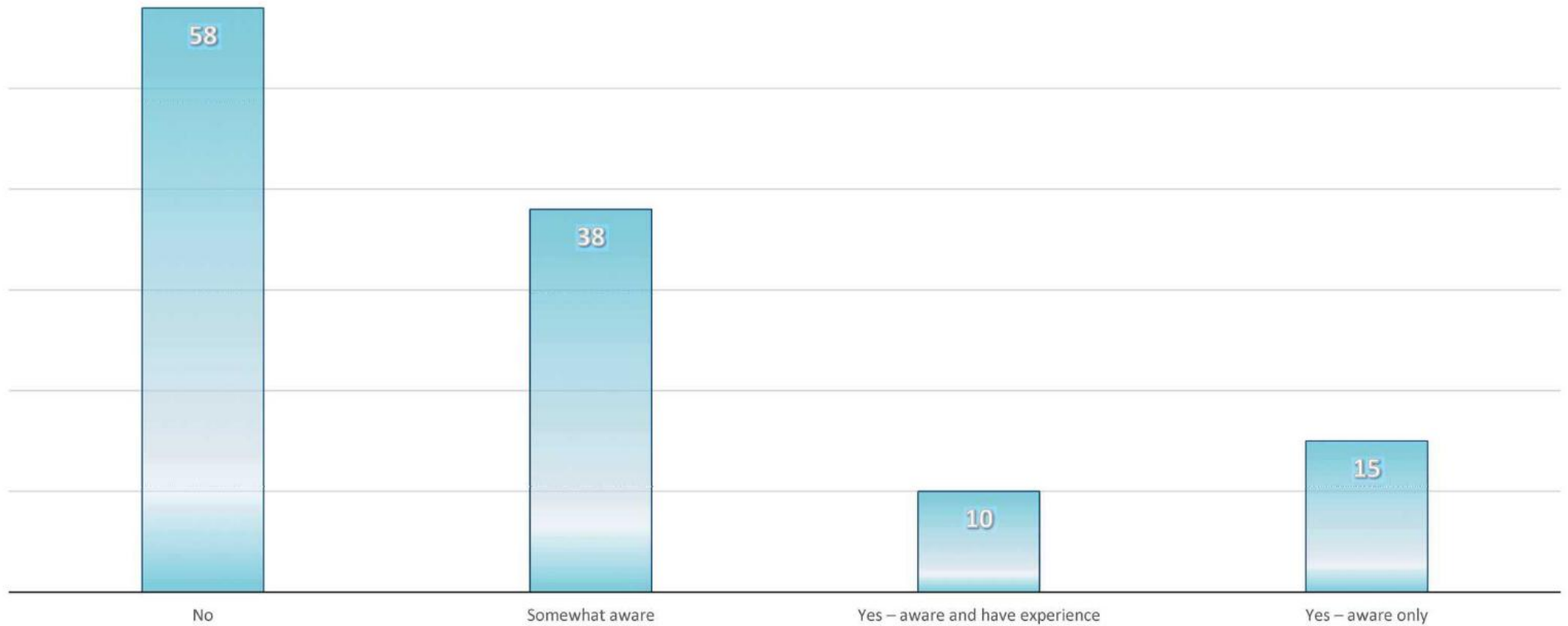
## Do you think Moray Council are currently prepared for the challenges of Coastal Adaptation?



Do you think Moray Council are currently prepared for the challenges of Coastal Adaptation?

Count

## Are you aware of Moray Council's current incorporation of coastal change into Local Development Plans and the requirements of national planning policy?

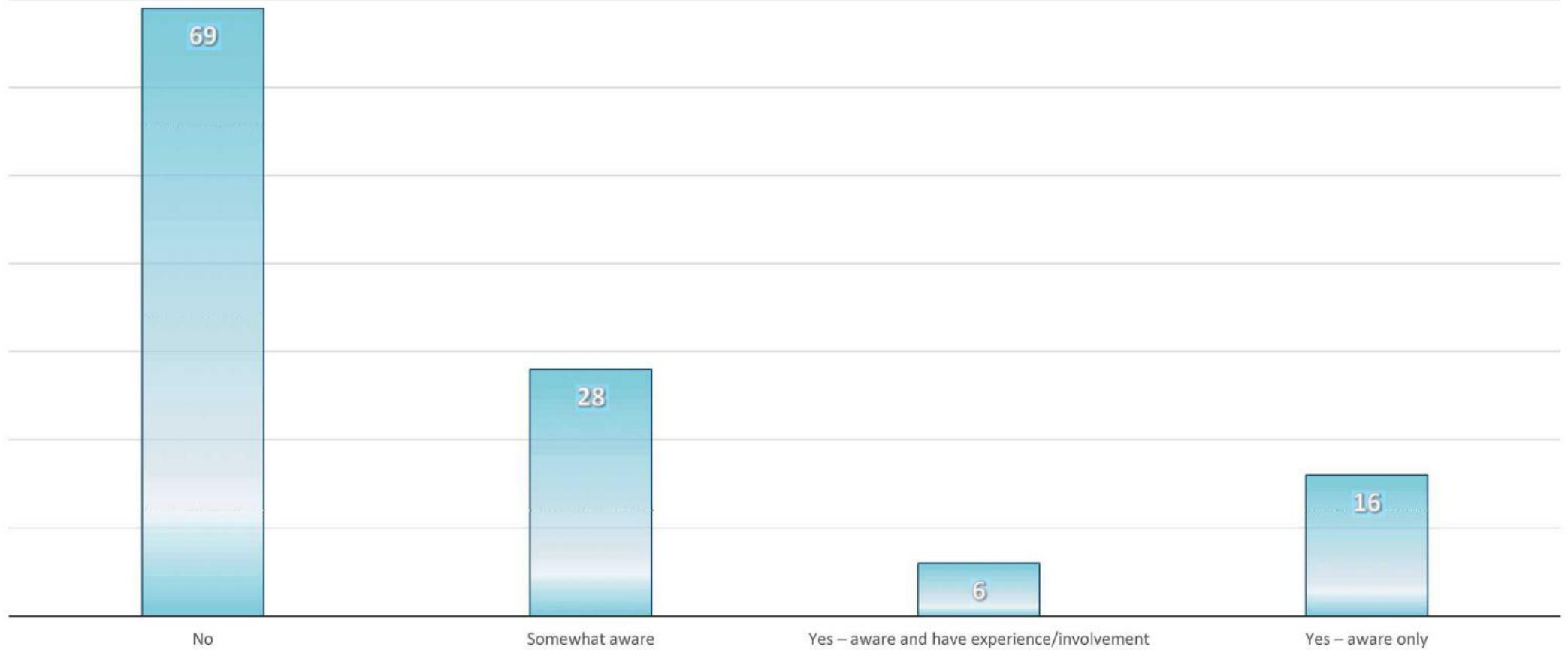


Are you aware of Moray Council's current incorporation of coastal change into Local Development Plans and the requirements of national planning policy?



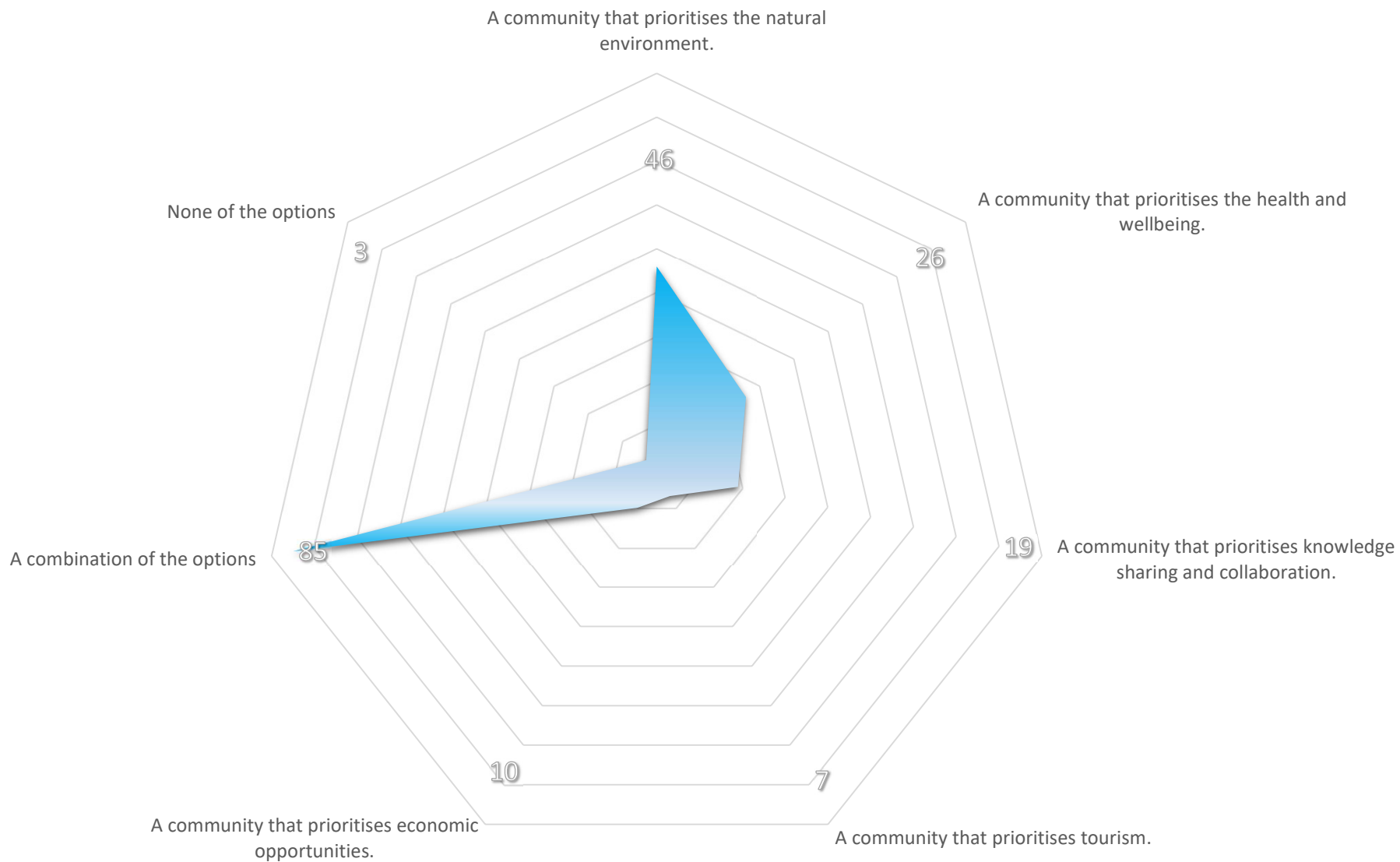
Count

## Are you aware of Adaptation Scotland or other wider climate adaptation and resilience initiatives or projects?

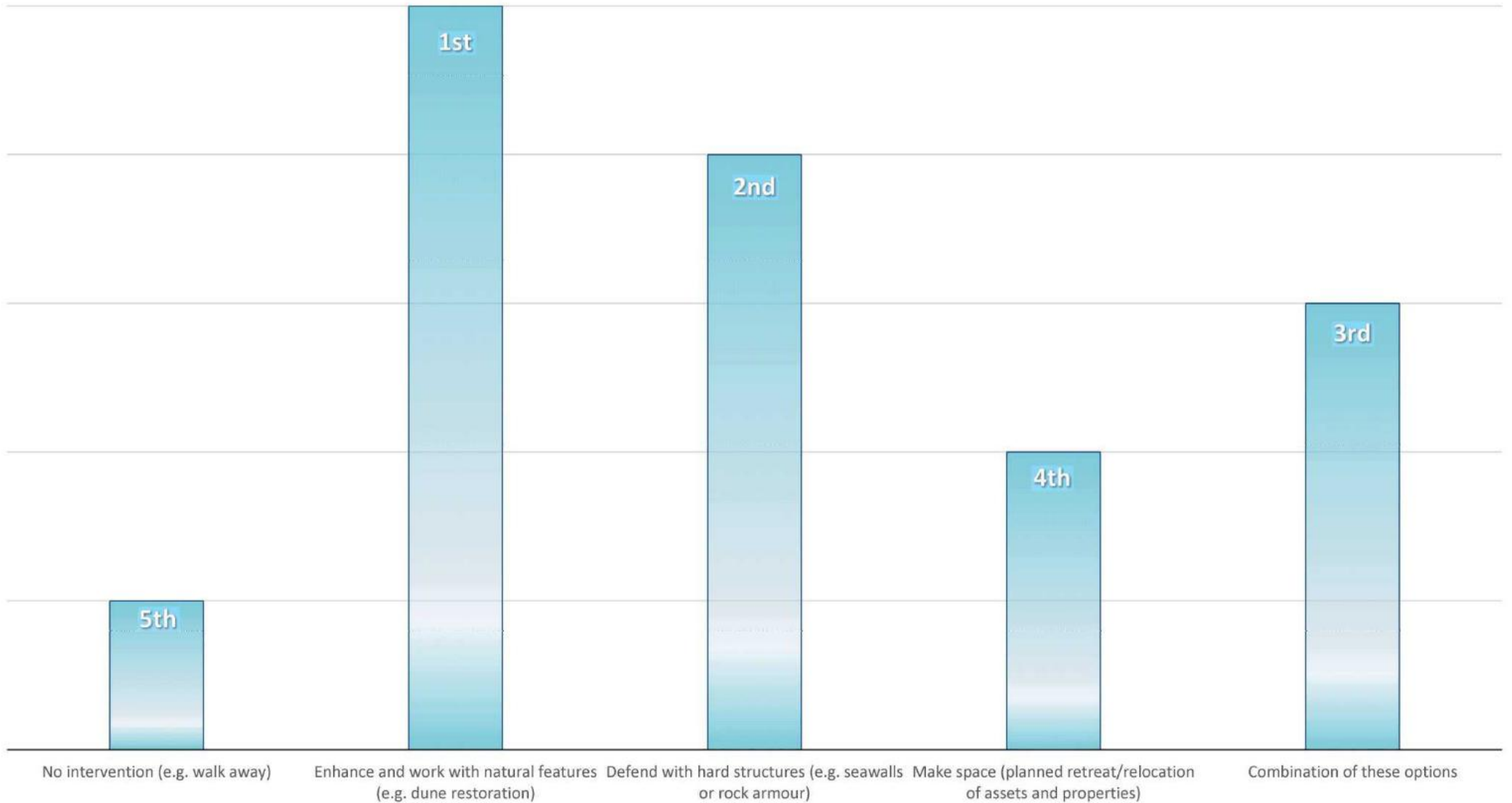


Are you aware of Adaptation Scotland or other wider climate adaptation and resilience initiatives or projects?

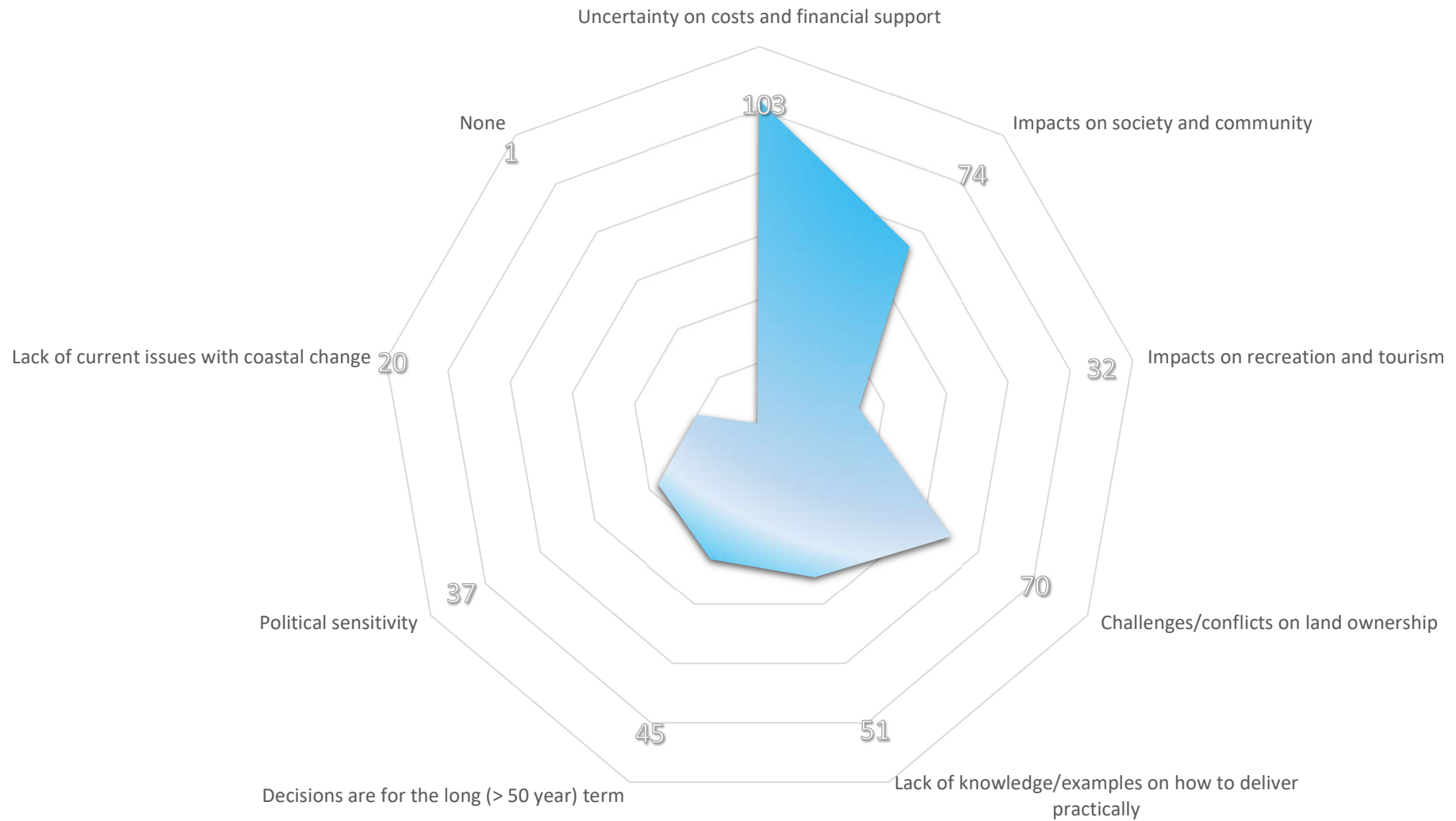
# How would you like to see your area of the Moray Coast described by 2100?



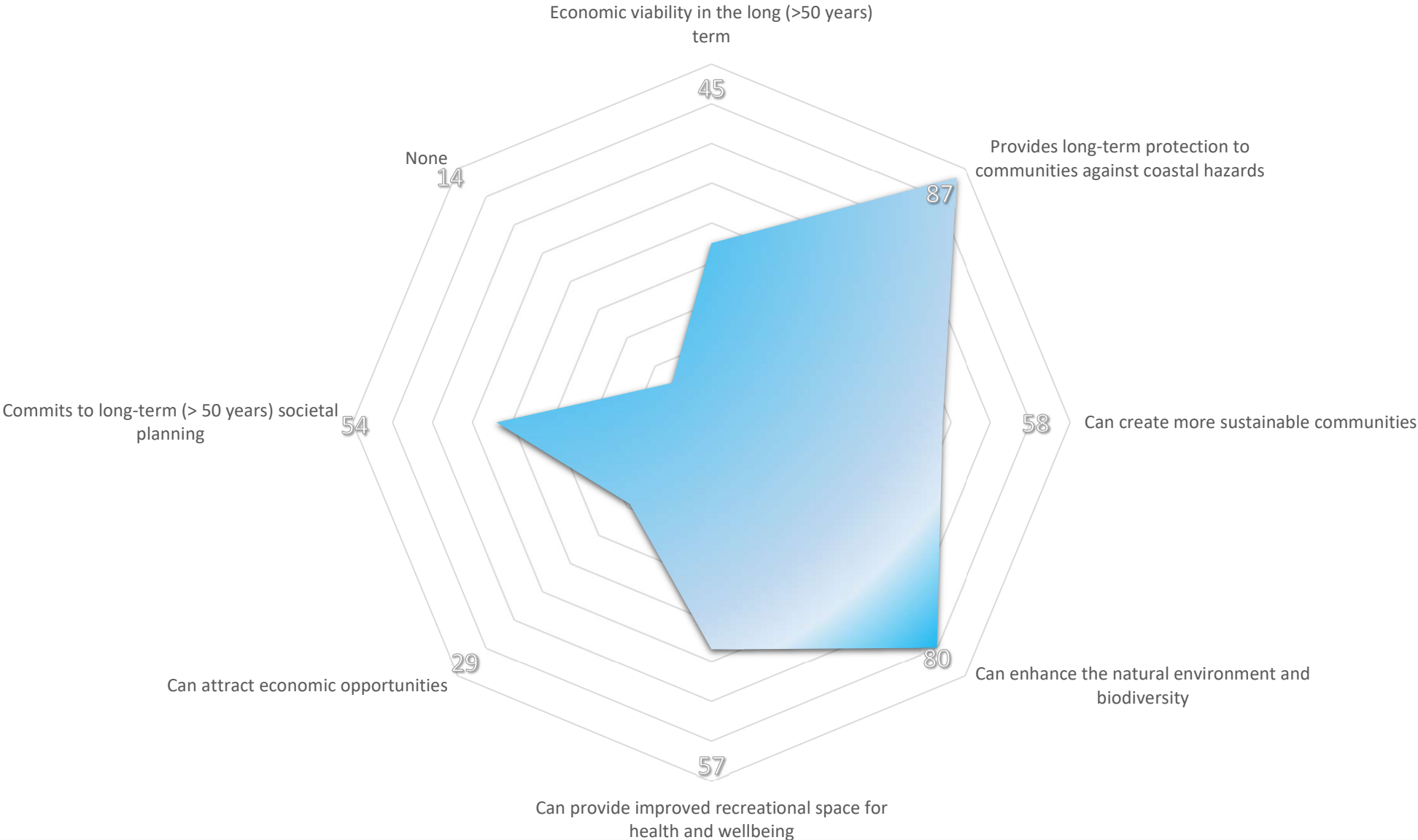
**Rank the following management approaches based on how you would like to see erosion managed in your community.**



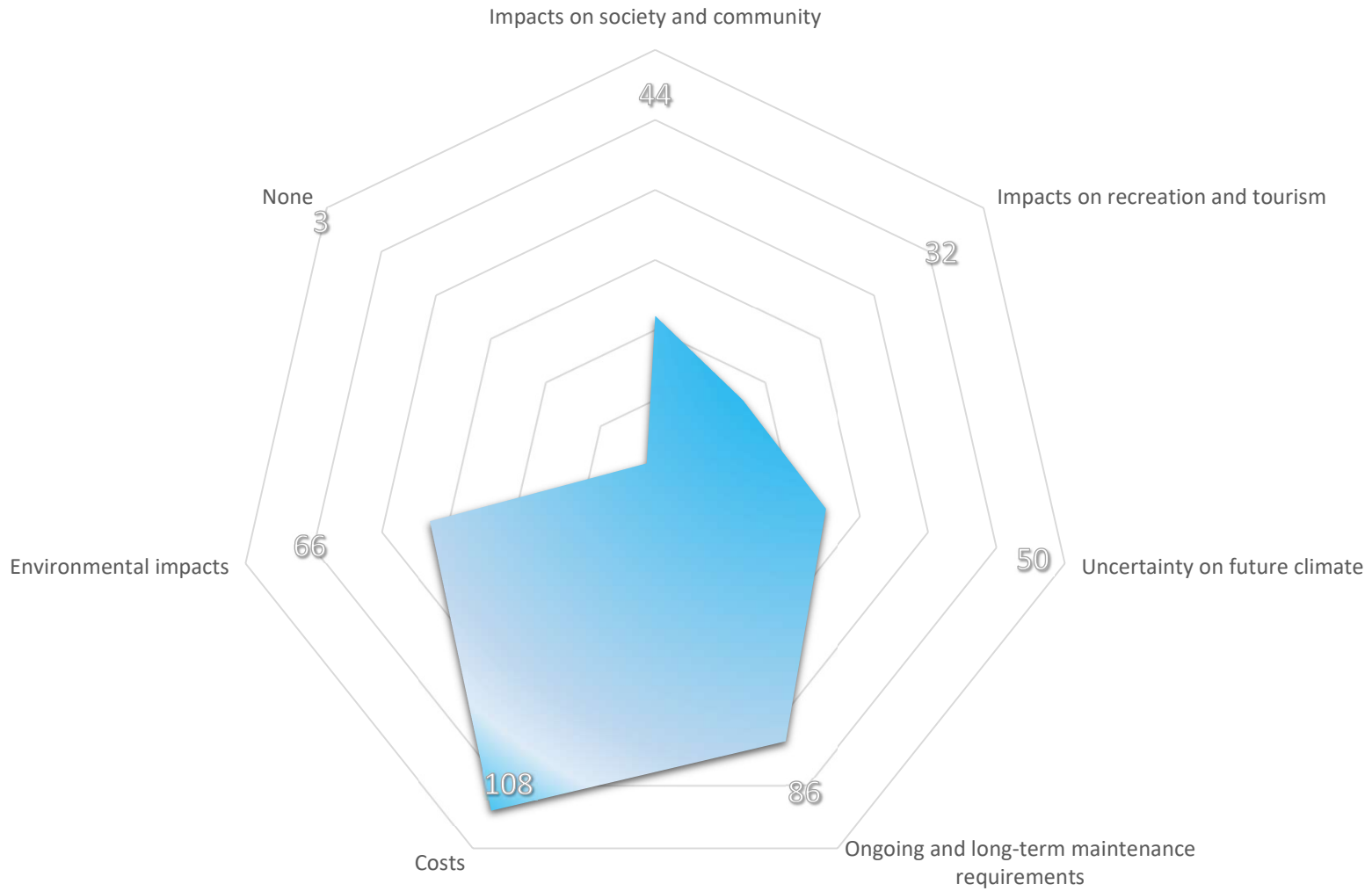
# What do you think are the main challenges of a management approach that Makes Space for coastal change?



# Which of the following would you associate with the Make Space approach for coastal change?



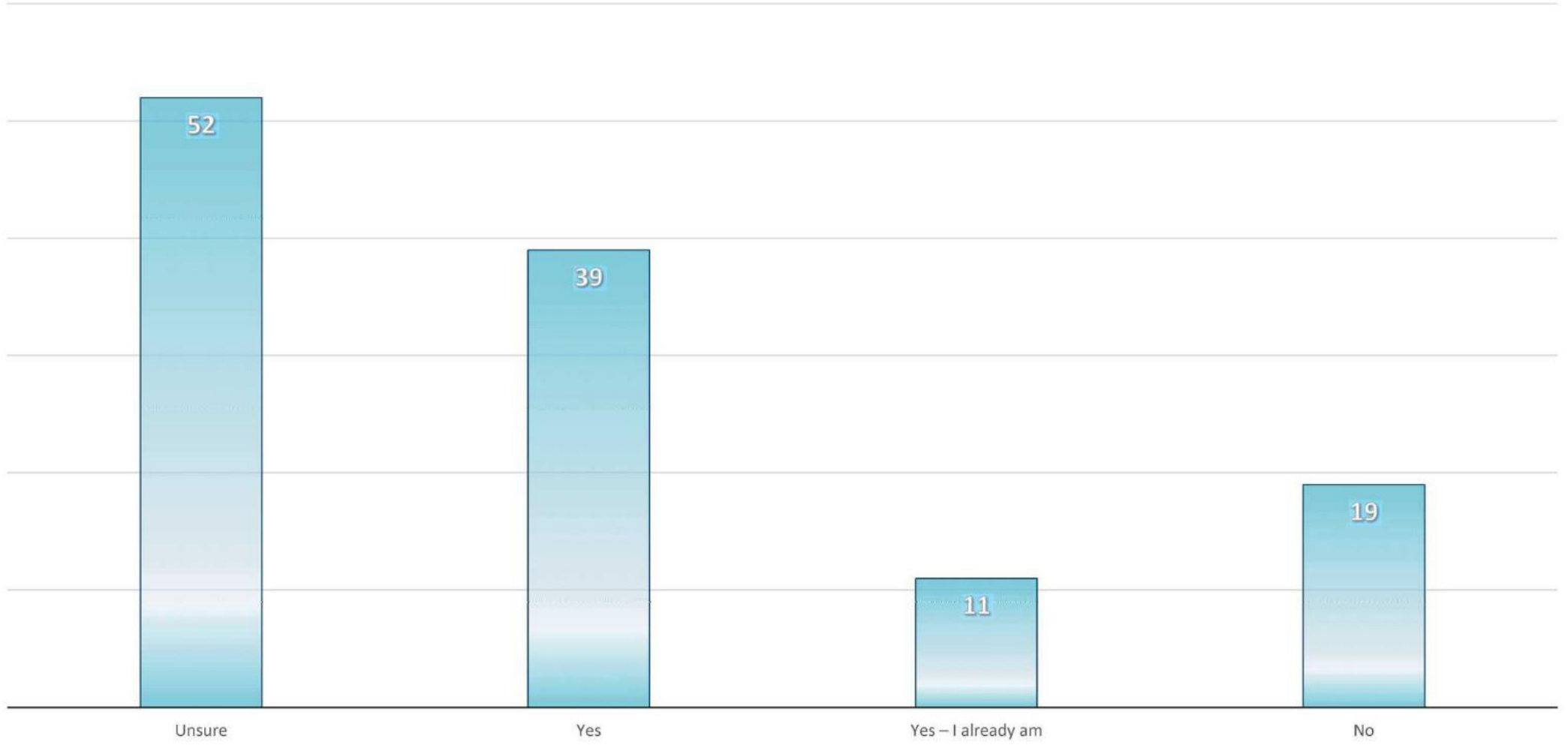
# What do you think are the main challenges for installing defences against coastal change?





Count

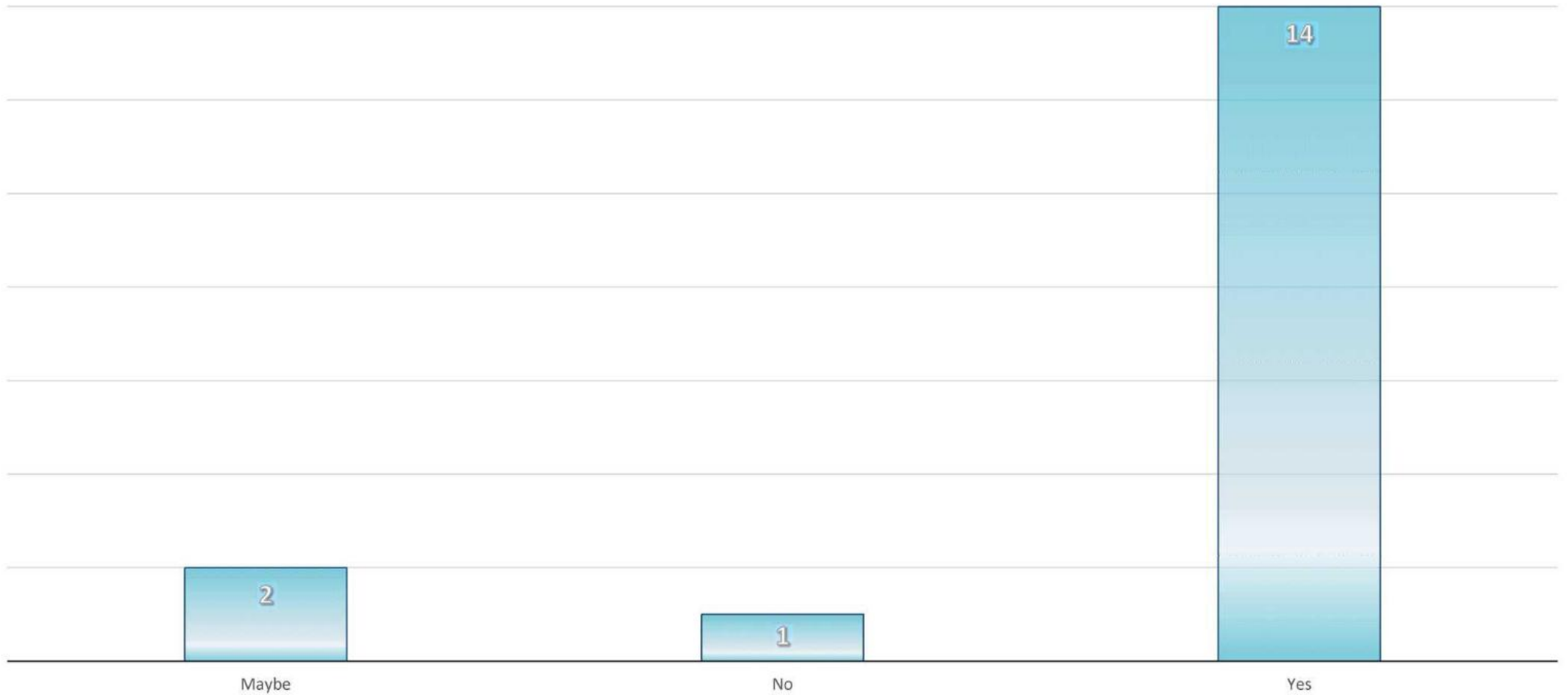
## Would you be willing to contribute to future community projects to support coastal adaptation?



Would you be willing to contribute to future community projects to support coastal adaptation?

Count

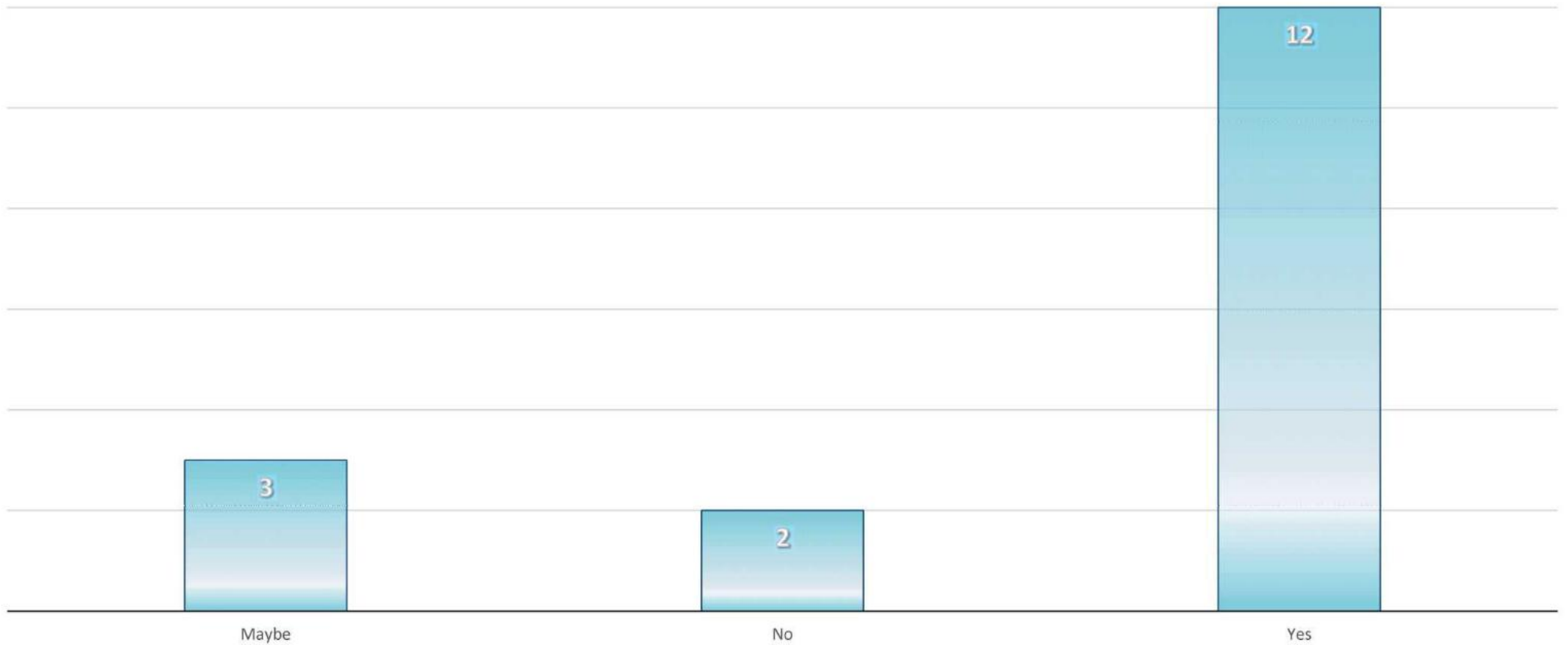
## Has this event improved your understanding of coastal change?



This section is looking for your feedback on the engagement event and information provided. Has this event improved your understanding of coastal change?

Count

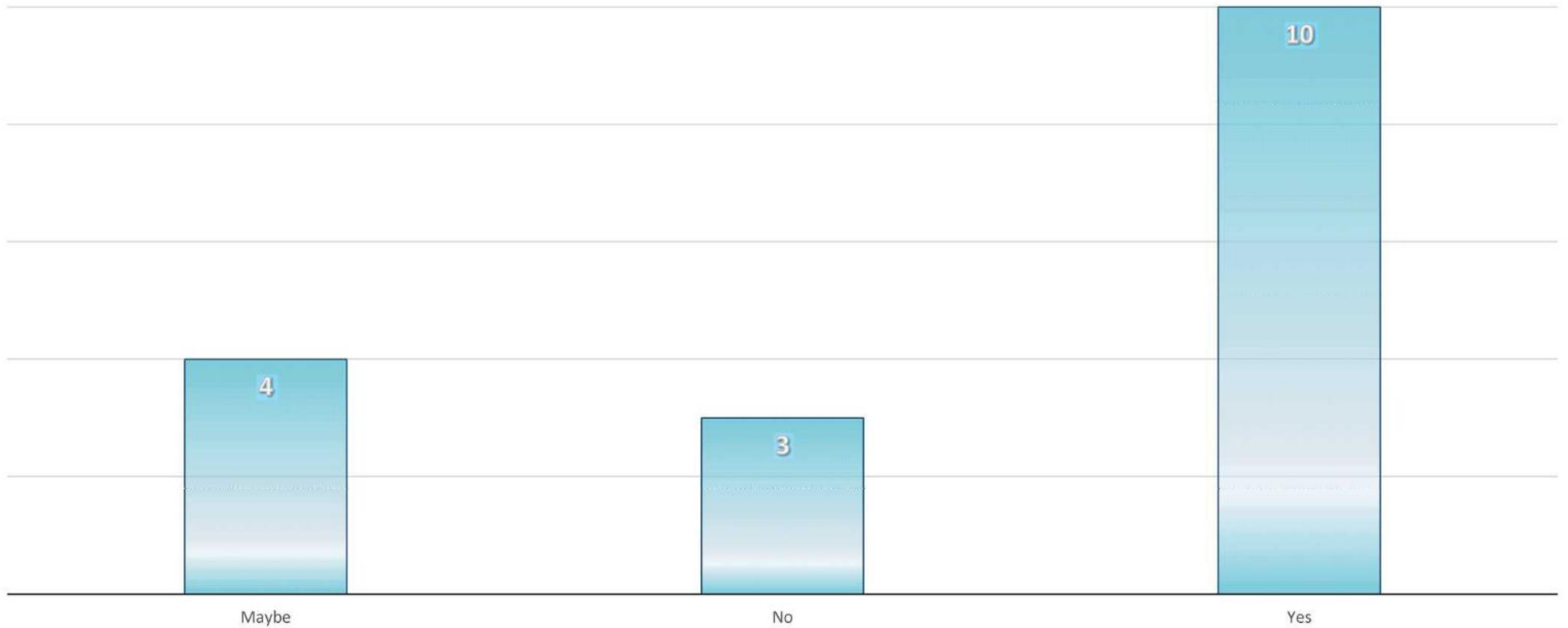
## Has this event improved your understanding of how Moray Council intend to implement and support coastal adaptation?



Has this event improved your understanding of how Moray Council intend to implement and support coastal adaptation?

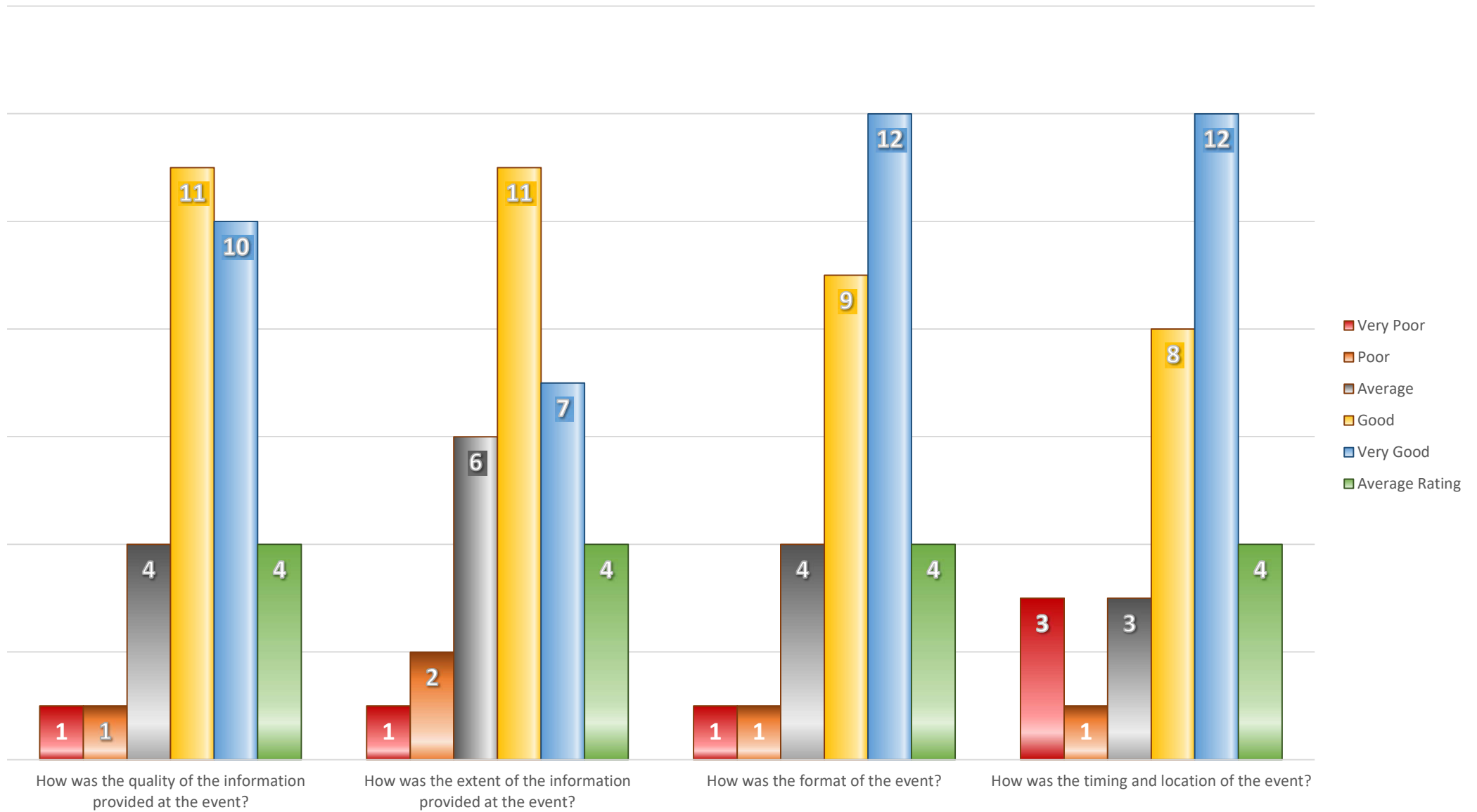
Count

## Did the event answer all of your questions relating to Moray Councils plans for coastal change?



Did the event answer all of your questions relating to Moray Councils plans for coastal change?

## Event Feedback










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**REPORT TO: ECONOMIC DEVELOPMENT AND INFRASTRUCTURE  
SERVICES COMMITTEE ON 30 APRIL 2024**

**SUBJECT: LONG-TERM TOWN FUND**

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

**1. REASON FOR REPORT**

- 1.1 To seek delegated authority from the Committee in relation to funding opportunities through the Elgin Town Board
- 1.2 This report is submitted to Committee in terms of Section III (F) (2) to exercise the statutory functions of the Council in relation to economic development in terms of paragraph 171 of the Local Government (Scotland) Act 1984.

**2. RECOMMENDATION**

- 2.1 **It is recommended that Committee approve delegation to the Head of Economic Growth and Development in consultation with the Chief Financial Officer and the Strategic Leadership Forum (SLF - extended for this purpose as set out in the report) to develop and submit to the Elgin Town Board priority packages relating to the themes of Community Safety and Security, High Streets Heritage and Regeneration and Transport and Connectivity.**

**3. ELGIN TOWN BOARD FUNDING CALL FOR IDEAS**

- 3.1 The Elgin Town Board will be responsible for the development and delivery of projects associated with the £20 million funding from the UK Government for Elgin with the themes for delivery identified as Community Safety and Security , High Streets Heritage and Regeneration and Transport and Connectivity.
- 3.2 To develop the plan the Town Board will be calling for ideas from partners and the community. In terms of the Councils Grant Policy, applications for funding can only be made for projects with Committee approval.

- 3.3 The timescales for submission of priority packages and the development of a delivery plan will not allow new projects to be considered by Committee prior to submitting them to the Town Board and therefore delegated authority is sought to submit projects under the 3 themes Community Safety and Security , High Streets Heritage and Regeneration and Transport and Connectivity. Priority in terms of development will be given to those projects with existing Committee approvals where they meet the objectives under the 3 themes. To support this process, a briefing was submitted to SLF in April and copied to Elgin Members followed by a period for feedback on ideas with a view to a draft list of priority packages for submission being reviewed by the extended SLF (Including Elgin Members) in May.
- 3.4 It will be essential that any proposals whether from the Council or others do not have any long-term financial implications for the Council, for example by adding to maintenance obligations, without Council approval. It is proposed that once a draft delivery plan is prepared by the Elgin Town Board, this is reviewed by the Chief Financial Officer and any projects that have financial implications for the Council would need to be reported to Council prior to the Town board finalising their plan.
- 3.5 It is likely a draft investment plan will be produced by June.
- 3.6 The approval of projects for inclusion in the investment plan will be a matter for the Elgin Town Board.

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

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

The Long-Term Fund for Towns will contribute to the Corporate Plan priority of promoting economic development and growth.

**(b) Policy and Legal**

The Moray Council Grant Policy requires that any applications made for grant funding are only done so for Projects that have received Committee approval. Delegated authority is being sought to apply to Elgin Town Board with projects suitable for the delivery plan.

**(c) Financial implications**

There are no financial implications arising from this report. Approval would enable officers to develop projects against each of the themes within the Elgin Long Term Town Fund in consultation with the Strategic Leadership Forum and Chief Financial Officer.

**(d) Risk Implications**

The development of interventions and projects for the Elgin Town Board by the Council and others, presents a risk that projects are developed with long term financial implications for the Council. Officers will manage the process of Council proposals in consultation with the Strategic Leadership Forum and it is proposed that any projects selected by the

Town Board that could have long term financial implication for the Council will be reported to the Council for approval in June.

**(e) Staffing Implications**

This will be carried out by officers within Economic Growth and Development with the Strategic Planning and Delivery Manager leading the process.

**(f) Property**

No direct implications dependant on the proposals that come forward.

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

Equalities and Socio Impact Assessments for each project will be updated as part of the project development.

**(h) Climate Change and Biodiversity Impacts**

The climate change and biodiversity impacts will be considered as proposals are developed.

**(i) Consultations**

Depute Chief Executive (Economy, Environment and Finance), the Head of Economic Growth and Development, the Legal Services Manager, Chief Financial Officer, Equal Opportunities Officer, Strategic Planning and Delivery Manager, Climate Change Officer, and Lissa Rowan (Committee Services Officer).

**5. CONCLUSION**

**5.1 The report seeks delegated authority for the Head of Economic Growth and Development in consultation with the extended Strategic Leadership forum to develop and submit proposals to the Elgin Town Board for the Long-Term Town Fund.**

Author of Report: Jim Grant, Head of Economic Growth and Development  
Background Papers:

Ref:






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**REPORT TO: ECONOMIC DEVELOPMENT AND INFRASTRUCTURE  
SERVICES COMMITTEE ON 30 APRIL 2024**

**SUBJECT: TOURISM BUSINESS IMPROVEMENT DISTRICT – RENEWAL  
BALLOT**

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

**1. REASON FOR REPORT**

- 1.1 To seek the Committee's approval to support the renewal ballot for the Tourism Business Improvement District (BID).
- 1.2 This report is submitted to Committee in terms of Section III (F) (2, 3, 4, and 28) of the Council's Scheme of Administration relating to exercising the statutory functions of the Council in relation to economic development, commercial development, assistance to business and tourism development.

**2. RECOMMENDATION**

**2.1 It is recommended that the committee:**

- i) agree for Economic Growth and Regeneration to continue to support the Tourism BID through the undertaking of the renewal ballot; and**
- ii) note that a further report will be presented to Committee with full business proposal and supporting five-year business plan, including levy details and any potential future financial implications for the Council, and the assessment of the Council's right of veto.**

**3. BACKGROUND**

- 3.1 A Business Improvement District (BID) is a business led initiative where businesses come together to provide additional services and initiatives which will improve the trading environment and benefit the local economy within a defined geographical area. The resulting improvements and services are additional to those provided by public sector organisations.

- 3.2 BIDs are developed and managed by the business sector with projects being partly funded through a compulsory levy, which is calculated on the basis of the non-domestic rates valuation.
- 3.3 Currently there are 33 BIDs in Scotland and more in development, with BID's operating in different environments, including city and town centres, business parks, industrial estates and tourism initiatives.
- 3.4 BIDs came into force in Scotland in 2007 as a result of primary legislation in Part 9 of the Planning etc. (Scotland) Act 2006 and other secondary legislation. This included UK parliamentary regulations needed to implement reserved aspects of the policy.
- 3.5 **The Council has a statutory role to play in the process as prescribed in the Planning etc. (Scotland) Act 2006, Part 9 – Business Improvement Districts.** This role requires the Council to assist in the establishment of BIDs, provide baseline service statements, scrutinise BID proposals, undertake the ballot, announce the ballot results, collect the BID levy, and if required the management and termination of the BID arrangements.
- 3.6 On 6 February 2024, this Committee agreed to adopt a set of minimum standards for BID's, in the principle of good governance (paragraph 15 of the minute refers):
- (a) Up-to-date accounts, as per Companies House requirements.
  - (b) A published register of interests of Directors; and
  - (c) Publicly available Annual Report for each completed year of the BID term.

These standards will be incorporated into future Operating Agreements between Moray Council and the BID Company.

- 3.7 The voting on a BID is governed by the legislation. In Scotland the maximum duration of a BID is 5 years, after which it is required to secure another mandate. A BID can only proceed when it has been put to a democratic vote involving all eligible businesses. To secure a new BID term, the vote requires a minimum turnout of 25% of eligible voters (both in terms of number and rateable value) and more than half of the businesses vote in support of it; they in turn must represent more than 50% of the rateable value of the BID area.
- 3.8 The Tourism BID operates within the geographical area covered by Moray Council excluding the area already part of City of Elgin BID. Tourism businesses have been defined as those businesses falling within the classifications outlined by VisitScotland's Quality Assurance Scheme (whether or not the business has signed up to that programme) and includes a range of accommodation providers, visitor centres and attractions, museums, historic buildings, golf courses, breweries and distilleries with visitor centres, tourist shops, activity and outdoor centres.



- 3.9 Under the current term of the Tourism BID, tourism businesses with a non-domestic rateable value of £2,000 or above are subject to the levy. Tourism businesses operated solely by volunteers i.e. that have no paid staff, whether or not they charge an entrance or service fee were not included in the Tourism BID. However, they, along with businesses which are either below the rateable value threshold or have no premises such as activities and tour operators could opt-in to participate in the Tourism BID if they wish to do so at a fee of no less than the minimum levy rate.
- 3.10 During this initial 5-year phase of the Tourism BID, the levy was calculated in bandings, as detailed in the below table, and linked to the Retail Price Index (RPI) in order to take account of any inflation.

<b>Band</b>	<b>Rateable Value</b>	<b>Annual Levy</b>
1	£2,000 - £4,999	£273.75
2	£5,000 - £14,999	£365
3	£15,000 - £99,999	£730
4	£100,000 and above	£1460

- 3.11 All tenants and, if applicable, property owners, who will be subject to the levy, will be invited to vote on whether a BID proposal will go ahead or not.
- 3.12 The first successful Tourism BID ballot took place in January 2020 with a turnout of 37.91% and 75.18% voting in favour, representing 97.17% in favour by rateable value.
- 3.13 The Tourism BID became operational on 1 April 2020 with the establishment of Visit Moray Speyside Ltd. The board comprises 9 directors, which includes the CEO of the Tourism BID, Visit Moray Speyside Ltd, and represents a cross-section of businesses within the BID area.
- 3.14 The Tourism BID has been working to an agreed Business Plan and their achievements to date can be found in **APPENDIX I**. The BID must now undertake a renewal ballot if they wish to continue beyond the end of their five-year term for a further five-year period.
- 3.15 Surveys and consultation workshops have commenced with more scheduled to take place over the coming months to establish the geographically defined area, priority themes, projects, and services with associated costs for the next business plan and proposal 2024.
- 3.16 This paper is seeking agreement for Economic Growth & Regeneration to continue to support the Tourism BID through the renewal ballot process only.

A second report will be presented to committee in November 2024; this report will be for consideration of the merits or otherwise of the Tourism BID proposal and supporting five-year business plan, including levy details, and the assessment of the Council's right of veto as per the legislative prescribed circumstances.

3.17 Council must decide whether to veto the BID by 9 January 2025 - 70 days prior to the ballot date. The Council may veto proposals only in the circumstances specified in Clause 42 of The Planning etc. (Scotland) Act 2006. Those circumstances are that the local authority consider that the BID proposals are likely:

- (a) to conflict with any structure plan, local plan, strategic development plan or local development plan which has been approved or adopted under the principal Act and which applies to the proposed business improvement district or any part of it
- (b) to conflict to a material extent with any policy formally adopted by and contained in a document published by the authority (whether or not the authority are under a statutory duty to prepare such a document
- (c) to lead to a significantly disproportionate financial burden being imposed on –
  - (i) any person entitled to vote in the ballot on the proposals, or
  - (ii) any class of such persons, as compared to other such persons or classes

3.18 **Key Dates and Ballot** – Under the legislation, 98 days’ notice is required to the Scottish Government and Local Authority with the final BID business plan and proposal being submitted by 12 December 2024. It is proposed that the ballot procedure will be sub-contracted to the Electoral Reform Society, which has conducted the majority of BID ballots in the UK including the Tourism BID ballot in 2020. The provisional dates are:

- Publish notice of the ballot by 23 January 2025
- Ballot papers to be issued by 6 February 2025
- Final day for voting papers to be received by 18 March 2025
- Announcement of ballot results by 20 March 2025

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

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

The Tourism BID renewal ballot proposal will contribute to the corporate plan priority to promote economic development and growth as well as the LOIP priority of a growing and sustainable economy.

(b) **Policy and Legal**

The legislation which implements BIDs in Scotland are:

- The Planning etc. (Scotland) Act 2006
- The Business Improvement Districts (Scotland) Regulations 2007
- The Business Improvement Districts (Ballot Arrangements) (Scotland) Regulations 2007 and
- The Planning etc. (Scotland) Act 2006 (Business Improvement Districts Levy) Order 2007
- The Business Improvement Districts (Scotland) Amendment Regulations 2007 and

- The Business Improvement Districts (Scotland) Amendment Regulations 2008

Under the legislation where the local authority is of the view that the BID proposal or renewal and preliminary procedures conflict with a policy formally adopted and published by the authority, the authority shall notify the BID proposer in writing explaining the nature of that conflict.

A local authority can veto a detailed BID proposal if it conflicts with any of the above Acts or for reasons such as the proposed levy would create disproportionate or unreasonable financial burden amongst rate payers. However, an appeal against a veto will be decided by the Scottish Ministers.

As in the present Tourism BID arrangements, any proposed improvement projects and services will be in addition to any existing provisions provided by Moray Council and Community Planning Partners. It is intended to continue the operating agreement between Moray Council and Visit Moray Speyside Ltd, which will be updated in consultation with Legal to reflect all changes. The purpose of the operating agreement is to establish the procedure for the setting, collection and remittance of the BID Levy; confirm the basis upon which the Council will be responsible for collecting the BID Levy; set out the enforcement mechanisms available for collection of the BID Levy; set out the procedures for accounting and transference of the BID Levy; provide for the monitoring and review of the collection of the BID Levy; confirm the manner in which the Council's expenses incurred (if any) in collecting the BID Levy shall be paid and confirm the basis on which the BID Arrangements are to be delivered by the BID Company on behalf of the Council.

**(c) Financial implications**

For the proposed renewal ballot of the Tourism BID any development cost(s) such as surveys, printing and the ballot cost will be paid for by Visit Moray Speyside Ltd. Full details of the levy, including collection fees and any software costs associated with the administration of the levy by Taxation Team staff will be presented to committee in November 2024.

**(d) Risk Implications**

There are no risk implications arising from this report.

**(e) Staffing Implications**

The Taxation Services Team undertakes the invoicing and recovery of the BID Levy on behalf of Visit Moray Speyside Ltd. This work is done at the direction of the Chief Executive of Visit Moray Speyside. This requires the Taxation Team to maintain a BID invoicing database, updating it with changes to the properties liable to pay the Tourism BID.

The Taxation Services Team also provides regular advice to Visit Moray Speyside Ltd on the efficient recovery of unpaid Tourism BiD invoices, thereby maximizing the revenue to be obtained from the BID Levy invoices.

Much of the work which is done by the Taxation Services Team in the support of all aspects of the invoicing, and where necessary recovery, of the BID Levy and the maintenance of the invoicing database, requires user intervention. This results in this work representing a significant workload for the Taxation Services Team, with the BID charged a service fee.

Officers from Economic Growth and Regeneration shall continue to work with Visit Moray Speyside Ltd to maximise income from funding streams as they arise and assist in the development of the next Tourism BID proposal.

**(f) Property**

Moray Council have no levy liability for any property which lies within the Tourism BID area.

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

There are no equalities/social economic impacts arising from this report.

**(h) Climate Change and Biodiversity Impacts**

Advocating Moray and all it has to offer has the potential to increase footfall from a local and wider geographical area. Increased local footfall could result in a positive impact, with less carbon emissions through reduced travel. For travel from a wider geographical area, the promotion of sustainable travel can assist in mitigating the impact.

**(i) Consultations**

The Depute Chief Executive (Economy, Environment and Finance), the Head of Economic Growth and Development, the Legal Services Manager, the Equal Opportunities Officer, the Chief Financial Officer, Taxation Manager and Lissa Rowan, Committee Services Officer have been consulted and comments received have been incorporated into the report.

**5. CONCLUSION**

**5.1 The Tourism BID has proven to be a sustainable regeneration model for Moray. It is democratic, time bound, accountable and provides a clear mandate for actions. It relies on a strong, committed and solution orientated partnership with a clear vision and leadership.**

**5.2 A successful renewal ballot of the Tourism BID will enable implementation of further actions and priorities and shall ensure a vibrant future for Moray.**

Author of Report: June Burnett, Development Officer

Background Papers: Appendix 1 -  
Ref: SPMAN-813460984-532





## VISIT MORAY SPEYSIDE OVERVIEW – 2020-2025

Visit Moray Speyside (VMS) is the Destination Marketing Organisation (DMO) and Business Improvement District (BID) for Moray & Speyside. VMS is responsible for working with and supporting businesses within the Tourism & Hospitality Industry in Moray. Our main objective is to market the region and increase visitor numbers and spend within the region. Other objectives outlined in the five-year Business Plan are to; Improve the Visitor Experience, Support Businesses and Represent the Industry with Key Organisations.

In March 2025 VMS' five-year term will conclude and we wish to return to a Renewal Ballot on 20<sup>th</sup> March 2024, giving our BID levy payers the opportunity to decide if the BID should return for a second term. Consultations will begin in April once the survey has been issued and returned for findings to be gathered and then presented to Levy Payers to have an open discussion on the main priorities and focuses for the next five-year term.

We have created a snapshot of what has been achieved during the BID Phase 1. A BID Review has been created for the period of 2020-2024 which outlines the achievements each year in more detail and a video containing statistics over the last four years which can be accessed here - [Four Years With VMS \(youtube.com\)](#). The BID Review can be accessed on the Visit Moray Speyside website – [www.morayspeyside.com](http://www.morayspeyside.com)

### **Achievements April 2020 – March 2024**

#### **2020 – 2021**

- Started operating on 1<sup>st</sup> April 2020 – provided us the opportunity to support over 50 businesses apply for Covid related funding in the region.
- In partnership with the Moray Chamber of Commerce, the team introduced the Check & Protect app in the summer of 2020. This move came before the official Scottish Government app, providing businesses with an easy, secure way to record customer details during a time when it was necessary.
- Visit Moray Speyside became a go-to for the region's residents and businesses, sharing important information on the latest COVID-19 updates, reopening details, and guidelines. Through these efforts, the organisation showed a commitment to not just handling the challenges of the pandemic but actively contributing to the recovery of the local tourism industry.

#### **2021 - 2022**

- VMS successfully obtained £350,000 from Highlands & Islands Enterprise to implement a three-year recovery initiative for tourism in Moray.
- VMS additionally obtained £45,000 in funding from the SSE Beatrice Windfarm Fund. This funding is earmarked for community groups seeking support to facilitate a Community Asset Transfer (CAT)

of public toilets, enabling them to be upgraded and maintained for the benefit of both locals and visitors.

- Visit Moray Speyside successfully secured £75,000 from the Growth Fund, a marketing fund provided by VisitScotland. This funding facilitated the creation of the STOP, BREATHE, GO campaign, which emphasised the region's outdoor offerings. The campaign aimed to position Moray Speyside as a prominent destination, particularly during the pandemic when indoor activities were limited. The initiative showcased the abundance of open spaces available in the region.

## **2022 – 2023**

- In May 2022, Visit Moray Speyside hosted its annual flagship Tourism Conference, drawing nearly 100 local businesses. Attendees had the opportunity to listen to keynote speakers, engage in networking, and learn about how they could actively participate with VMS.
- In June 2022, the Toilet Toolkit was officially launched, marking a significant milestone in community development. Shortly after its introduction, a local community group submitted the inaugural application for toilet refurbishment. This initiative resulted in the group being awarded £5,000 in funding, earmarked specifically for the renovation of the women's public restroom facilities. The success of this project not only highlights the practical impact of the Toilet Toolkit but also underscores the commitment of local communities to enhancing essential amenities.
- In September 2022, Moray Tourism Networks made their inaugural debut, expanding on the foundation laid by the Forres Area Tourism Network (FATN). VMS organised a series of roadshow events across the region during that month, leading to the establishment of a dedicated Tourism Network Group for Speyside. This group is focused on fostering connections, promoting collaboration, and spearheading initiatives to enhance the overall visitor experience.
- In October 2022, eyebright Utilities were unveiled as a perk for VMS Levy payers. Recognising the difficulties businesses encounter, VMS identified high energy costs as a primary concern. Consequently, we initiated this complimentary service to assist businesses in saving significant amounts on their energy expenses. To date, eyebright has contributed to approximately £20,000 in energy bill savings within the region.
- In February 2023, Visit Moray Speyside launched its first Travel Trade Guide, featuring businesses in the region that are fully prepared to engage with the travel trade industry and offer their products. This launch coincided with Gemma and Brooke's first appearance at ITB in Berlin in March. ITB stands as the world's largest trade show event, boasting a significant German attendance—an audience crucial to Moray's primary market. Therefore, attendance was a strategic and logical choice.
- In March 2023, the Green Resource Packs were introduced. These resources are accessible on the VMS website and are designed to assist businesses in initiating or advancing their sustainability efforts. The pack comprises of; Business Sustainability Policy & Guide, Business Sustainable Procurement information, Resource Guides, a pre-recorded Sustainability Workshop, and a template for businesses to craft their own Green narrative.

## **2023 – 2024**

- In April 2023, Visit Moray Speyside participated in VisitScotland Connect in Aberdeen, a revamped version of their renowned event formerly known as VisitScotland Expo. This new format featured two days filled with consecutive appointments with tour operators from various corners of the globe. The outcome was a surge in inquiries for the Moray & Speyside region, emphasising the event's success in generating interest and engagement from a diverse international audience.
- In May 2023, Visit Moray Speyside held its fourth Tourism Conference, hosted at Elgin Town Hall. The event brought together more than 100 businesses and tourism professionals.
- In June 2023, Moray Speyside launched Taste of Moray Speyside, Scotland's third Food & Drink Trail. This initiative is all about highlighting the wonderful local produce and dining experiences available in the region. Through a dedicated website and active social media channels, the project aims to showcase the diverse offerings of the area. The website and social media channels serve as convenient platforms for anyone interested in exploring the local flavours.
- Visit Moray Speyside has been helping more than 50 businesses with their Short-Term Letting Applications.

- Engaging with the Travel Trade presents an excellent opportunity to enhance business, which is why we have made substantial investments in this sector. We organised two workshops in collaboration with VisitScotland, designed to assist in mastering the intricacies of working with the Travel Trade, expanding knowledge, and staying ahead of the latest industry trends. Following these workshops, we conducted a Familiarisation visit, hosting 13 tour operators from the UK who explored Moray through a day of hotel and attraction tours. The day culminated in a business event, providing a platform for these operators to interact with local businesses, explore their product offerings, and establish valuable connections.

### **Statistics Overview**

- Represented over 370 businesses through the levy.
- Helped more than 50 businesses receive Covid Funding.
- Hosted over 29 workshops – aimed at improving marketing, working with the travel trade, sustainability and more, with a combined attendance of over 800 businesses.
- Hosted Tourism Network Meetings which had a combined attendance of over 220.
- Facilitated 78 one-to-one buyer to supplier meetings through our very own Familiarisation Visit.
- Provided £10,000 to local community & development groups and businesses to create events during winter to extend the season.
- Provided £20,000 of funding to local community & development groups to keep public toilets open or refurbish them.
- Assisted more than 50 businesses with their Short Term Let Licenses.
- On average 3 – 4 newsletters were sent out a month.
- Over 728K website page views.
- Over 27K following across all social media channels.
- Social media average monthly reach of 150K.
- More than 20 Press & Media Trips organised.
- Provide over 4700 free images on our media library.
- 75 industry newsletters sent out each quarter to prospective visitors.
- Engaged in over 150 one-to-one face to face meetings with the Travel Trade.
- Travel Trade Guide features 106 businesses.
- Winter Festival showcased 94 events in the region during off season months.
- Moray & Speyside map created showcasing over 140 attractions and experiences.






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**REPORT TO: ECONOMIC DEVELOPMENT AND INFRASTRUCTURE SERVICES COMMITTEE ON 30 APRIL 2024**

**SUBJECT: CULTURAL QUARTER: DELIVERY PLAN AND MAPPING**

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

**1. REASON FOR REPORT**

- 1.1 To inform the Committee of two reports, as shown in **Appendix 1** and **Appendix 2**, commissioned as part of the Cultural Quarter Full Business Case. These reports support the strategic, commercial and financial case for the Cultural Quarter Project and propose solutions for the implementation of the project in the context of wider cultural regeneration in Elgin and Moray and seek delegated authority in relation to funding opportunities.
- 1.2 This report is submitted to Committee in terms of Section III (F) (2) to exercise the statutory functions of the Council in relation to economic development in terms of paragraph 171 of the Local Government (Scotland) Act 1984.

**2. RECOMMENDATION**

**2.1 It is recommended that Committee:**

- (i) **consider and note the content of both reports as providing valuable supporting information for the strategic case and proposed implementation of the Cultural Quarter project as part of the Moray Growth Deal; and**
- (ii) **delegate authority to the Head of Economic Growth and Development to submit priority packages of connecting routes and public realm from the Cultural Quarter Delivery Plan as shown in Appendix 1 to external funding opportunities as they become available. In the event match funding is required, existing approved project funding will be utilised.**

### **3. BACKGROUND**

- 3.1 The Full Deal document for the Moray Growth Deal (MGD) was signed on 20 December 2021. The Growth Deal includes 8 projects, 4 of which are led by the Council. Outline Business Cases (OBC) were approved for each project as part of the Full Deal signing. The Cultural Quarter (CQ) is one of the four MGD projects being led by Moray Council. In order to be approved for delivery and the release of Grant Funding a Full Business Case (FBC) must be developed for each project.
- 3.2 The Cultural Quarter is focused on the redevelopment of Elgin Town Hall, Grant Lodge, the spaces/connections in between, and a long-term ambition to leverage investment in for a new hotel for Elgin. The aims of the MGD include increasing the population of young, working age, people in Moray, increasing tourism and establishing Moray as a destination of choice. The CQ aims to increase the culture, leisure and night-time economy offer in Moray. To contribute to these aims, it will bring increased visitor numbers and footfall to Elgin Town Centre which will in turn contribute to positive outcomes for other City Centre regeneration projects.
- 3.3 All MGD projects must progress through the Government Green Book Business Case process. In the period since the approval of the OBC there have been significant changes in the social, economic, and commercial environment within which the project will be delivered. As part of the development of the Full Business Case (FBC) for the Cultural Quarter it was necessary to review the proposed approach for the delivery of the project. This involved undertaking further detailed work on proposals for how the project would be managed, implemented, and operated on completion of capital works.
- 3.4 Due to the scope and complexity of the project wide research, consultation, engagement, and the procurement of specialist services was required to work through the options which would deliver a sustainable and viable project to meet the objectives of the MGD and the CQ. The CQ Delivery Plan, as shown in **Appendix 1**, and the Culture Sector Mapping Report, as shown in **Appendix 2**, provide two important pieces of supporting information and present proposals for the implementation of the CQ which is cognisant of the results of research, consultation and wider public engagement.
- 3.5 The CQ Delivery Plan (**Appendix 1**) proposes a series of packages to create the physical setting in which the ambitions for the Cultural Quarter can be delivered.
- 3.6 The Mapping Report (**Appendix 2**) helps outline opportunities for the CQ to support and develop the Cultural Sector and enable Moray as a region to harness the social, well-being and inclusive growth potential of this identified growth sector.



- 3.7 While approval of the FBC and its constituent parts is a matter for Council, provision of delegated authority to apply for funding in line with the Delivery Plan and Mapping Report is a matter within the remit of this Committee, noting that any final changes made relating to the content of these documents in the approved FBC would be adjusted in the grant process to align as required.

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

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

The Moray Growth Deal projects will contribute to the Corporate Plan priority of building a stronger, greener vibrant economy, whilst meeting the LOIP vision of raising aspirations, reducing inequalities in educational attainment, providing access to employment, expanded choices for residents, and improved livelihood and well-being.

**(b) Policy and Legal**

Each growth deal project has been developed to meet local, regional and national policy agendas in line with legal requirements where relevant. The Moray Council Grant Policy requires that any applications made for grant funding are only done so for Projects that have received Committee approval. Delegated authority is being sought to apply to external funding opportunities associated suitable for the delivery plan.

**(c) Financial implications**

There are no financial implications arising from this report. Approval would enable officers to seek external funding for priority projects which are not already funded by the MGD Investment.

**(d) Risk Implications**

All the projects in the MGD are governed through their own project board and report into the Growth Deal project board and therefore financial spend, commitments and forecasts are considered on a monthly basis to ensure projects stay within approved budgets and forecasts. There is no financial risk associated with the information and recommendations in this report, however, approval for prioritised packages from the CQ Delivery Plan would provide a possible finance route for some of these plans to be realised for the benefit of Elgin Town Centre and the long-term vision of the MGD and the Elgin City Centre masterplan.

**(e) Staffing Implications**

This will be carried out by officers within Economic Growth and Development.

**(f) Property**

The Cultural Quarter project includes plans to refurbish and bring into use prominent Council owned buildings, including Grant Lodge in Cooper Park and Elgin Town Hall. This project must be progressed to improve the outcomes of these buildings and the surrounding area for the community and avoid further dilapidation.

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

Equalities and Socio Impact Assessments for each project will be updated as part of Full Business Case development.

**(h) Climate Change and Biodiversity Impacts**

As a requirement of the Moray Growth Deal all projects will address carbon reduction, improved environmental performance and a just transition to net zero as a central part of their development. A whole life carbon assessment will be completed for each project within the CQ development.

**(i) Consultations**

The Depute Chief Executive (Economy, Environment and Finance), the Head of Economic Growth and Development, the Legal Services Manager, Chief Financial Officer, Equal Opportunities Officer, Strategic Planning and Delivery Manager, Lissa Rowan (Committee Services Officer) and the Climate Change Officer have all been consulted and any comments incorporated into the report.

**5. CONCLUSION**

**5.1 The report sets out key pieces of information developed during the progression of the Cultural Quarter Full Business Case.**

**5.2 The report asks Members to consider and note this information which forms a key part of the strategic, commercial and financial case for the Cultural Quarter and contributes to other Elgin City Centre regeneration proposals.**

**5.3 The report seeks delegated authority for the Head of Economic Growth & Development for the submission of projects to appropriate external funding opportunities, utilising the existing approved budget to satisfy any match funding requirements.**

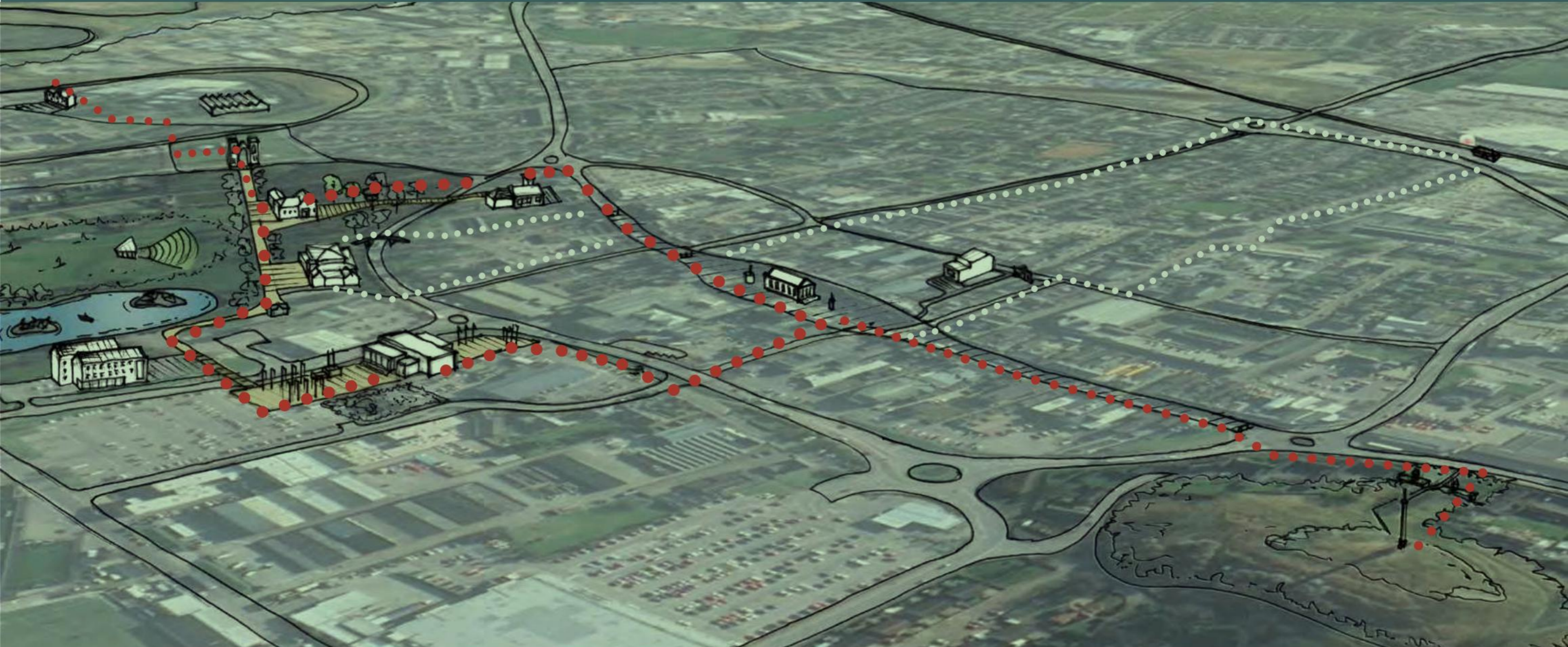
Author of Report: Claire English, Senior Project Officer  
Background Papers: Appendix 1: Elgin Cultural Quarter Delivery Plan, RIBA Stage 2, Oberlanders and LUC Architects, Jan 2024  
Appendix 2: Culture Sector Mapping, Moray, Helen Avenell Heritage Associates and Moray: Arts Development Engagement, Feb 2024  
Ref: SPMAN-813460984-498



ELGIN  
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# Elgin Cultural Quarter Delivery Plan

RIBA Stage 2 | January 2024







**Scope**

This report defines public realm proposals for the creation of a coherent relationship between the projects identified in the Elgin City Centre Masterplan for the Cultural Quarter to RIBA Stage 2:

- Elgin Town Hall
- Grant Lodge
- Future Hotel (site tbc)
- Future Art Gallery (site tbc)
- Public Realm

The proposals build on those developed for RIBA Stage 1, with focus on identified key areas, bringing together feedback from key stakeholders and the public, and presents high level cost planning information.

The project draws on the wider cultural offering of Elgin as the context for the Masterplan Cultural Quarter, with the understanding that there are a significant number of parallel projects in progress, which will cross with and influence with the proposals presented here.

**Aims for Elgin Cultural Quarter**

The Elgin City Centre Masterplan outlines the following key aims for the Cultural Quarter:

- Increase tourism in Moray by providing a focal point to draw in additional visitors and signpost them to attractions across the area.
- Provide an enhanced cultural and evening economy offering which will help to attract and retain young people in the area.
- Redevelopment of Grant Lodge and Elgin Town Hall, linked together by improved connections and public spaces, which will shine a light on the regions unique cultural offering.
- The creation of a connected and aspirational cultural centre will encourage private sector investment in a new hotel at a complementary site, meeting a long-standing requirement for additional, quality, hotel accommodation in Elgin.

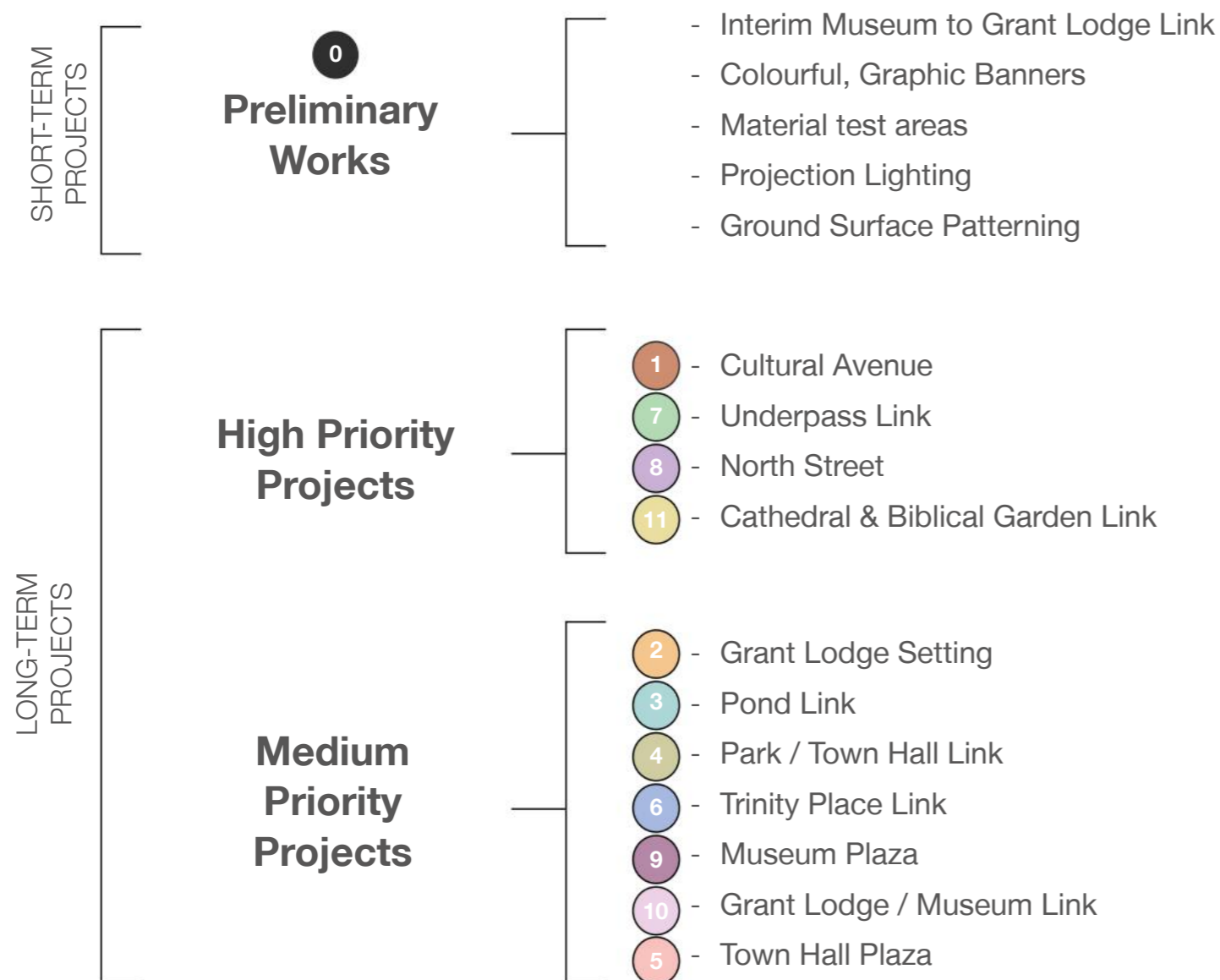


# EXECUTIVE SUMMARY - PROJECTS - PRIORITIES

## Project Proposal Overview

This page summarises the proposals for the public realm of the Elgin Cultural Quarter, which have been developed over RIBA Stages 1 and 2 in consultation with the Moray Council Cultural Quarter client team. RIBA Stage 2 entails development of the Concept Design; this is approved by the client and aligned to the Project Brief, which remains “live” during Stage 2. The proposals are split into 3 groups, based on their priority and timescale.

It is anticipated that the Moray Council Cultural Quarter team uses the index of projects to implement alongside development in Elgin. The associated Cost Plan is to be read alongside the report, to inform decision making, to assist in overall delivery of the Cultural Quarter.



General Summary	OVERALL	PRELIMINARY	HIGH PRIORITY	MEDIUM PRIORITY
0. Preliminary Works	£ 299,506.40	£ 299,506.40		
1. Cultural Avenue	£ 865,835.37		£ 865,835.37	
2. Grant Lodge Setting	£ 317,666.80			£ 317,666.80
3. Pond Link	£ 337,196.11			£ 337,196.11
4. Park/ Town Hall Setting	£ 400,191.07			£ 400,191.07
5. Town Hall Plaza	£ 722,409.88			£ 722,409.88
6. Trinity Place Link	£ 204,272.20			£ 204,272.20
7. Underpass Link	£ 275,162.80		£ 275,162.80	
8. North Street	£ 99,606.10		£ 99,606.10	
9. Museum Plaza	£ 347,362.34			£ 347,362.34
10. Grant Lodge - Museum Link	£ 534,917.90			£ 534,917.90
11. Cathedral and Biblical Garden Link	£ 270,918.73		£ 270,918.73	
<b>GRAND TOTAL</b>	<b>£ 4,675,045.69</b>	<b>£ 299,506.40</b>	<b>£ 1,511,523.00</b>	<b>£ 2,864,016.29</b>

**NOTE:** The following have been excluded from cost consideration:

- Value Added Tax
- Professional and Local Authority Fees
- Site Investigation and Survey Works required

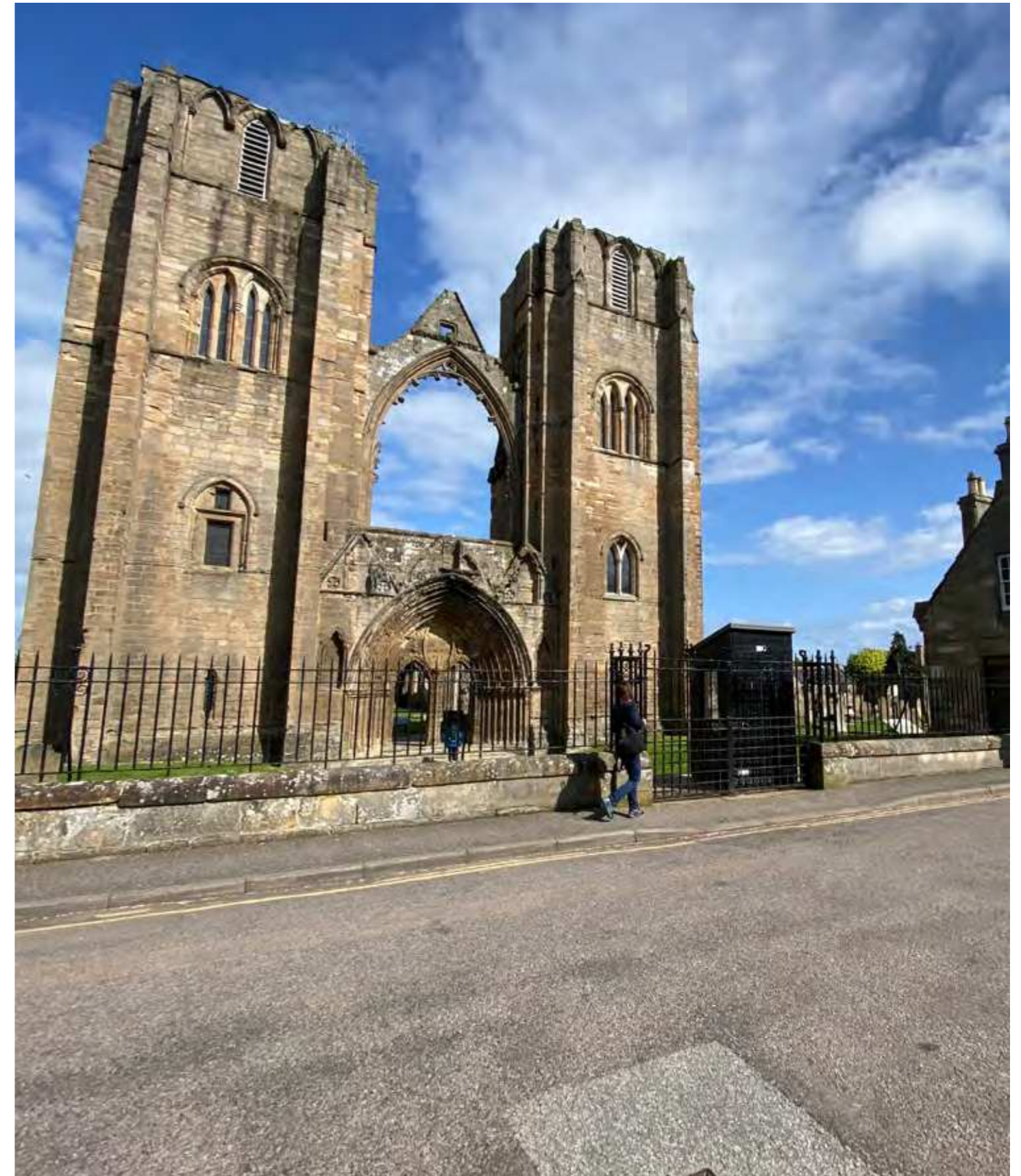
It is assumed works will be undertaken by a single Main Contractor.



# PROJECT TEAM



**RYBKA**





# CONTENTS

<b>1.0 - Introduction</b>	<b>6-14</b>
<b>2.0 - Existing Strategies and Masterplan</b>	<b>15-19</b>
<b>3.0 - Stage 1 and Stakeholder Consultation</b>	<b>20-28</b>
<b>4.0 - Proposals</b>	<b>29-70</b>
Project Proposals Overview & Navigation	
4.1 - Preliminary Works	
4.2 - High Priority Projects	
4.3 - Medium Priority Projects / (including projects integrated with Growth Deal projects)	
4.4 - Programme & Priority Matrix	
<b>5.0 - Summary and Next Steps</b>	<b>71</b>
<b>Appendix A</b>	Elgin City Centre Masterplan Projects Overview
<b>Appendix B</b>	Client Progress Meeting Notes
<b>Appendix C</b>	Outline Cost Plan
<b>Appendix D</b>	Designer Risk Assessments
<b>Appendix E</b>	Pre-Construction Information

Issue No.	Date	
A	01/11/23	First Stage 2 report issue for client approval
B	03/11/23	Report Issued, including costs and Designer Risk Assessments (Appendix D)
C	06/11/23	Updates undertaken following Moray Council Comment
D	08/11/23	Clarification on Cost Plan Exclusions & RIBA Stage 2 on p.3.
E	24/01/24	Programme updated and inclusion of confirmed cultural nodes







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QUARTER

01

# Introduction

Introduction to the project and initial analysis following the team site visit during May 2023.

# 1.1 - INTRODUCTION - ELGIN CITY CENTRE MASTERPLAN

The proposals in this report respond to the Elgin City Centre Masterplan, which sets out the five projects for the Cultural Quarter as shown below. Adjacent, sits Cooper Park, with a number of defined projects, of which the three highlighted have a close relationship with the Elgin Cultural offering.

The Elgin City Centre Masterplan forms the basis for this project, with a focus on knitting together the projects identified in the Cultural Quarter through public realm interventions. In addition to the Masterplan, the Design Team have accessed a wide range of guidance and previous studies to inform the overall vision for Elgin.

## Cultural Quarter

CQ3: New hotel

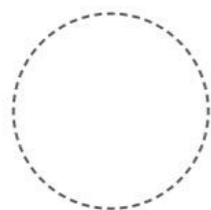


CQ2: Grant Lodge



CQ1: Elgin Town Hall

CQ5: Art Gallery



CQ4: Elgin Museum

## Cooper Park

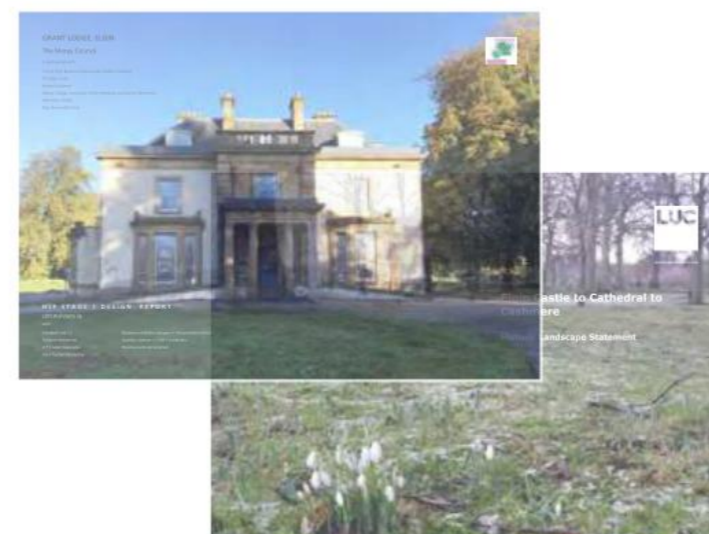
CP4: Play + Recreation



CP6: Pond



CP7: Outdoor performance area





## 1.2 - INTRODUCTION - WIDER CULTURAL OFFERING

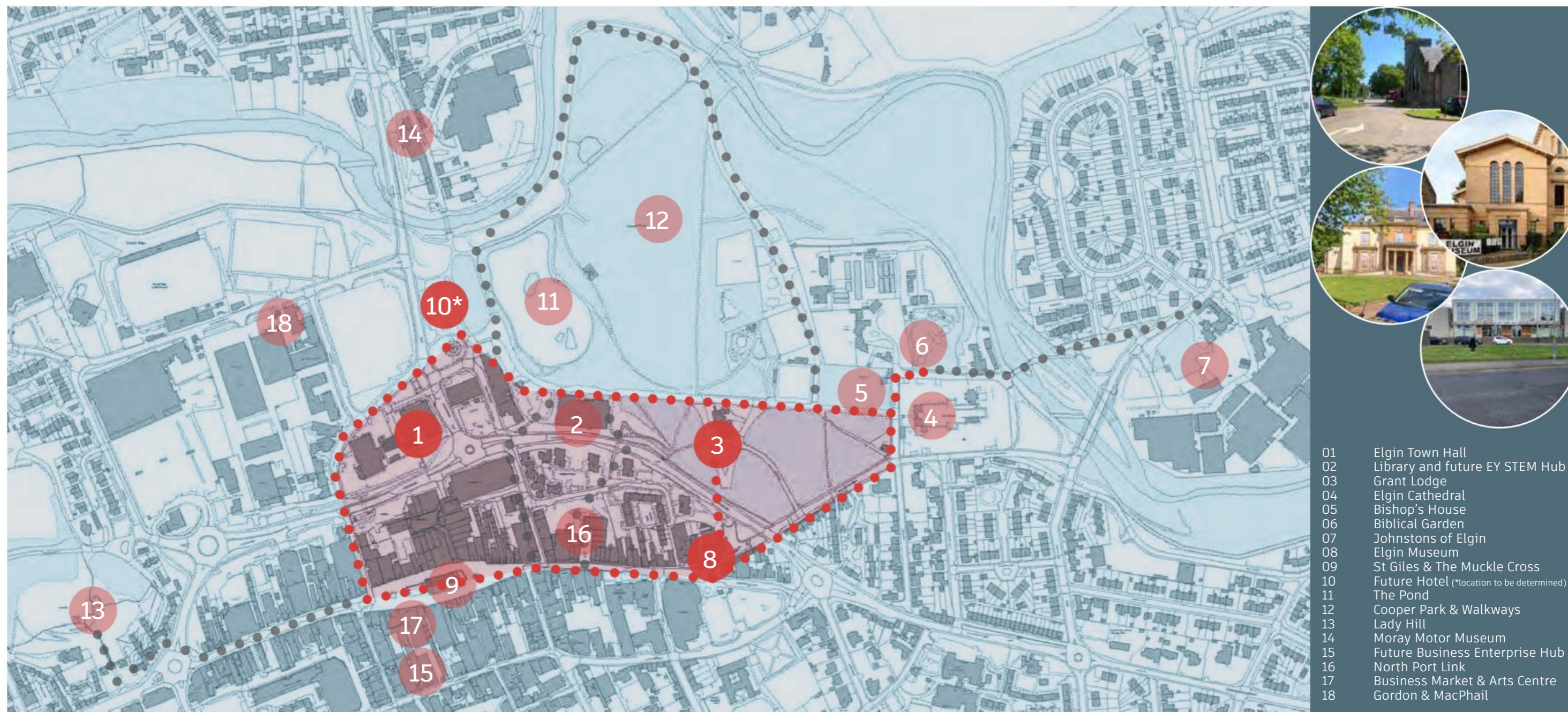
The sketch below illustrates the wider cultural offering of Elgin, from Lady Hill in the west, to Johnston's of Elgin in the east.

To the south sits the train station, nearby Moray College UHI, and the bus station is located north of the High Street towards to Town Hall.





# 1.3 - INTRODUCTION - THE CULTURAL QUARTER



## The Cultural Quarter

The Masterplan sets out a vision aimed at transforming Elgin City Centre. It includes a range of projects to support local businesses, attract investment, regenerate vacant and derelict buildings, encourage living and working in the Centre, showcase Elgin's fascinating history and improve walking and cycling connections.

The Quarter and oval route shown above represent the key Cultural attractions of Elgin, linking the High Street with the Cooper Park avenue. For the purpose of this project 4 key Cultural Projects were identified - Grant Lodge, Elgin Town Hall, a new hotel and the interlinking public realm. Beyond this, the context consists of existing and future Cultural Nodes, as shown above.



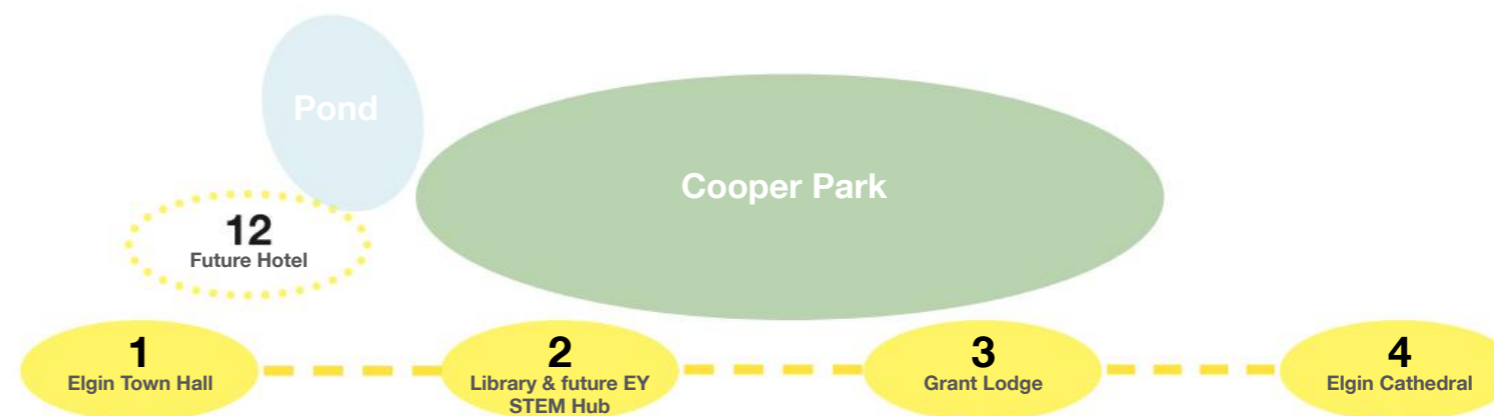
# 1.4 - INTRODUCTION - THE CULTURAL AVENUE



## Analysis: The Cultural Avenue

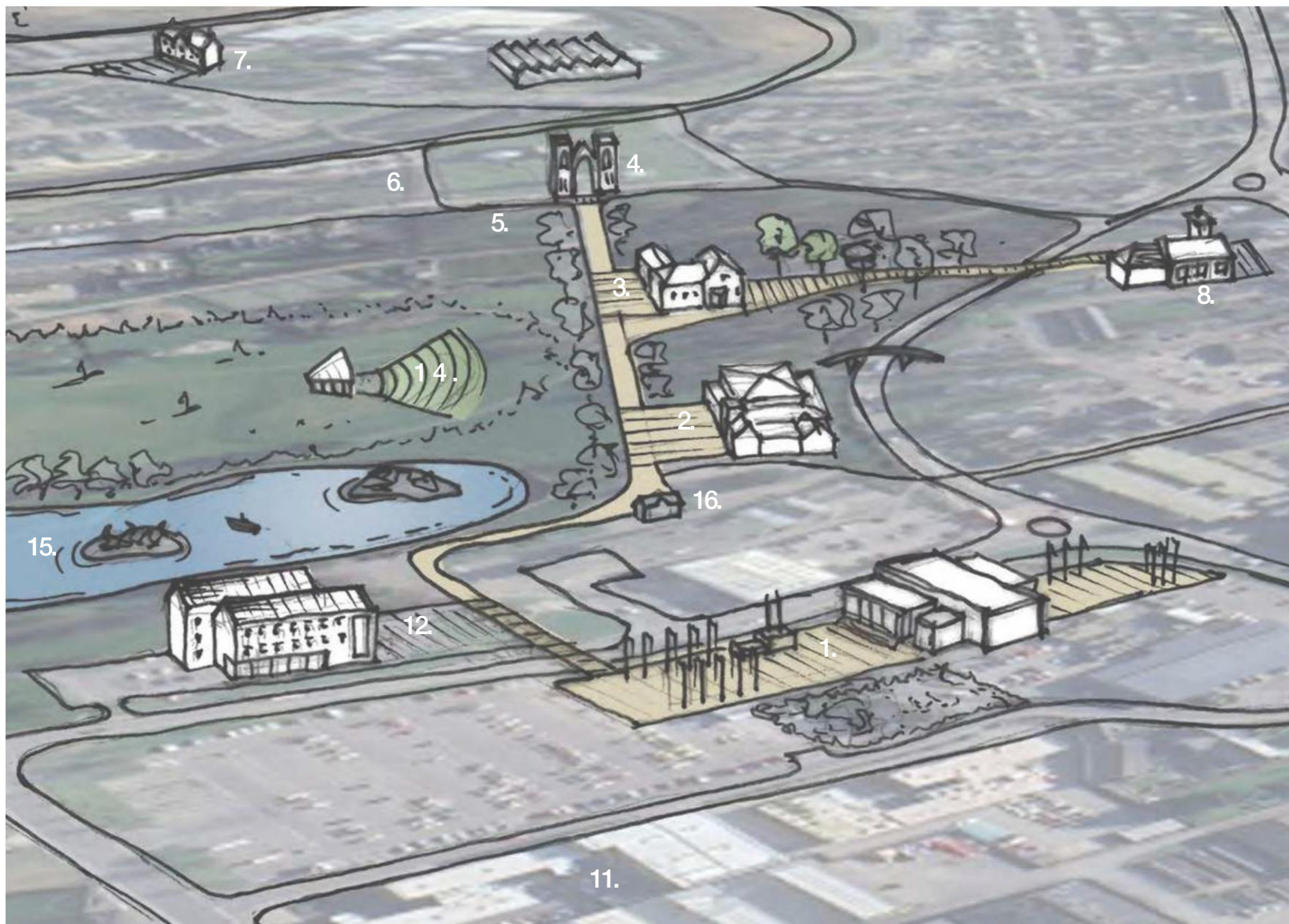
The existing spine road running alongside Cooper Park links key Cultural attractions - the Cathedral, Grant Lodge, Library (& and future EY STEM Hub), Pond and beyond to the Town Hall.

At present the route is shared space between pedestrians and vehicular traffic. Nevertheless it offers a pleasant route, leading to the park, in which visitors enjoy a visual link with the Cathedral.





# 1.5 - INTRODUCTION - THE CULTURAL AVENUE

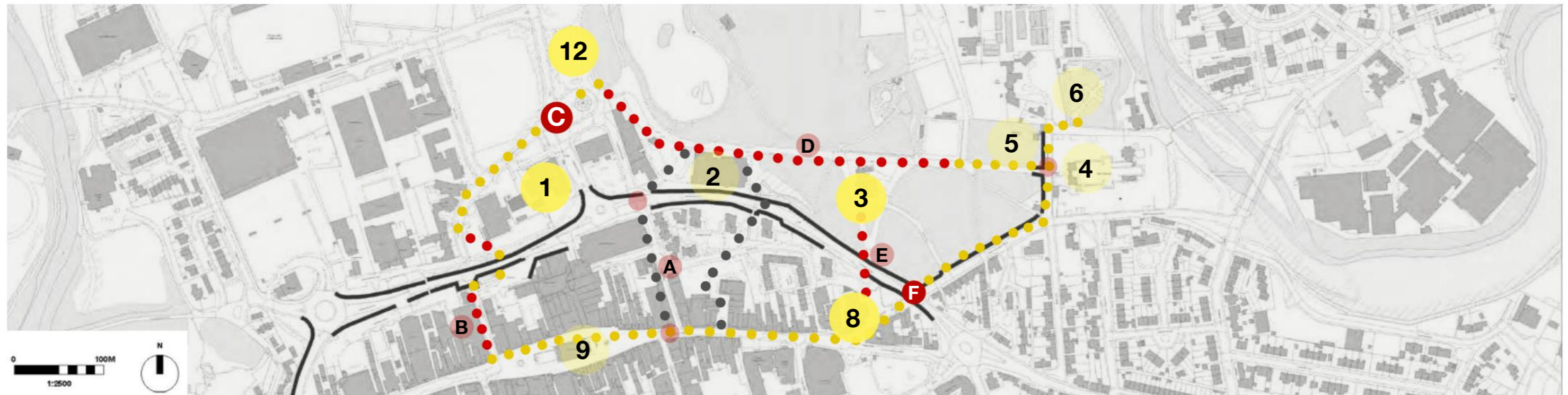


- 01 Elgin Town Hall
- 02 Library and future EY STEM Hub
- 03 Grant Lodge
- 04 Elgin Cathedral,
- 05 Bishop's House
- 06 Biblical Garden
- 07 Johnstons of Elgin
- 08 Elgin Museum
- 09 St Giles & The Muckle Cross
- 10 Lady Hill
- 11 Community Centre
- 12 New hotel
- 13 Moray Motor Museum
- 14 Outdoor amphitheatre
- 15 Pond
- 16 Pavilion
- 17 Business Enterprise Hub
- 18 Gordon Macphail



# 1.6 - INTRODUCTION - EXISTING PEDESTRIAN ROUTES

Pedestrian safety for both locals and visitors was highlighted early on as a key strategy for instilling a sense of a 'Cultural Quarter'. The key routes and crossings noted below are identified as the areas where pedestrian safety and way-finding could be strengthened to support connections within the Cultural Quarter 'oval'. Key focus areas for Stage 2 are B, D and E.



..... **A**

**Lossie Wynd**

Future enhancement of existing Active Route



..... **B**

**North Street  
Dandy Lion > Town Hall**

Key link from High Street to Town Hall, particularly for night-time economy enhancement.

Vehicle traffic will return to North St once Poundland is complete.



..... **C**

**Elgin Town Hall - North**

Multiple road crossings  
Multiple parallel roads

Opportunity for reconfiguration of road access and creation of external civic space.



..... **D**

**Cultural Avenue**

Shared vehicle / pedestrian route & large areas of on street parking

Opportunity to address hierarchy of pedestrians & cyclists



..... **E**

**Grant Lodge > Museum**

Route currently blocked by fence with detour for A96 road crossing

Opportunity to open up access route with safer crossing options across A96.



..... **F**

**Museum > Cathedral**

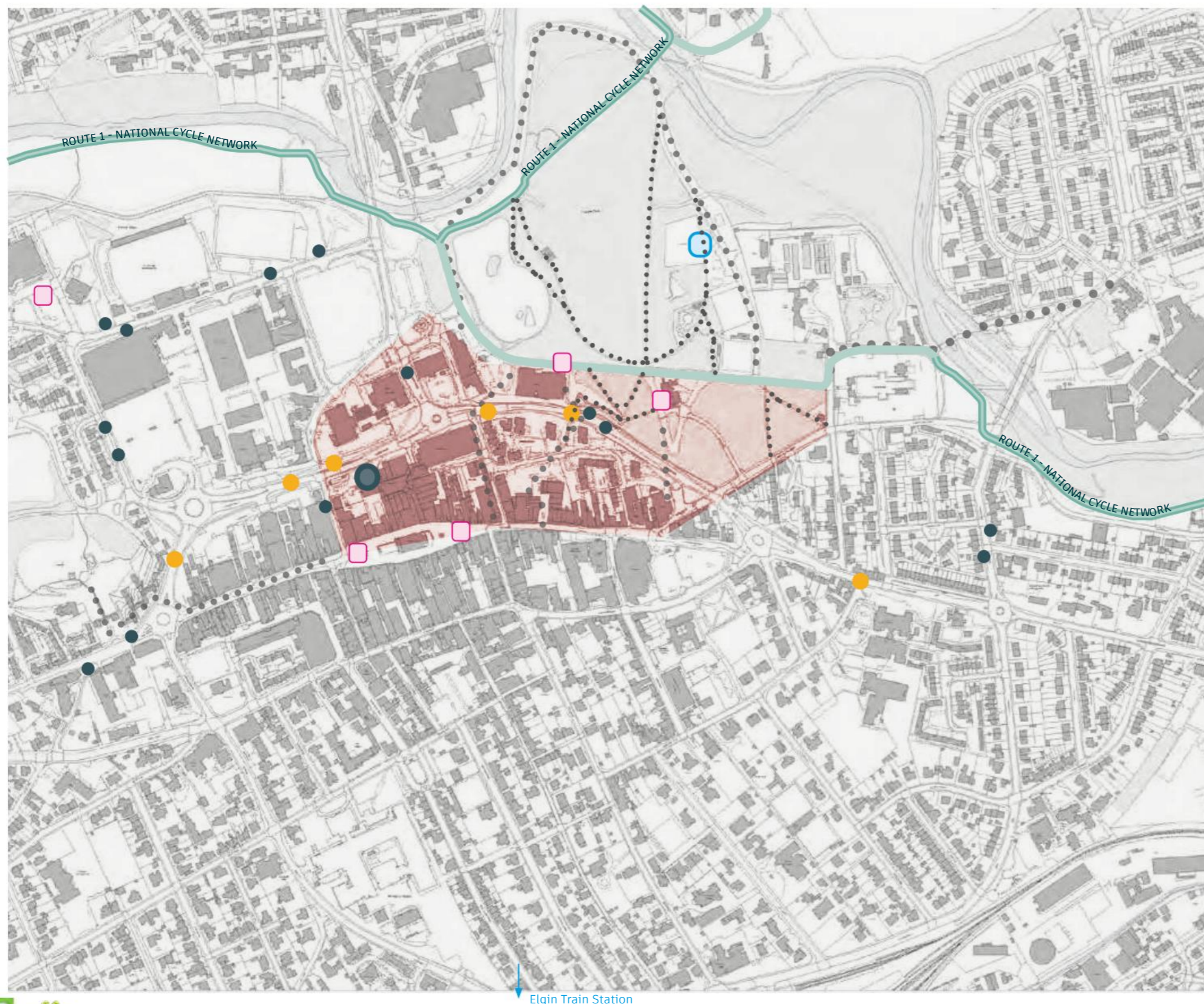
Road crossing of A96 adjacent to roundabout









Opportunity to open up access route with safer crossing options across A96.



# 1.7 - INTRODUCTION - ACTIVE TRAVEL

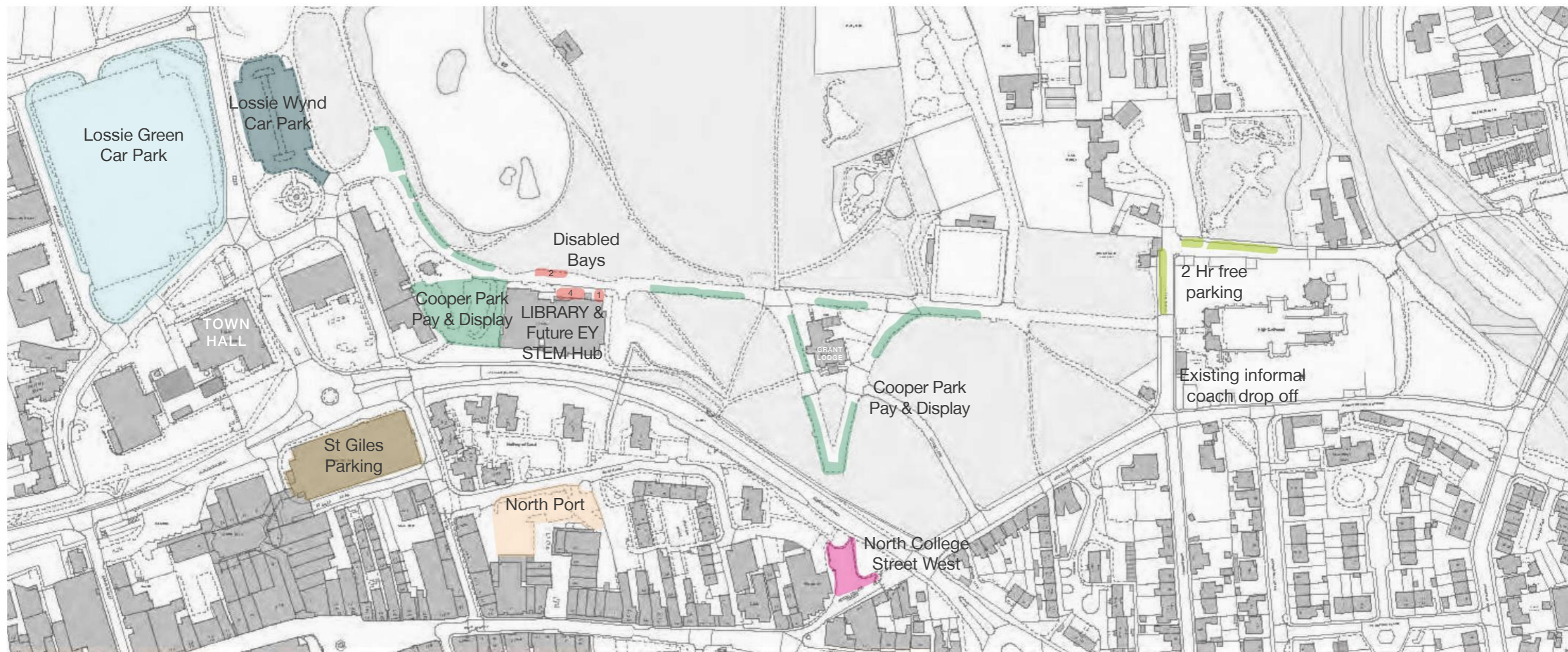
Current active travel routes, which have been highlighted below, some of which are suitable for enhancement throughout this project.



-  Cycle Route - Off-road
-  Cycle Route - On-road
-  Bicycle Parking
-  Bicycle Hire
-  Bus Stops
-  Bus Station
-  Pedestrian Crossing Points (underpass / bridge / at grade)
-  Pedestrian Routes



# 1.8 - INTRODUCTION - PARKING OVERVIEW



## Existing Parking

- Currently, there is a range of parking along the route of the cultural avenue, within the Cultural Oval.
- Along the road through Cooper Park - from the pond to Grant Lodge - there are pay and display bays, along with a car park beside the Library (and future EY STEM Hub).
- There are 7 blue-badge bays beside the Library (and future EY STEM Hub).
- North Street provide much-needed blue-badged parking.

## Rationalising Parking

- In order to improve the Cultural Promenade, creating a space that is safer and accessible to pedestrians and wheeled users, the plan has considered options for rationalising the parking and vehicle access.
- There is a requirement to retain disabled vehicle parking to the Library, space for the mobile-library van and also allow for maintenance access.
- With the development of Grant Lodge, there will be a future increase in visitor numbers. This will require rationalising the existing parking, adding further dedicated disabled access bays, and the improvement of pedestrian links to surrounding car parks.
- In order to rationalise parking, Parking Orders will need to be amended at the targeted areas.
- Use of short stay loading parking bays may also help with reducing traffic.





ELGIN  
CULTURAL  
QUARTER

02

## Existing Strategies & Masterplan

A review of the Cultural Quarter, associated projects identified in the Elgin City Centre Masterplan, as well as existing associated projects and feasibility studies within Elgin. These studies and documents form the background and context for the project.



## 2.1 - EXISTING - CASTLE TO CATHEDRAL TO CASHMERE



### Castle to Cathedral to Cashmere Trail



This existing visitor interactive tour follows the Castle to Cathedral to Cashmere Heritage Experience trail; it explores the history of Elgin, spanning over the past 1000 years, utilising digital interaction as well as physical wayfinding and interpretation boards.

The experience is the combined working of more than 17 organisations and their volunteers, with a wide range of experience and knowledge of Elgin. The tour takes visitors from the site of the former castle at Elgin to the Cathedral, via the medieval High Street, and on to the mill at Johnstons of Elgin.

### Integration

The existing C-C-C trail overlaps with the Cultural Oval shown above; however the intention is for the Cultural Quarter to create a cohesive area of the city, and to complement the C-C-C rather than creating another trail / route.



## 2.2 - CITY CENTRE MASTERPLAN & STRATEGIES - ELGIN CITY CENTRE MASTERPLAN

The Cultural Quarter Phasing project was asked to reference the vision set out for the Cultural Quarter in the **Elgin City Centre Masterplan**.

Adjacent to the Masterplan, a number of studies and feasibilities have been commissioned by Moray Council in the past 10+ years which consider a wide range of related projects and approaches.

A summary of the most relevant studies has been summarised overleaf, with more extensive exerts in Appendix A.

It should be noted that the timelines for Masterplan projects overlap and represent an evolving strategic plan - therefore some discrepancies can be found in the documentation. The Design Team has sought to use the most up-to-date information, in consultation with the Moray Council client team throughout the process. Project progress will also be reliant on the outcome of the Business Planning exercise, currently underway.

**The Elgin City Centre Masterplan** - sets out a vision aiming to transform Elgin City Centre with a range of projects aiming to support local businesses, attract investment, regenerate vacant and derelict buildings, encourage more people to visit, live and work in the Centre, to showcase Elgin’s fascinating history and to improve walking and cycling connections.

### Key aims -

- improve the hard landscaping for an enhanced pedestrian and cyclist experience
- re-prioritise modes of active green travel
- “gull proof” seating and lighting infrastructure
- safeguard opportunities for future public art initiatives,
- incorporate traffic and automatic access control measures
- utilise locally-sourced or recycled materials for reduced embodied carbon



**The Cultural Quarter in Elgin**, which will include the refurbishment and extension of Grant Lodge into a major visitor attraction, refurbishment and extension of Elgin Town Hall to be a regional arts and entertainment centre and a privately funded hotel. This project aims to increase the cultural offering in Moray helping to attract and retain young talent.



## 2.3 - CITY CENTRE MASTERPLAN & STRATEGIES - OVERVIEW

The Master outlines the aims for the city centre including for the Cultural Quarter and other city centre projects (overview in Appendix A). In addition, a number of feasibility studies and draft reports explore design intention in further detail.

The feasibilities and reports both pre-date and post-date the Masterplan adoption, therefore evolving strategies occasionally cause discrepancies within the reports. These are ongoing, and most are still in draft form, or are subject to independent design processes going forward.

The Phasing Plan proposals in this report take cognisance of the adjacent projects, and acknowledge where opportunities may be dependent on their progression.



Streetscape strategy - Rankin Fraser



Cooper Park Amphitheatre - MBLA



Cooper Park Pond - MBLA



Grant Lodge - IDN



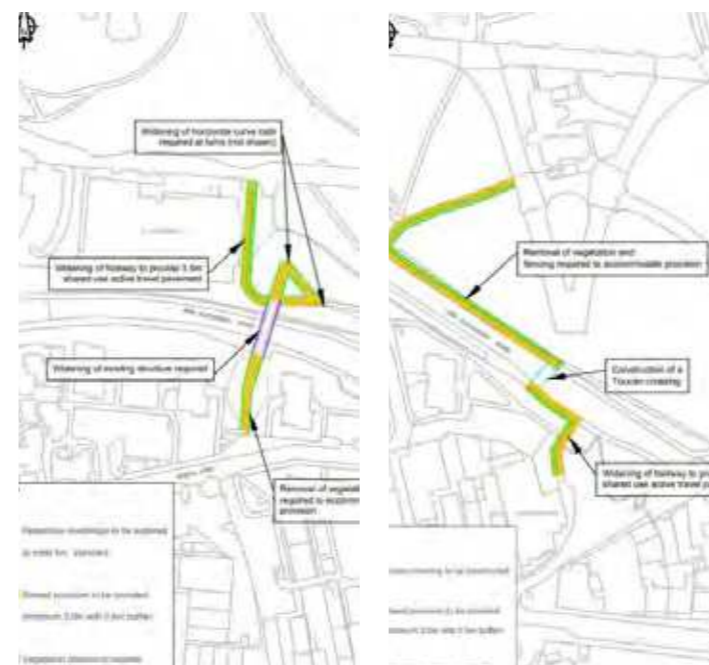
Elgin Town Hall - MBLA, NBPA



Cooper Park - Masterplan



Aspirations for public art in the Masterplan



Active Travel Options Report - Amey



North Port - Feasibility - NBPA



## 2.4 - CULTURAL QUARTER - CULTURE & HERITAGE TRUST FOR MORAY

It has been identified that an over-arching organisation would benefit the knitting together of the Cultural Quarter, and allow a shared platform for the wider Cultural offering across Moray.

The future organisation is particularly noted as having a potential link with the re-imagining of Grant Lodge as a cultural / tourist hub

### Potential Activities

- Operating Grant Lodge
- Hire of spaces within Grant Lodge and other venues
- Festivals and Events Management – production, coordination, collaboration, promotion
- Events Hire – for external producers/organisers
- Booking Facilities
- Transport and visitor experience coordination – for Cultural Quarter venues and Moray wide
- Marketing and Promotion – of activity by partners across the region as well as individual venues
- Information
- Regional collaboration
- Sector support and networking
- Fundraising
- Jobs/Training and Work Experience – ‘professionalising’ the sector
- Accessibility
- Partnerships
- ‘The ‘brand’ Moray
- \*links with libraries, archives, museums and other cultural and tourist attractions to be explored

### Possible Income Streams

- Tenants
- Space, meeting and event hire
- Retail and merchandise
- Events ticket income - festivals and events delivered by Trust
- Touring events and attractions
- Event and festival/conference production/coordination support fees
- Tour operator partnerships
- Fundraising
- Membership?
- Marketing
- Photos shoots, film and TV locations
- The Visitor Levy

### Possible Assets / Supported Organisations

- Grant Lodge
- Elgin Town Hall for the Community (Anchor tenant)
- Moray Heritage Connections
- The Falconer Museum, Museum Store and Lab
- Cooper Park – relationship to be explored
- Elgin Library (and future EY STEM Hub) – relationship to be explored
- Moray Archive and Records Centre – relationship to be explored
- Moray Playhouse – relationship to be explored
- The Malt Whisky Trail





An aerial site plan of the Elgin Cultural Quarter, showing various buildings, roads, and green spaces. The plan is rendered in a light grey line-art style. A white box in the top left corner contains the text 'ELGIN CULTURAL QUARTER'.

# ELGIN CULTURAL QUARTER

## 03

# RIBA Stage 1 and Consultation

RIBA Stage 1 proposals were developed and the Design Team consulted a wide range of stakeholders and the public during June 2023. The pages overleaf outline the in-person and online session outcomes, with key comments related to the proposals.



# 3.1 - RIBA STAGE 1 PROPOSALS - PUBLIC CONSULTATION





## 3.2 - PUBLIC REALM - LOOK & FEEL

### Prioritising Pedestrians and Improving Public Realm Materials

Before and After photos of a public realm improvement project in Helensburgh, which illustrates the potential change when vehicle parking is removed to create more space for pedestrian activity. Quality materials can be introduced in specific areas to help highlight key historic buildings or features.



Before



After



Before



After

### Surfacing and Seating



Examples of Stone Sett Edging



Surface aggregate overlay to give a natural looking surface suitable for heritage sites.



Surface pattern overlay to provide an attractive, cost effective treatment. Patterns could be informed by a locally significant motif from one of the historic buildings or museum collection



Stone / timber seating placed alongside the key pathways.

### Wayfinding and Signage

Existing Signage



Replace the current black, dated fingerpost signage with interactive information points and ground-level way-marking.

Review Castle-Cathedral-Cashmere signage for potential reuse.

Signage Ideas



Use of Totem signage to create recognisable symbol of the Cultural Route. Use of locally significant patterns / motifs to re-emphasise the cultural quarter assets.

Existing column located on High Street could be replicated along the Cultural Route.

### Lighting

Underpass Lighting Ideas



Tree Lighting Ideas



Feature Lighting Ideas



Pond Lighting Ideas





### 3.3 - STAKEHOLDER ENGAGEMENT - ONE TO ONE SESSIONS

#### Correspondence to Stakeholders

An invitation to join focused workshops was extended to the organisations and stakeholders noted opposite. The message below was sent on the 29.05.23.

*Your contact details have been passed to us by Claire English of Moray Council, who has appointed Oberlanders Architects and LUC Landscape Architects to undertake a study of Elgin and specifically the proposed Cultural Quarter.*

*As Claire noted in her email last week, we are assisting Moray Council with the prioritisation and phasing of the Cultural Quarter to ensure it can deliver on the City Centre Masterplan vision.*

*We are keen to engage with key stakeholders involved in Elgin Town Centre and the Cultural Quarter area and would like to invite you to join us for a virtual workshop. We are offering two sessions;*

- Tuesday 27th June 10-11am
- Wednesday 28th June 2-3pm

*If you would like to join one of the workshops, please email by reply and advise on your preferred session. We will then send you a Teams link in advance of the session.*

*We are also holding an Open Day on Friday 30th June from 11am to 7pm in Elgin Library and invite you to join us then if you are not able to attend the workshops.*

*If you would like to discuss a specific matter, outside the workshop forum, please let me know and we will try to arrange a one-to-one session.*

#### Focused Stakeholder Engagement;

Focused engagement has been offered and date undertaken with the organisations / stakeholders noted below. The full register is appended, and an extract shown opposite.

- Jackie Andrews, Elgin Town Hall (01.06.23)
- Claire Herbert, Elgin Museum (13.06.2023)
- Ewen Mackintosh, Gordon & MacPhail (07.06.23)
- Sian Evans, HES (02.06.23)
- Clare Kemsley, Moray Council (12.06.2023)
- Sarah Medcaf, Moray Chamber of Commerce (08.06.23)
- Alastair Kennedy, Community Council
- Angela Norrie, Elgin Bid (12.06.2023)

Area / Org	Project / Org
Growth Deal Projects	MGD Business Enterprise Hub
	MGD Cultural Quarter
	MGD Housing Mix (South St)
	Bus Revolution
	EY STEM

Area / Org	Project / Org
Projects in Development	Elgin Town Hall
	Grant Lodge
	Poundland
	HAME
	Elgin Museum
	Sub-Station Trinity Place
	Whisky Experience South St
	Cooper Park Lighting Project
	A96 Fence Removal - early discussions

Area / Org	Project / Org
Key Stakeholders	Moray Chamber of Commerce
	Transportation
	Leisure and Culture
	Consultancy - Environmental Services / Flood Risk
	Property
	Elgin Community Council
	Elgin BID
	UHI Moray
	Transport Scotland
	HIE
	Visit Moray Speyside
	Diageo
	Asset Management
	St Giles Church
	Trinity Church
	Johnstones of Elgin
	The Drouthy Cobbler
	Northport - shops and houses?
	Moray Way Association?
	Lossie Wynd Shops?
Visit Scotland	
Sustrans	

Area / Org	Project / Org
Cooper Park	Elgin Library
	Open Spaces
	Biblical Gardens
	Earth Time Nursery
	Greenfingers Moray
	Sustainable Travel
	Elgin Cathedral
	Skills Training Centre - Stonemasonry
	Morrison Playing Fields Association
	Tennis Club
	Cricket Club
Park Run	

### 3.4 - STAKEHOLDER ENGAGEMENT - ONLINE SESSIONS

Two group stakeholder sessions were undertaken in June 2023 - the aim being to present the concept proposals and to engage with the comments and suggestions offered.

As part of the engagement an online Q&A session was undertaken, to identify the current cultural offering and way-finding, and to identify future opportunities.

#### Session 1

- Grant Lodge is the preferred future Cultural main attraction
- A link between the Museum and Grant Lodge is desirable as a new/improved access from the city centre to Cooper Park, as well as child-friendly, green option.
- Future measures include seamless and coherent design, shared marketing, cultural trail / way finding.

NB: Feedback answers were entirely led by the participants, and as such the Word Charts show various forms of description for areas of Elgin. The summaries above reflect the noted comments provided on the day and a non-scientific analysis of the language used in the stakeholder answers

#### 1. What do you think is currently the main Cultural Attraction in Elgin?



#### 2. What should be the main Cultural attraction in Elgin in the future?



#### 3. How would you currently access Cooper Park from the city centre?



#### 4. In the future, how would you like to access Cooper Park / Cultural Quarter from the city centre?



#### 5. What measures do you think will knit the Cultural attractions of Elgin together best?





### 3.5 - STAKEHOLDER ENGAGEMENT - ONLINE SESSIONS

#### Session 2

- Grant Lodge is the preferred future Cultural main attraction, closely followed by the Town Hall, Museum and Cooper Park.
- A link between the Museum and Grant Lodge is highly desirable as a new/improved access from the city centre to Cooper Park
- Improvements to the underpass and bridge would be welcomed.
- Future measures include lighting, signage, collective marketing and cross promotion, enhanced maintenance, free parking, biodiversity and planting.

NB: Feedback answers were entirely led by the participants, and as such the Word Charts show various forms of description for areas of Elgin. The summaries above reflect the noted comments provided on the day and a non-scientific analysis of the language used in the stakeholder answers

#### 1. What do you think is currently the main Cultural Attraction in Elgin?



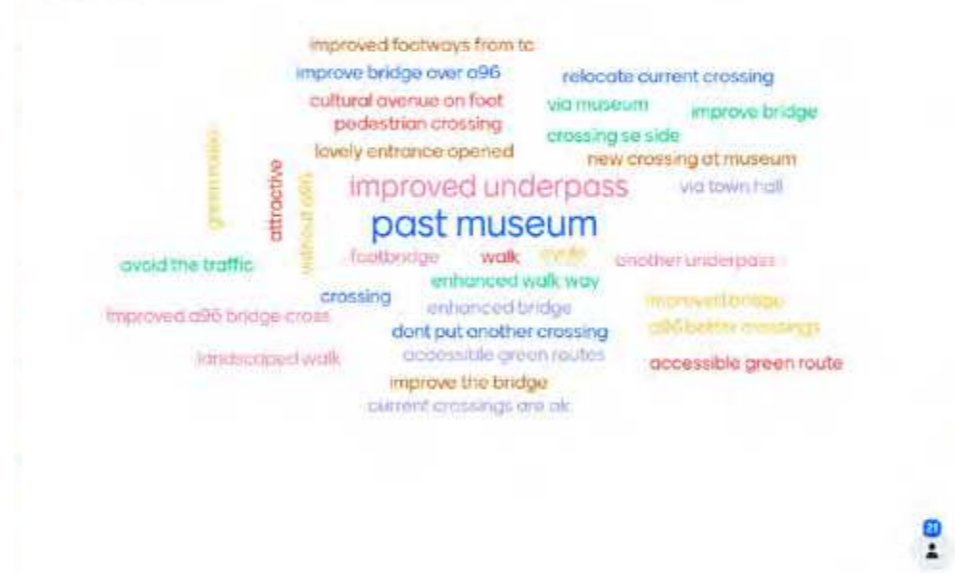
#### 2. What should be the main Cultural attraction in Elgin in the future?



#### 3. How would you currently access Cooper Park from the city centre?



#### 4. In the future, how would you like to access Cooper Park / Cultural Quarter from the city centre?



#### 5. What measures do you think will knit the Cultural attractions of Elgin together best?





### 3.6 - PUBLIC CONSULTATION

Moray Council, Oberlanders and LUC held a public consultation event on Friday 30th June in Elgin Library, adjacent to Cooper Park.

The event was well attended by just over 100 stakeholders and members of the public who offered a wide range of helpful views and comments in relation to the proposals.

**Key areas of focus highlighted include:**

- General concern around quantity and nature of parking options adjacent to Cooper Park - a reliance on accessible parking for certain groups, likely increased vehicle access due to Grant Lodge refurbishment, pedestrian safety in relation to vehicle movements.
- Coach parking associated with access to the CQ, possible reorganisation in the area around the Cathedral and Biblical Garden, along North College Street.
- Attendance from SSE, which facilitated a better understanding of the existing sub-station to the rear of Elgin Town Hall - existing access routes, and possible future maintenance strategies that would facilitate better public and pedestrian access to the town hall.
- Active travel and bike hire options - question mark over how they integrate with the Cultural Quarter public space strategy - requirement for secure cycle parking, charging, hire, public lockers.
- Inclusion of wider Cultural offering of Moray including Moray Art College and Glasgow School of Art.
- Possible phasing starting at the Cathedral end to create the initial public space - which would link to the public realm works associated with Grant Lodge.
- Simple way-finding strategy incorporating key Elgin/Moray symbols, such as the famous footprints.





### 3.7 - PUBLIC CONSULTATION - KEY COMMENTS

Who will maintain new planting?  
 There is currently a reliance on volunteers groups, which isn't sustainable

Will the budget stretch to meet the aspirations?

Remove all the car parking from Cooper Park!

Secure bike storage, especially for e-bikes for encourage me to cycle to the city centre more often

Really want to see this project delivered as soon as possible

Vehicular access is important + parking  
 Need to maintain mobility impaired parking

Grant Lodge should have a multi-purpose function - what a stunning outlook the drawing room has for events!

The Town Hall is a superb facility and with a few tweaks could be improved, i.e.. sound proofed areas

Boring - here are the surfaces and sculptures to play on and look at?

Very supportive of what is proposed, this will improve the visitor experience and link up the 'gems' of Elgin

Keen to see climate change impacts and Just Transition factored in

Free parking to attract visitors!

Need better lighting along routes

Reducing asphalt is good - it currently looks like a proper road discouraging to pedestrians

Rationalise not remove parking  
 Make it disabled parking only

Is resin-bound aggregate environmentally friendly?

Surfacing and seating - you need to think more outside the box!  
 look / play /climb / listen / feel / sensory

Temporary stencil artwork could be a community activity

Need locker facilities and public WCs for visitors

Need cycle infrastructure

### 3.8 - PUBLIC CONSULTATION - IDEAS BOARD

Sketch plans from inspired by comments on the day are shown opposite, and can be commented on for future development and inclusion in proposals.

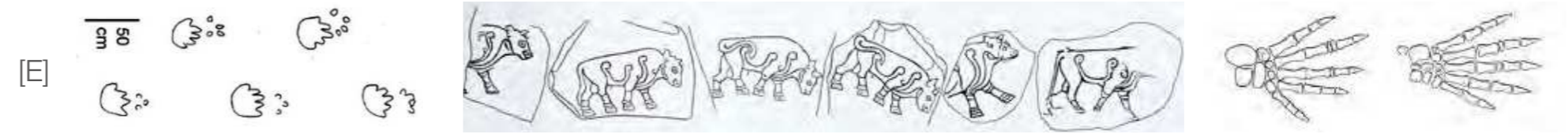
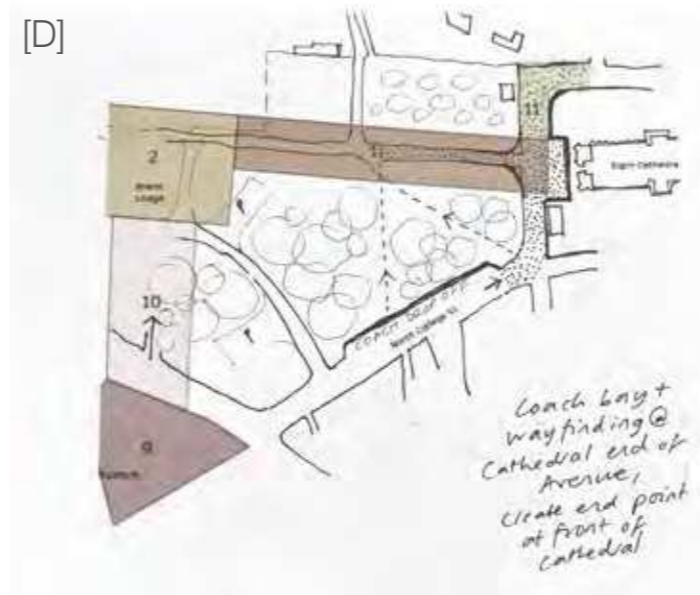
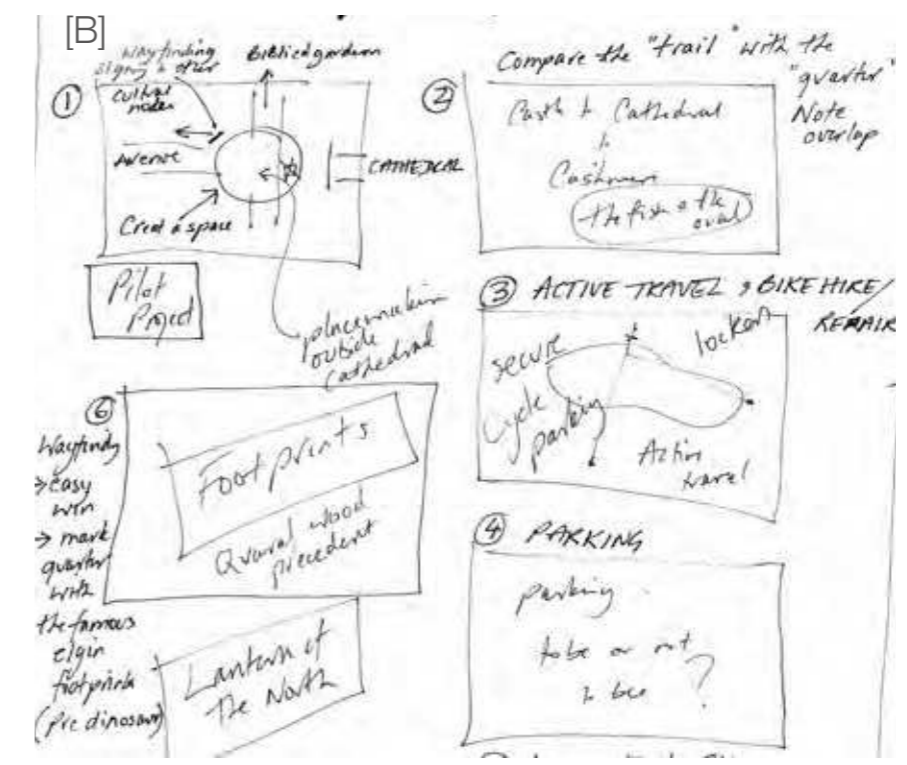
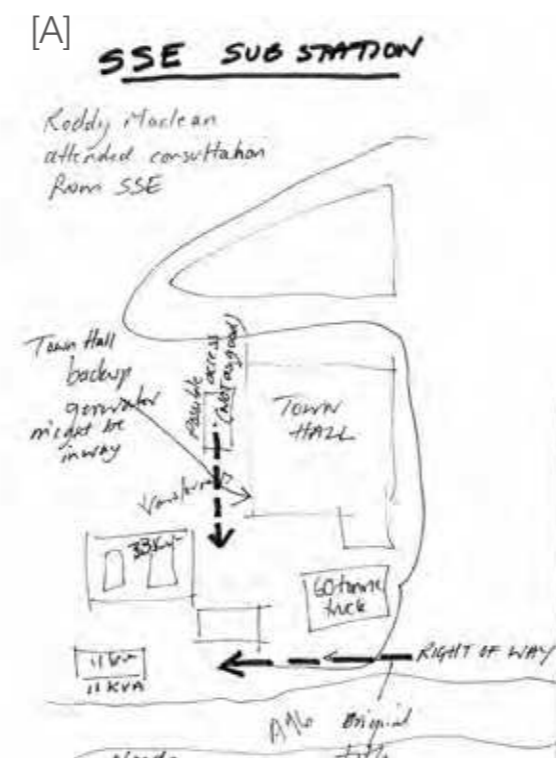
[A] SSE - current access to east and south of town hall; possible crane and vehicular access from north.

- [B] Noting key focus aspects -
1. Cathedral precinct;
  2. Integration of the existing C-C-C trail and the Cultural 'Quarter';
  3. Active travel and bike hire/bike repair
  4. Parking organisation;
  5. Inclusion of Art Colleges to Cultural offering;
  6. Elgin symbols
  7. Way-marking Elgin as a destination

[C] Bike hub by the Town Hall - repairs, hire, e-bike charging, secure cycle parking

[D] Coach and drop off to the Cathedral and Cultural Avenue - option of North College Street for coach bays and enhanced pedestrian experience of the Cathedral frontage.

[E] Elgin footprints and the Burghead Bulls.





# 04

## Proposals

Proposals have been further developed within zoned areas, in order to identify work packages.

As a result of the Stage 2 proposals and costing process, the high-level prioritisation of works packages has been agreed with the Moray Council stakeholder team and is set out overleaf.



## 4.0 - PROPOSALS

The focus of the study includes the public realm linking Elgin’s most significant cultural assets and nodes.

These include:

- The High Street and St Giles Church
- North Street and the Underpass
- Holy Trinity Church
- Elgin Town Hall
- Cooper Park and Pond
- Elgin Library (and future EY STEM Hub)
- Grant Lodge
- Elgin Cathedral
- Biblical Garden
- Elgin Museum

There is a need, and an opportunity, to improve access and implement public realm enhancements, which can create cohesion, and strengthen the identity of Elgin’s cultural and heritage nodes.

The routes and spaces between the above assets represent potential projects, or phases of work, as defined in the plan set out in this report.

A strategic approach should be applied that allows each zone to complement its neighbour, whilst providing appropriate levels of local distinctiveness in the context of each landmark. The future demands and uses of external spaces will differ from one space to another, and this will require bespoke solutions. However, there should also be consideration of how the townscape of Elgin can be given a strong unified character through the careful application of materials and public realm components such as furniture, lighting, and signage.

The following plan defines the main zones within this project. The enhancement of the defined zones will provide templates for further enhancements in the future.

### PROPOSALS

A series of **Initial Proposals** were developed and costed by the Design Team, with prioritisation of the proposals led by the Moray Council client team and informed by wider consultation.

As such, the proposals are divided and presented as three distinct phases:

- **Preliminary Works**
- **High Priority Projects**
- **Medium Priority Projects**

**Preliminary Works** are a series of smaller projects that could be delivered in a short timescale and/or support the delivery of longer term proposals.

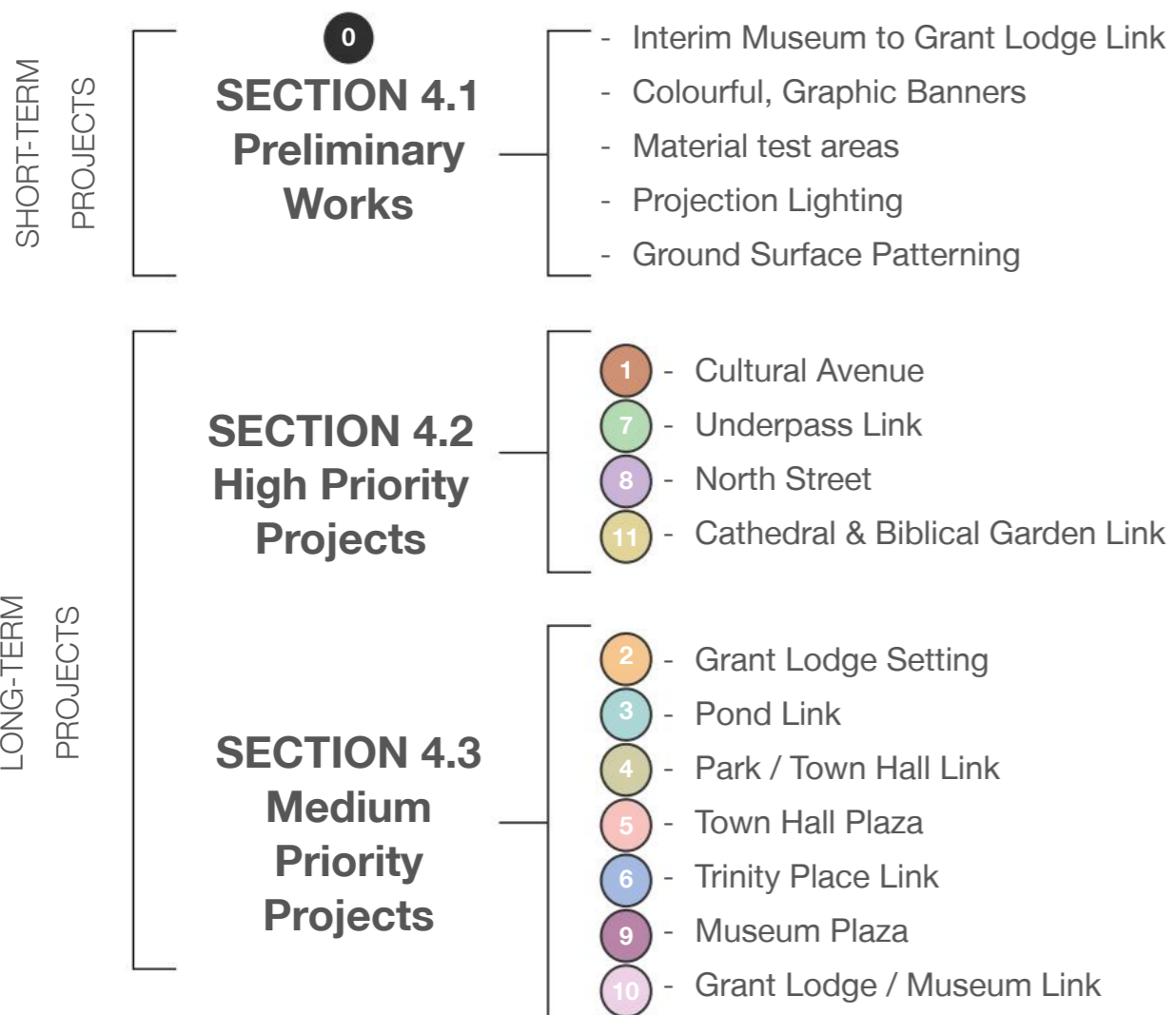
The main aim of the shorter timescale is to begin implementing the ‘knitting together’ of the Cultural Quarter forming its identity and providing tangible progress to the public realm.

**Long Term Projects** are divided between **‘High Priority’** works - of greatest potential to be implemented and benefit the Cultural Quarter identity, and **‘Medium Priority’** works which may, for various reasons, take longer to deliver, or are interdependent on the delivery of other City Centre or Moray Growth Deal projects.

Initial proposals, which are illustrated in the following pages, were developed and presented to stakeholders and the public for comment during Stage 1. The proposals were then costed and developed further into the categories described above.

During Stage 2, further design development was applied to the preliminary and higher priority projects to aid in the costing exercise and allow the client team further opportunity to comment.

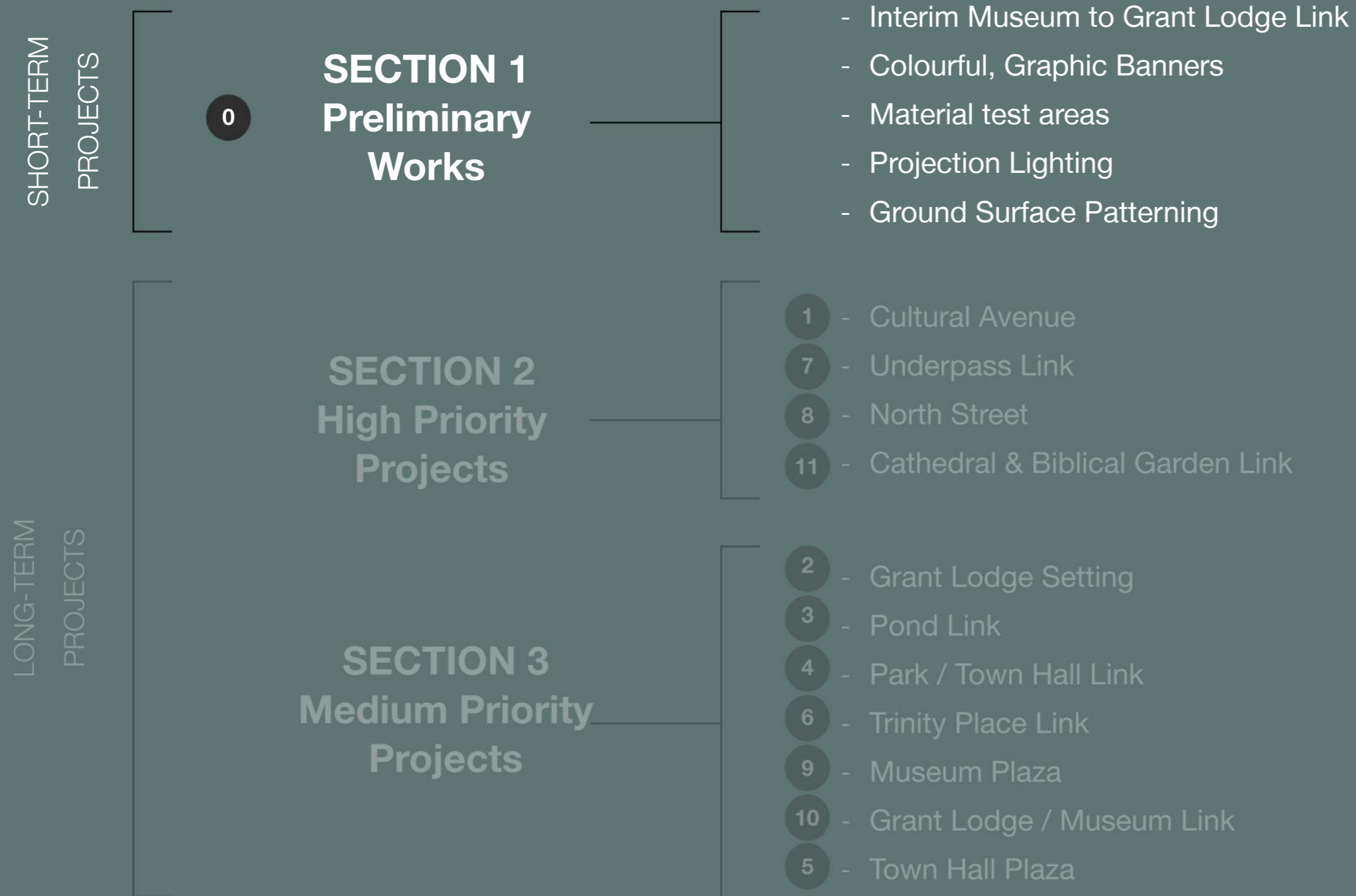
# 4.0 - PROPOSALS - REPORT NAVIGATION



Stage 1 proposals were zoned around the Cultural Quarter. There is a strong focus on optimised public realm materials and lighting to bring a coherence to the route, whilst being affordable, replicable and locally appropriate.

Each numbered zone was developed for consultation during Stage 1 and overleaf, key focus areas were identified for enhanced proposals during Stage 2.

## 4.1 - PRELIMINARY WORKS










## 4.1.1 - PRELIMINARY WORKS OVERVIEW

### 0 Preliminary Works



-  Application of a coloured graphic pattern on the existing ground surface
-  Test areas for longer term materials
-  Installation of vertical graphic banners on existing lighting columns or freestanding
-  Installation of artistic light projections onto building facades. Design to be developed with the community.
-  Removal of fencing to allow pedestrian access from museum to Grant Lodge.



#### 0 - PRELIMINARY WORKS

The Cultural Quarter covers a large area, with individual project programming extending across a number of years. There is potential to carry out a scheme of preliminary works, which would help give an identity to the Cultural Quarter and provide several early visual deliverables. These preliminary works could be seen as short-term, temporary works and could be less likely to require extensive discussions with Planning or Transport teams. The works could also provide an opportunity for the community to be involved with the development of the Cultural Quarter project through the design of imagery and graphics.

#### Interim A96 Link - Museum - Grant Lodge

Removal of the wire mesh fence currently located alongside the A96, to allow and encourage pedestrian access between the Museum and Grant Lodge. This would also require installation of a short length of path from the existing uncontrolled A96 crossing point into Cooper Park.

Crown lifting / removal of specific trees at the edge of Cooper Park, and removal of an existing planted bed, to improve the visibility of Grant Lodge from the Museum area

#### Colourful, Graphic Banners

Propose colourful, graphic banners to be fixed to existing lighting columns along the length of the 'Cultural Avenue', exact locations to be agreed. It is suggested the community could be involved in the banner designs to increase sense of ownership to the proposal. Similar successful projects have been carried out elsewhere, on an annual basis, to keep ideas fresh and exciting.

#### Test Areas for Long Term Material Proposals

Propose 2no. test areas for the installation of the suggested longer term, higher quality materials, to check viability and resilience. Suggested materials are:  
Resin bonded aggregate which is installed on the existing asphalt surface  
Stone setts alongside the edges of the carriageway.

#### Projection Lighting

Propose 3no. historic buildings along the 'Cultural Avenue' to be locations for facade image projections, to create night-time animation and draw attention to these key buildings. The three locations suggested are:

Elgin Cathedral;  
Grant Lodge;  
Holy Trinity Church.  
Elgin Cathedral as the focal point at the east end of the 'Cultural Avenue'; Grant Lodge as a key building which has a frontage facing onto the 'Cultural Avenue'

Holy Trinity Church on Trinity Place was located as a key focal point at the end of a view down North Street from High Street. This view has been disrupted by the A96, but creating a projection onto the church could help to re-connect Trinity Place and North Street together.

#### Ground Surface Patterning






Propose a ground surface graphic pattern to be installed along the length of the 'Cultural Avenue', extent to be agreed. It is suggested the community could be involved to design the pattern to increase sense of ownership to the proposal. It is suggested that 1m wide strips at either side of the route are excluded from the pattern, to allow for any future changes to the edges as a result of installing the suggested longer-term material upgrades.

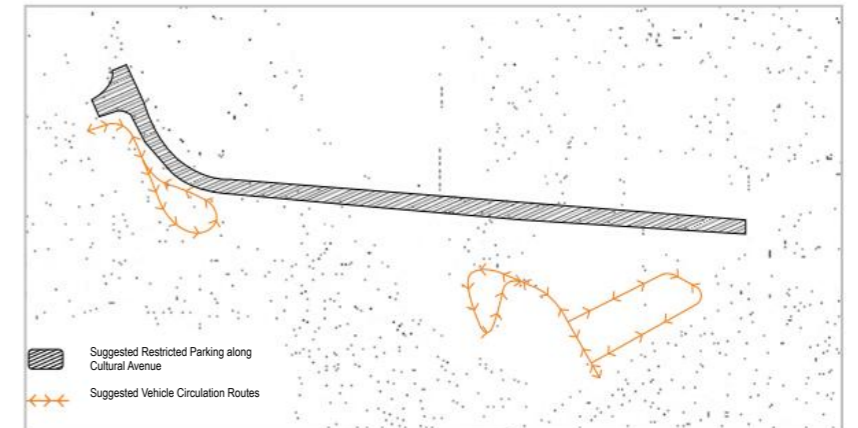


# 4.1.2 - PRELIMINARY WORKS - OVERALL PLAN

## 0

### Preliminary Works

-  Application of a coloured graphic pattern on the existing ground surface
-  Test areas for longer term materials
-  Installation of vertical graphic banners on existing lighting columns or freestanding
-  Installation of artistic light projections onto building facades. Design to be developed with the community.
-  Removal of fencing to allow pedestrian access from museum to Grant Lodge.

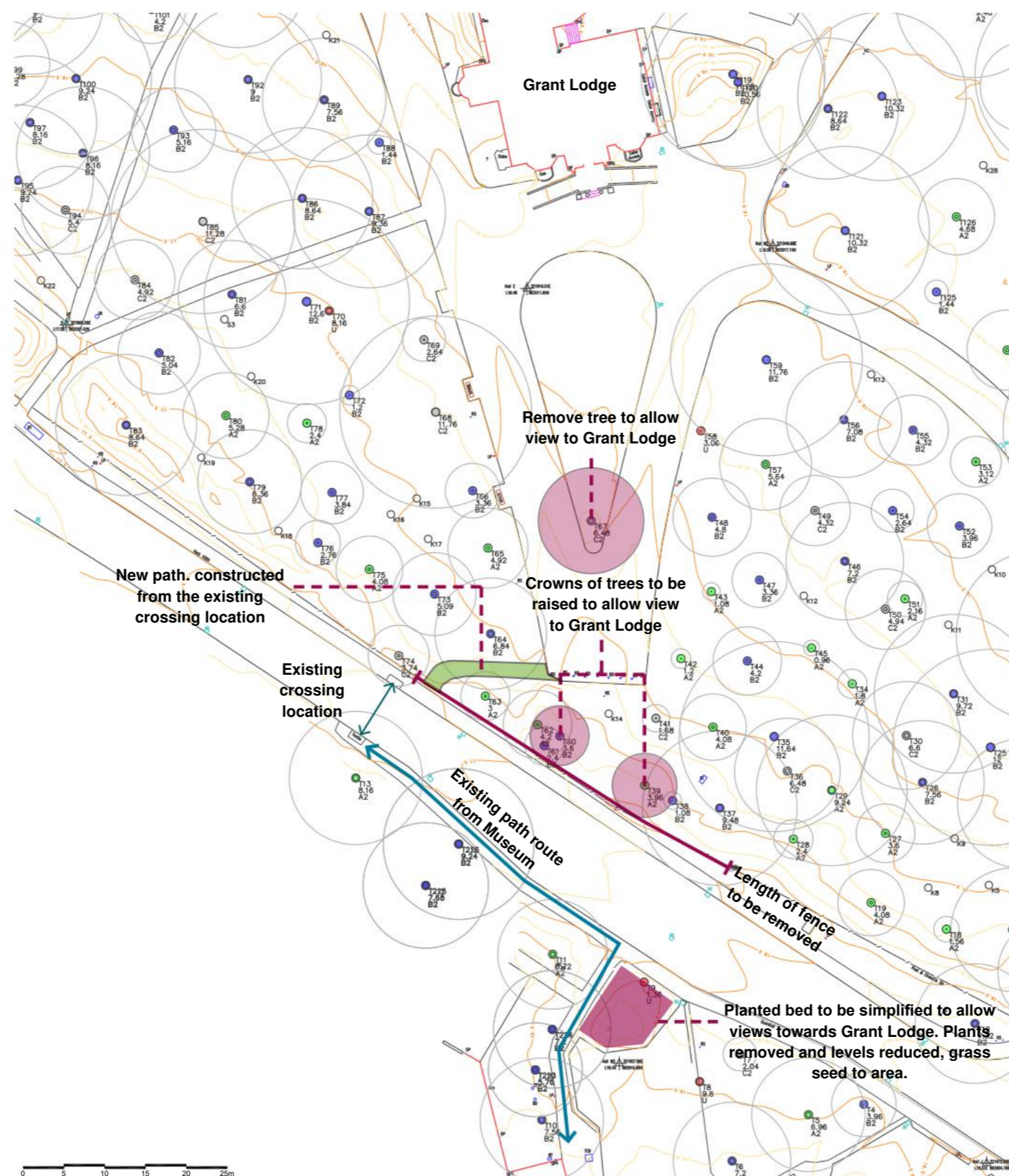




## 4.1.8 - PRELIMINARY WORKS - LINK BETWEEN ELGIN MUSEUM AND GRANT LODGE

### 0 Preliminary Works Link between Elgin Museum & Grant Lodge

- There are a number of preliminary work items which could be undertaken to improve the visual and physical link between Elgin Museum and Grant Lodge:
- The removal of a length of wire mesh fence which is currently located alongside the A96 road
- There is an existing uncontrolled crossing point which could be utilised immediately rather than waiting for a signalised crossing to be installed. A short length of path would be required to connect from the crossing point to the area of hardstanding surface in Cooper Park.
- There are works suggested to 3no. specific trees to help improve the visual connection: The Cherry tree located directly in front of the Lodge was surveyed in 2013 and deemed to be of low quality, therefore we are suggesting its removal as this would greatly open up the view. Two further Cherry trees have been identified which would benefit from crown raising to further improve the visual link.
- The planted bed at the end of the Museum car park area is in poor condition and we are suggesting removal of the planting to allow the bed to be levelled and seeded which would also help open up the view towards Grant Lodge from the Museum area.

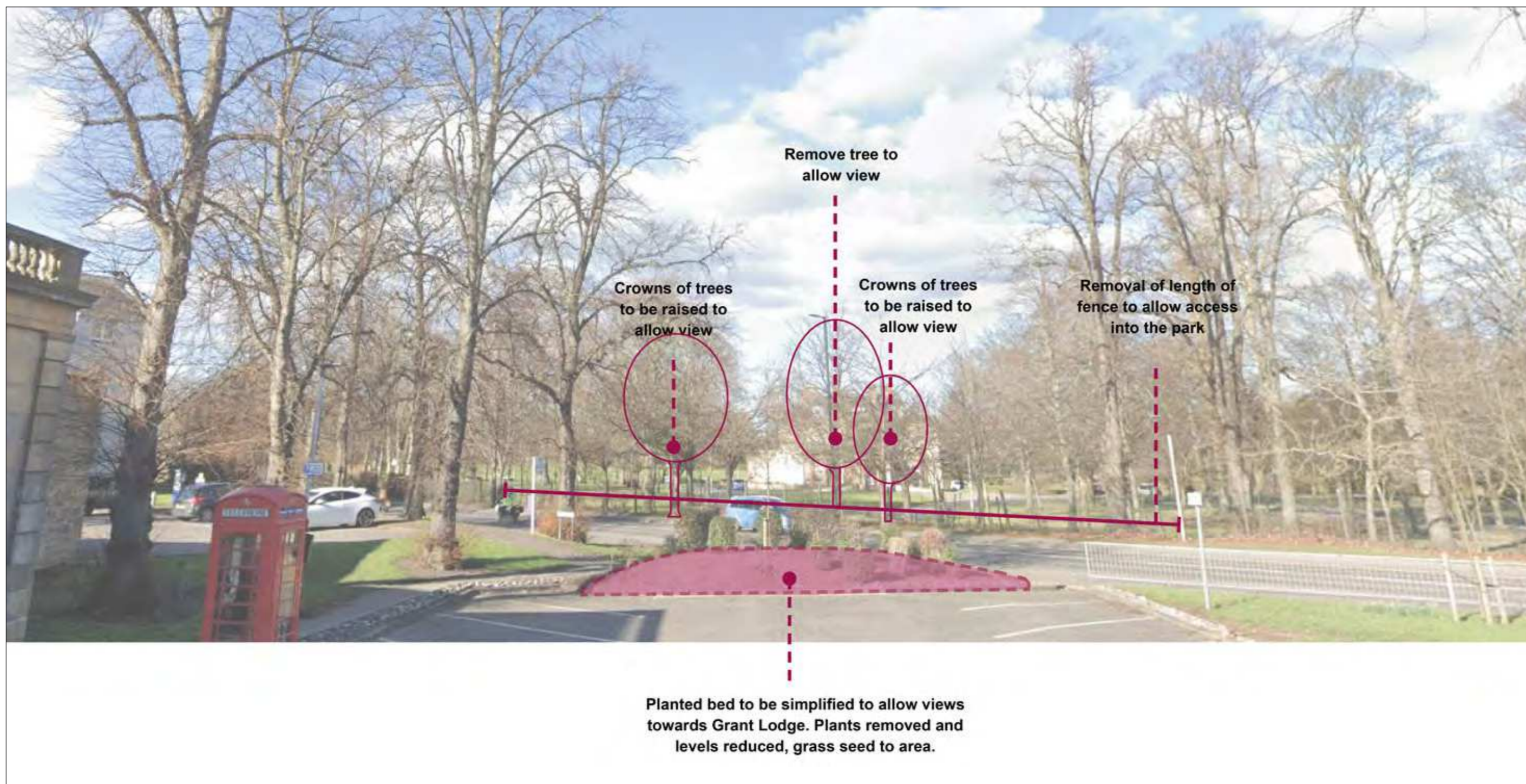


Plan of preliminary works to improve the visual and physical link between Elgin Museum and Grant Lodge



## 4.1.8 - PRELIMINARY WORKS - LINK BETWEEN ELGIN MUSEUM AND GRANT LODGE

### 0 Preliminary Works Link between Elgin Museum & Grant Lodge



View of preliminary works to improve the visual and physical link between Elgin Museum and Grant Lodge



# 4.1.4 - PRELIMINARY WORKS - GRAPHIC BANNERS - PRECEDENTS

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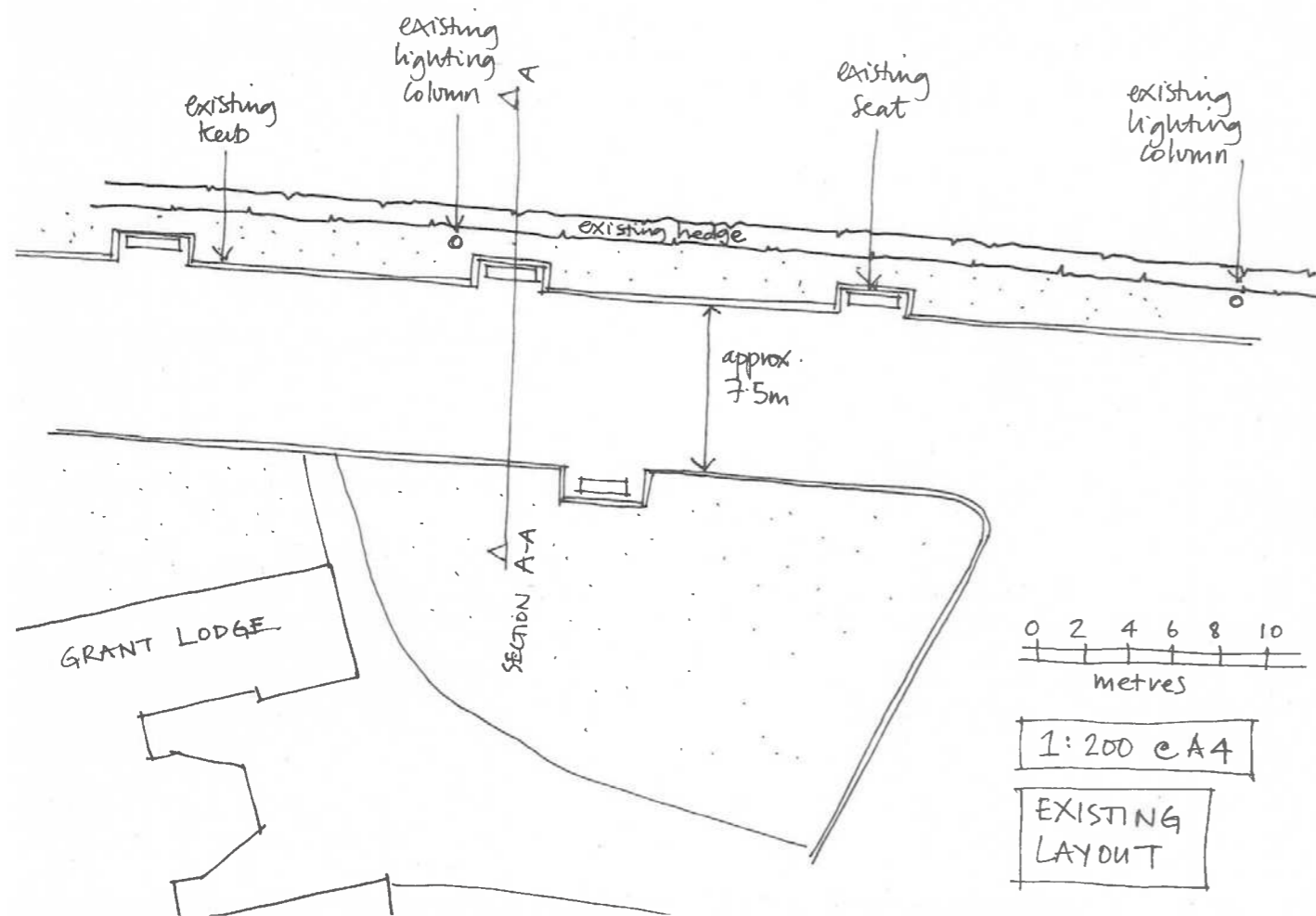
## Preliminary Works Colourful, Graphic Banners





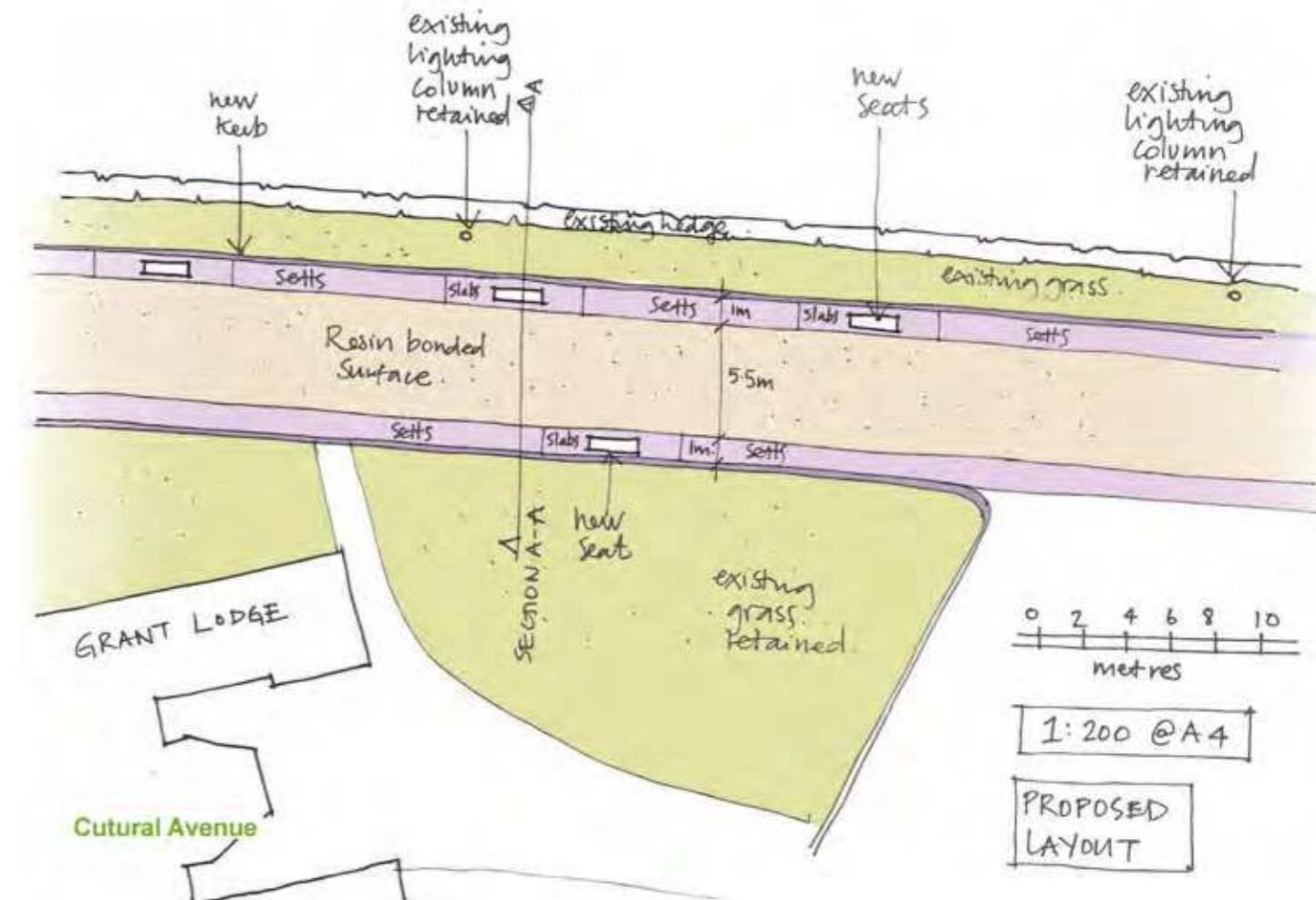
## 4.1.7 - PRELIMINARY WORKS - TEST AREAS - GRANT LODGE SETTING

### 0 Preliminary Works Test Areas



#### Existing Layout

- The existing space and materiality between Grant Lodge and the park indicates a design, which prioritises vehicle access. The asphalt surfacing and set back benching demonstrates this.
- The lighting columns have been recently upgraded.
- There is existing grass and hedging, which can be retained.



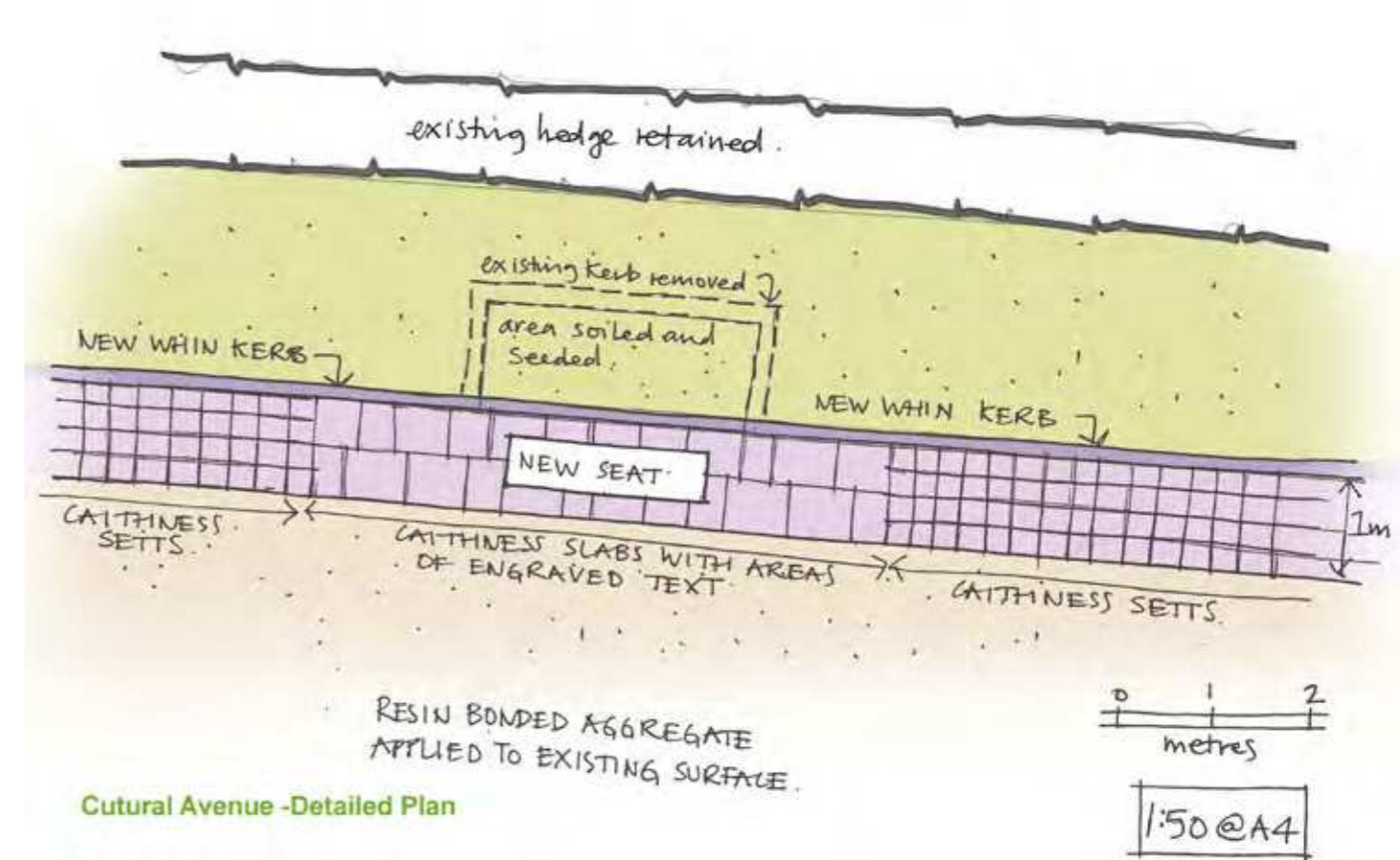
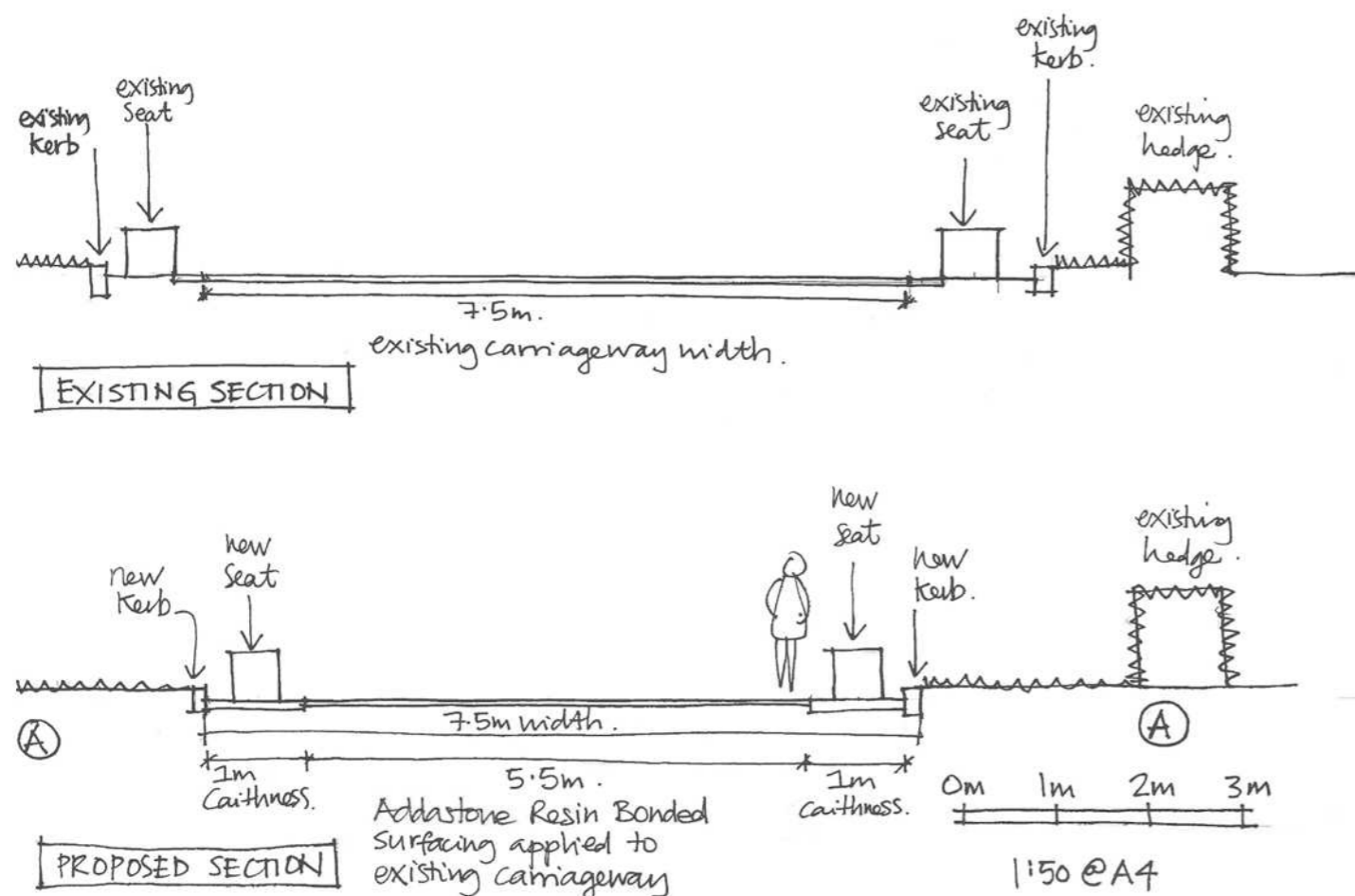
#### Proposed Layout

Creating a usable paved space between the refurbished Grant Lodge north façade access and the Cultural Avenue:

- Introduce a new 'avenue' surface treatment (e.g. stone sett edging / asphalt re-surfaced with resin bonded aggregate in a suitable heritage colour).
- Materiality to suit an enhanced pedestrian experience with better controlled vehicular access.
- Additional bench seating in appropriate locations.
- Retaining existing lighting columns, grass to front of Lodge and hedging to the park.

# 4.1.7 - PRELIMINARY WORKS - TEST AREAS - GRANT LODGE SETTING

## 0 Preliminary Works Test Areas



### Existing & Proposed Sections

- The 7.5m carriageway width is reduced to 5.5m. The materiality is updated to resin bonded surfacing, from tarmac.
- The proposals incorporate the new seating, sat upon a strip of Caithness Stone, within the overall 7.5m zone, increasing the amount of green surfacing.
- New Kerbing is proposed to be installed.

### Detailed Plan

- This plan indicates how the materiality will start to create layers within the landscape, zoning the seating area, shared surfacing and parkland.
- The materiality is designed to suit the enhanced pedestrian experience.



4.1.4 - PRELIMINARY WORKS - PROJECTION LIGHTING - PRECEDENTS

0

Preliminary Works  
 Projection Lighting





# 4.1.3 - PRELIMINARY WORKS - GROUND SURFACE PATTERNING - PRECEDENTS

## 0 Preliminary Works Ground Surface Patterning

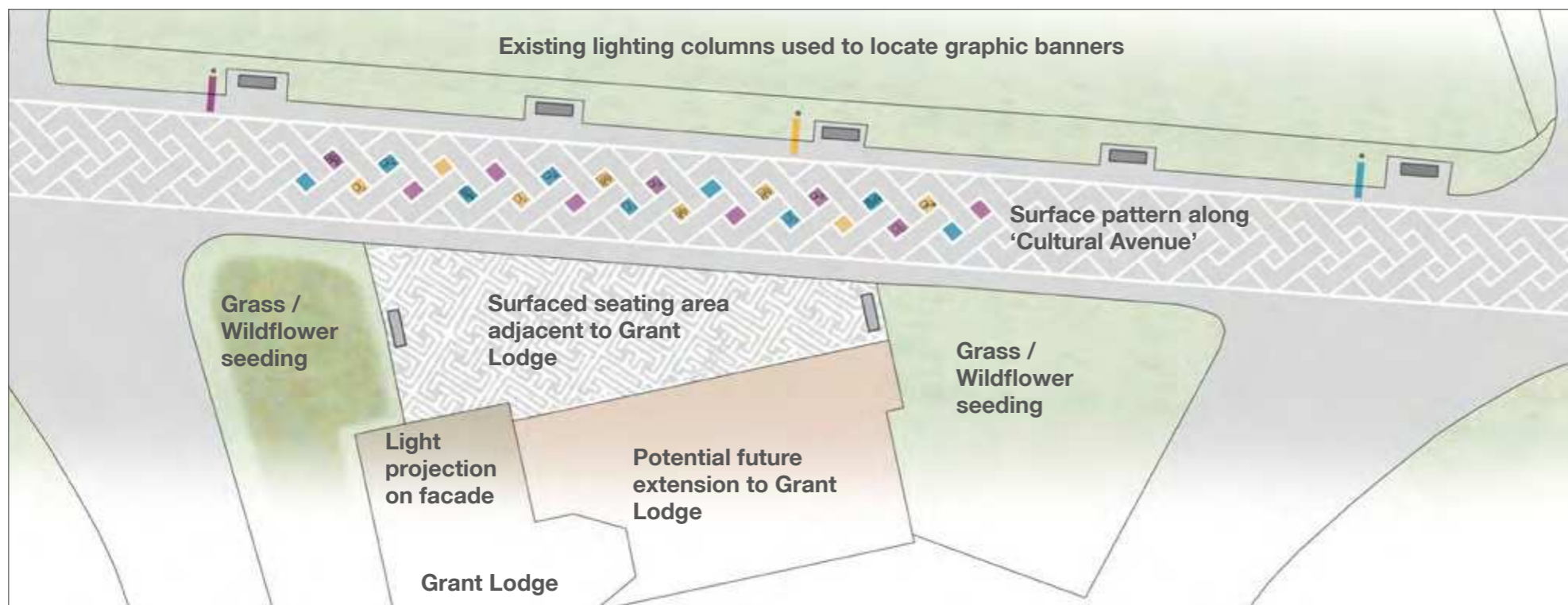


The examples above show a range of colours, sizes and patterns possible for road and path installations. Further detail would be required from manufacturers to ascertain longevity and maintenance parameters. Design could stem from community and public workshops / consultation.

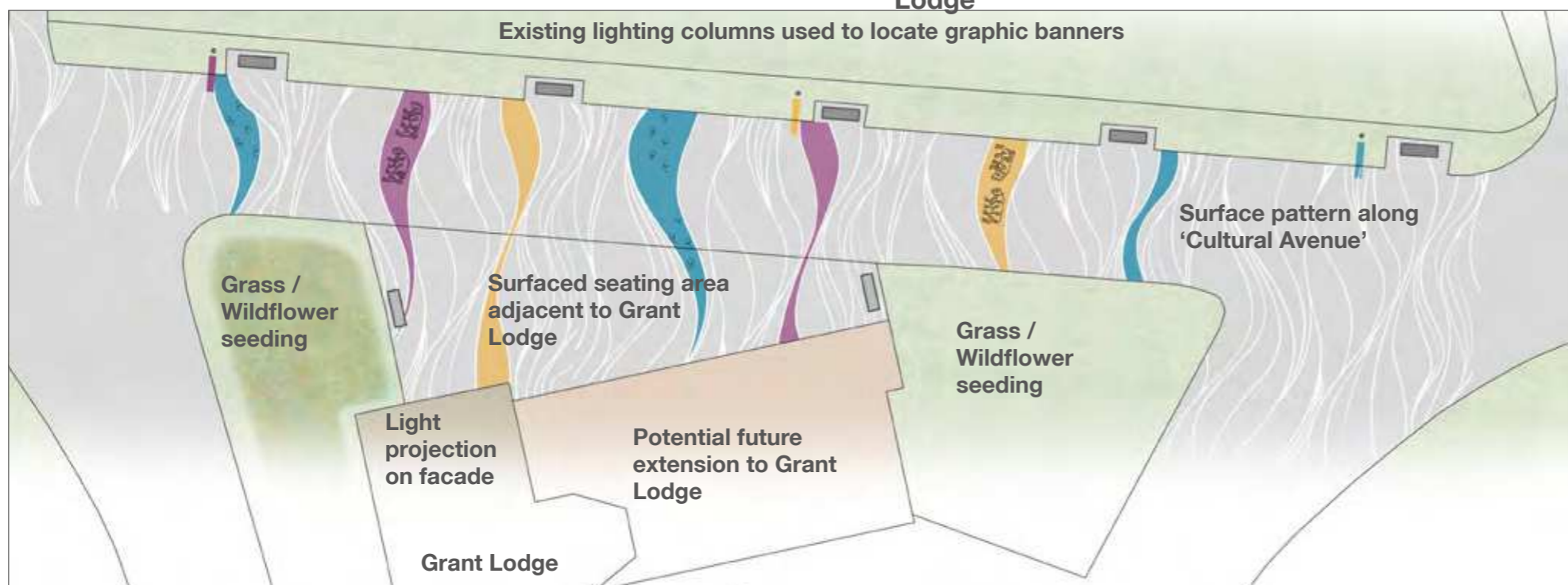


### 4.1.3 - PRELIMINARY WORKS - GROUND SURFACE PATTERNING - GRANT LODGE

## 0 Preliminary Works Ground Surface Patterning



Plan of suggested Preliminary Works adjacent to Grant Lodge



Plan of suggested Preliminary Works adjacent to Grant Lodge

### Preliminary Works to Cultural Avenue adjacent to Grant Lodge:

- Ground surface pattern extending along the length of the 'Cultural Route'. Two indicative patterns are shown on the adjacent plans and visuals - the final design could be developed with the community and provides an opportunity to incorporate elements that reinforce the heritage of the Elgin area, such as the Burghead Bulls and prehistoric footprints which are part of the Elgin Museum collection
- Existing lighting columns utilised to locate colourful graphic banners. Indicative pattern shown on visuals - the designs could be developed with the community
- Area adjacent to the potential extension to Grant Lodge could be resurfaced as part of the preliminary works or could be part of the permanent works once the building project commences
- Northern facade of Grant Lodge used as a light projection surface to create night-time animation of the 'Cultural Route'. Indicative pattern shown on visuals - the designs could be developed with the community

As illustrated on the Preliminary Works Overall Plan drawing, works of a similar nature are also intended at the following locations along the 'Cultural Route':

- Elgin Cathedral
- Elgin Library (& future EY STEM Hub)
- Cooper Park Entrance
- Elgin Town Hall
- Holy Trinity Church
- A96 Underpass
- North Street
- Elgin Museum



4.1.3 - PRELIMINARY WORKS - GROUND SURFACE PATTERNING - GRANT LODGE

**0** Preliminary Works  
 Ground Surface Patterning



Visual of suggested Preliminary Works adjacent to Grant Lodge



**0** Preliminary Works  
Ground Surface Patterning



Visual of suggested Preliminary Works adjacent to Grant Lodge



4.1.3 - PRELIMINARY WORKS - GROUND SURFACE PATTERNING - GRANT LODGE

**0** Preliminary Works  
 Ground Surface Patterning



Night-time visual of suggested light projection onto Grant Lodge facade



## 4.1.9 - PRELIMINARY WORKS - COST PLAN SUMMARY

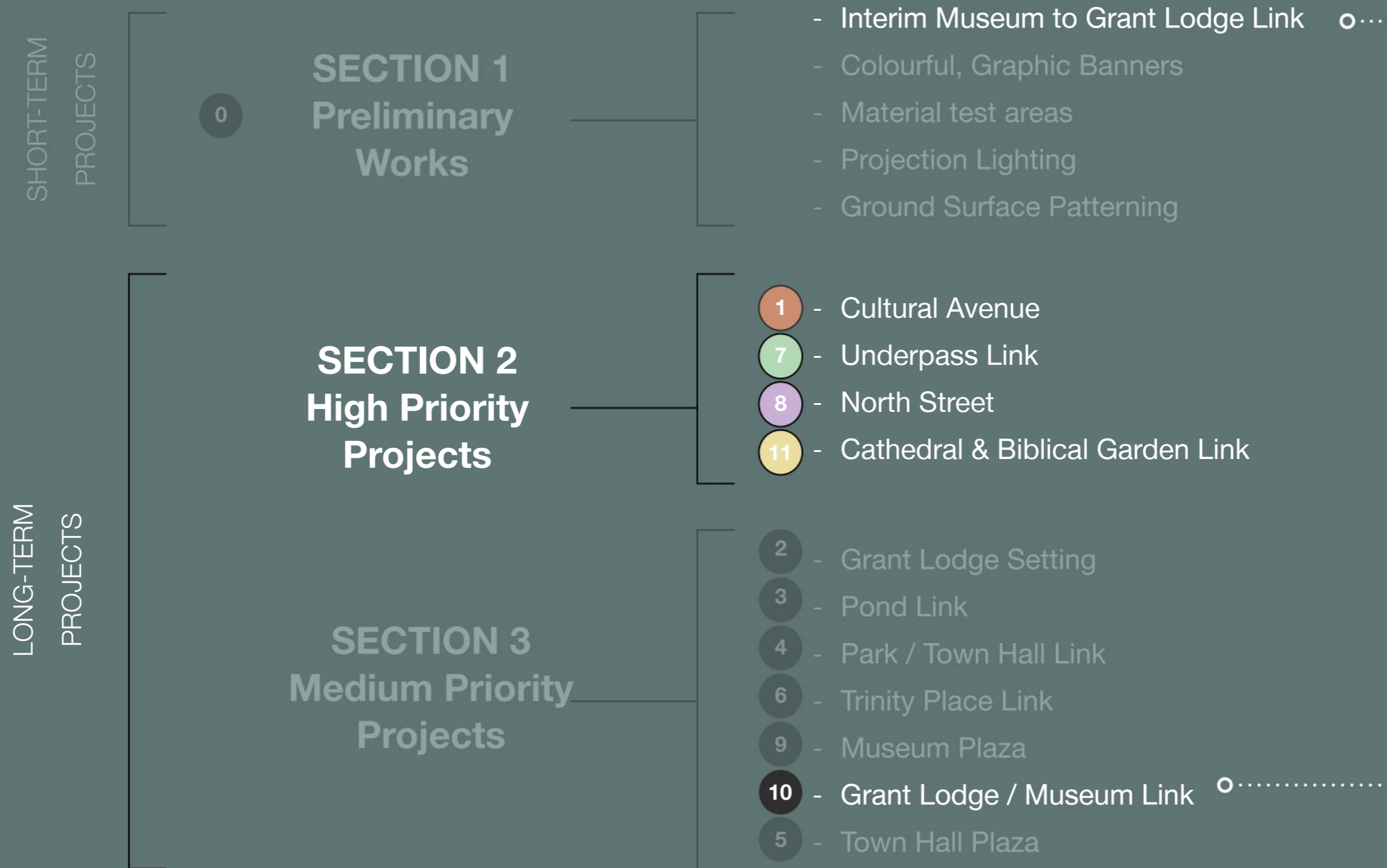
### 0 Preliminary Works

#### COST OVERVIEW

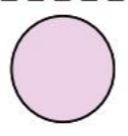
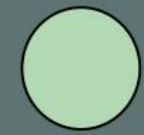
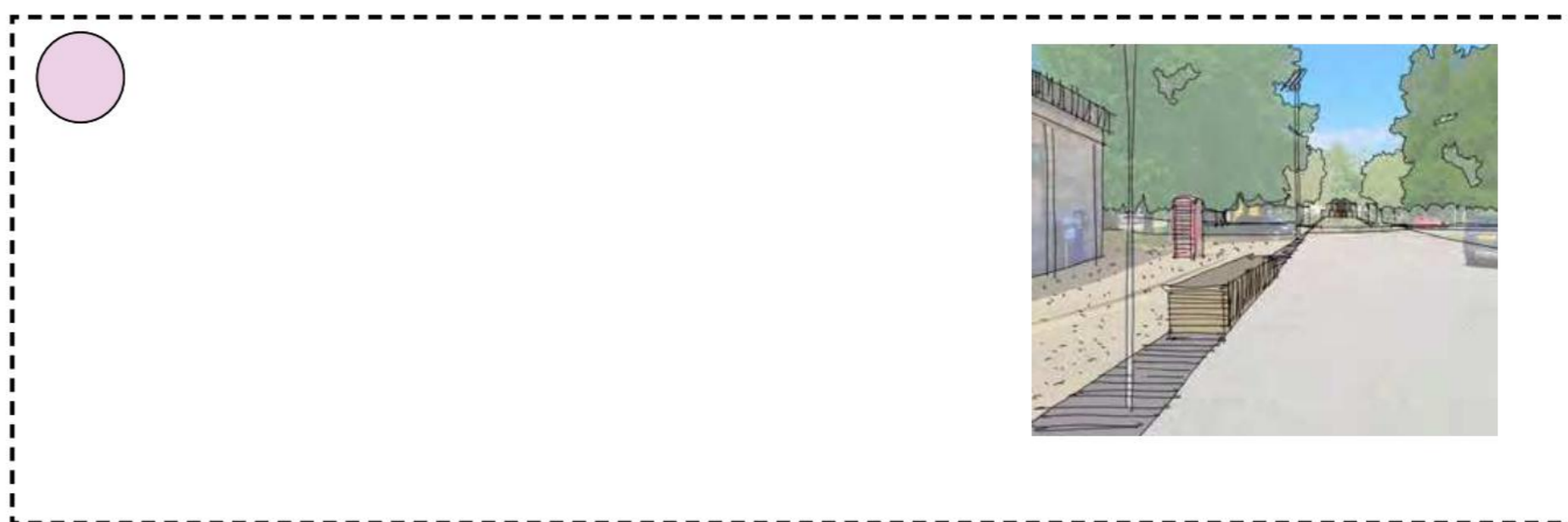
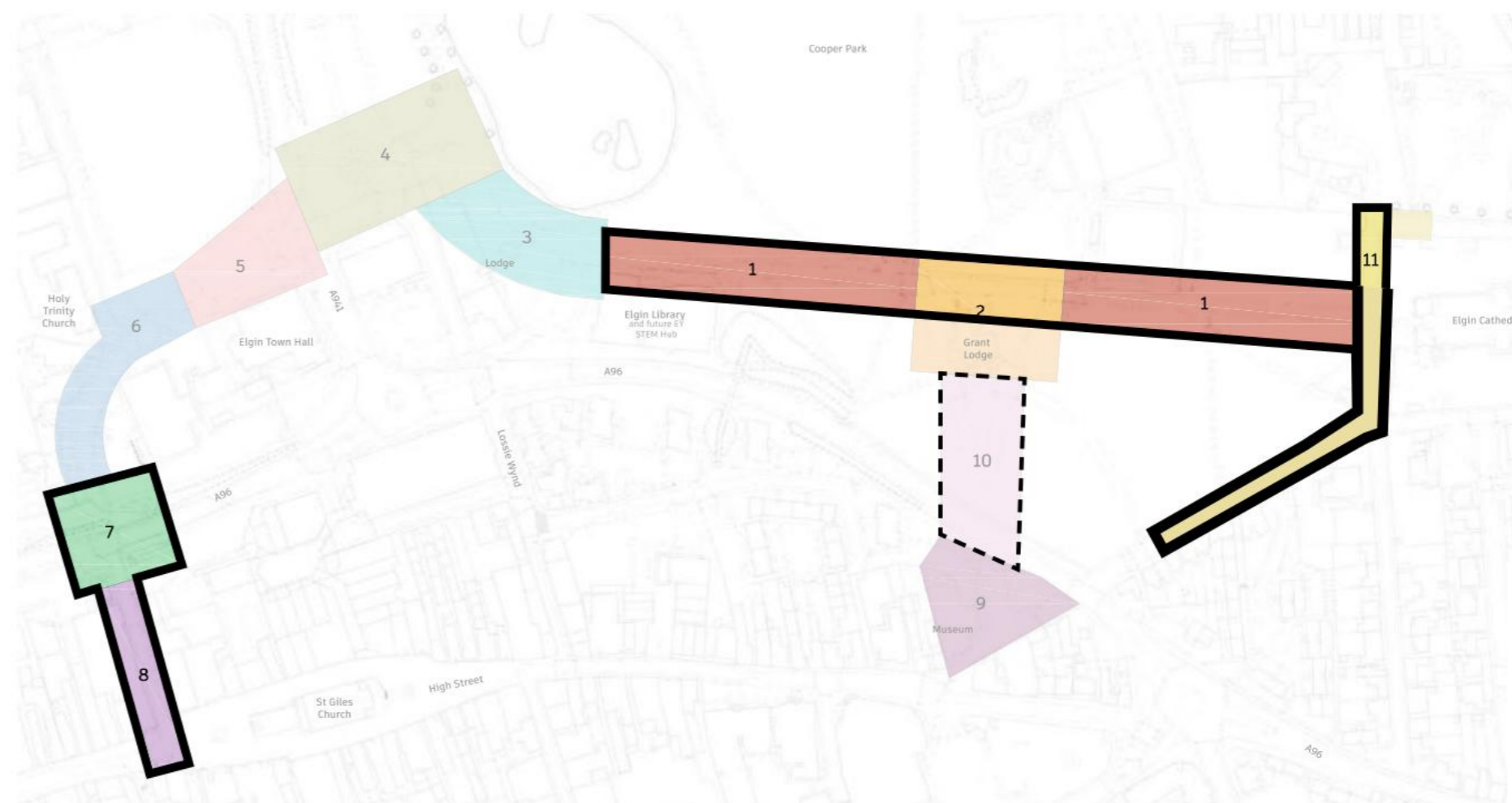
Opposite - summary costs for the preliminary Works.  
For full costing refer to Appendix C.

Elgin Cultural Quarter Delivery Plan		0. Preliminary Works			
<b>0. PRELIMINARY WORKS</b>					
<u>Ground Surface Pattern</u>					
A	Preparation of existing surfaces	5,075	m <sup>2</sup>	2.00	10,150.00
B	Coloured thermoplastic paint patterns to bitmac	5,075	m <sup>2</sup>	20.00	101,500.00
<u>Graphic Banners</u>					
C	Supply and Erect Graphic Banners on existing lamp posts	18	Nr	900.00	16,200.00
D	Extra for providing posts	11	Nr	700.00	7,700.00
<u>Building Light Projections</u>					
E	Allowance for light projections at Grant Lodge		Sum		25,000.00
<u>Grant Lodge Museum Link</u>					
F	Take down section of fence and provide 2Nr new strainers		Sum		500.00
G	Remove mature tree	1	Nr	1,500.00	1,500.00
H	Lift Crowns of mature trees	5	Nr	200.00	1,000.00
I	Remove landscaping, reduce levels and seed		Sum		2,500.00
J	New 2.00m wide tarmac footpath	16	m	220.00	3,520.00
<u>Test Area - rate based on Section 1</u>					
K	Kerbs, Setts, Slabs and resin bound gravel	215	m <sup>2</sup>	312.53	67,193.95
Net total of Construction Works					236,763.95
Preliminaries					35,514.59
Contingency					27,227.85
<b>TOTAL CARRIED TO GENERAL SUMMARY</b>					<b>299,506.40</b>
<b>Ground Surface Pattern - Option for reduced area</b>					
	Preparation of existing surfaces	1,000	m <sup>2</sup>	2.00	2,000.00
	Coloured thermoplastic paint patterns to bitmac	1,000	m <sup>2</sup>	20.00	20,000.00
					<b>22,000.00</b>

## 4.2 - HIGH PRIORITY PROJECTS



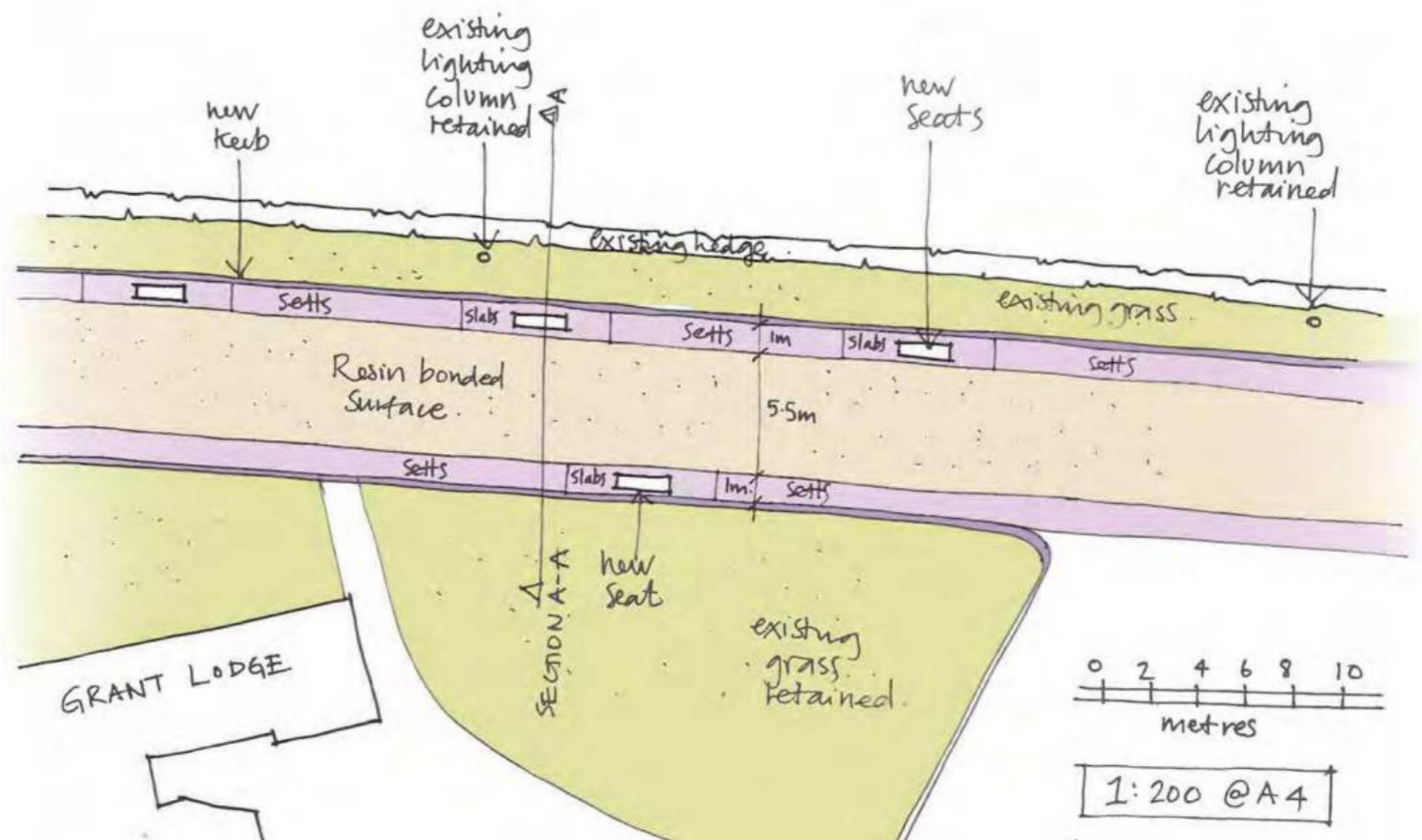
NOTE: Project 10 is linked to the Preliminary Works project associated to the interim Museum / Grant Lodge Link. If the preliminary works project is not undertaken, the Grant Lodge Museum Link becomes High Priority. It is listed under section 4.3.





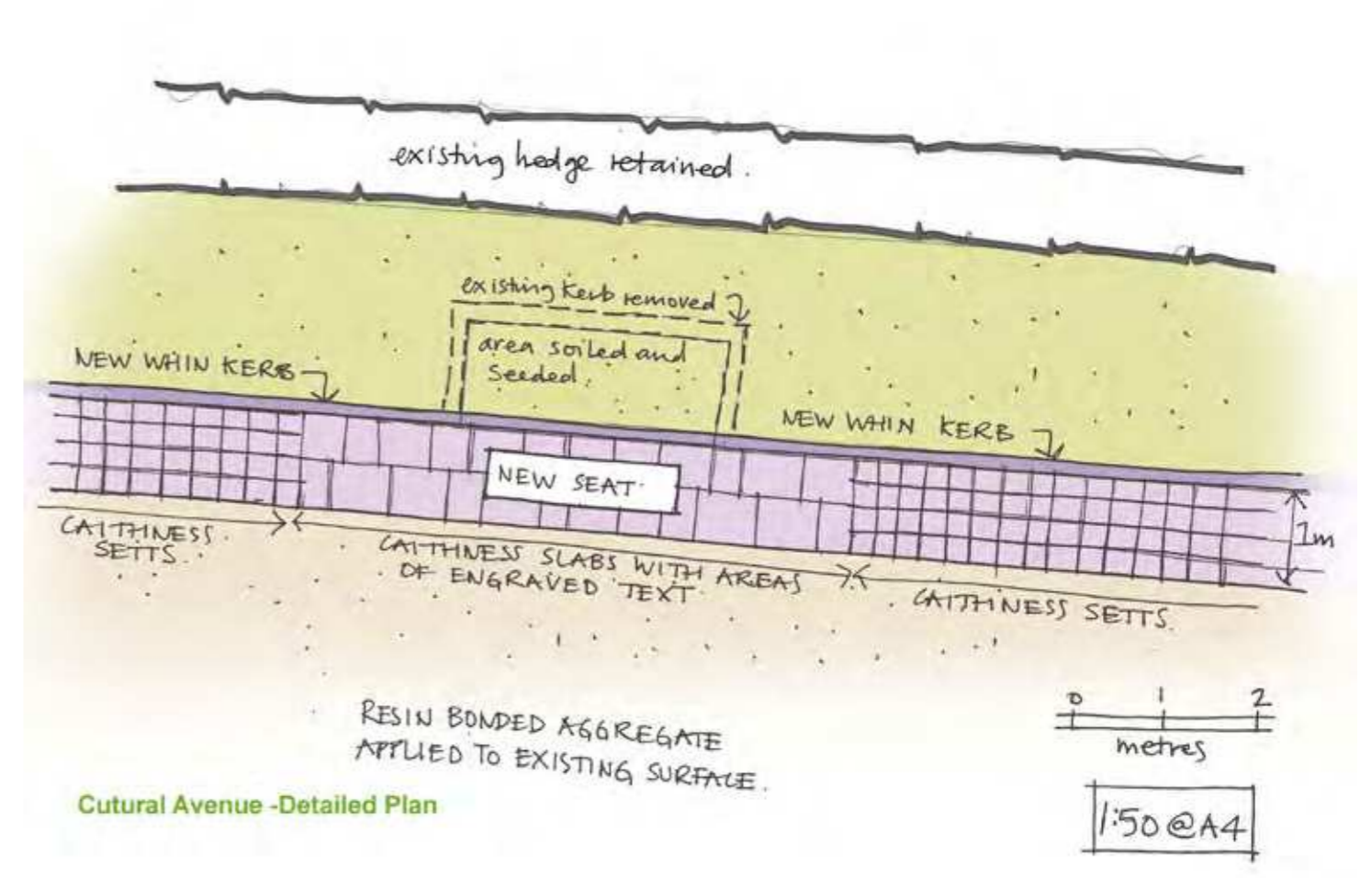
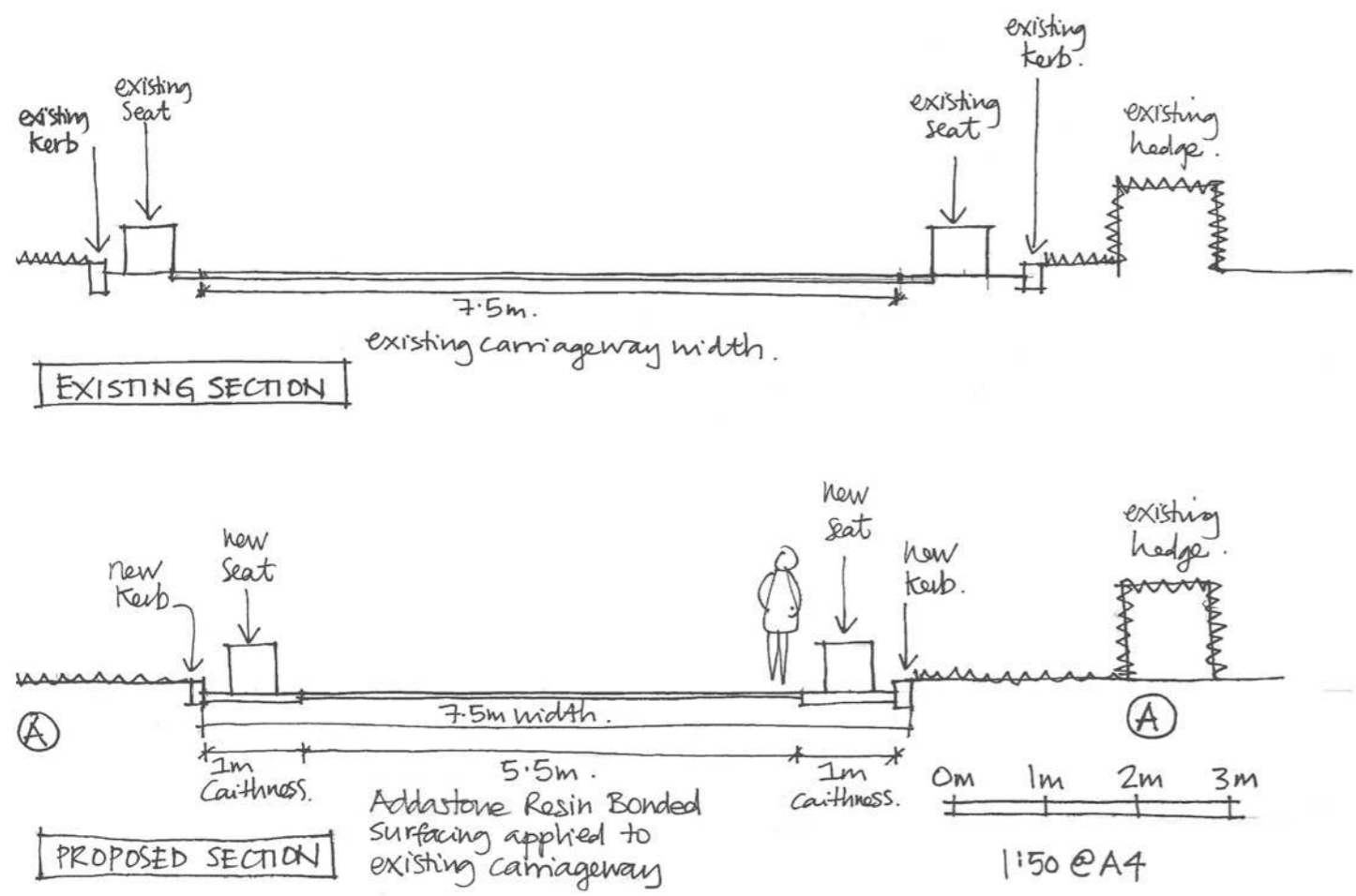






## 4.2.2 - HIGH PRIORITY PROJECTS - CULTURAL AVENUE

### 1 Cultural Avenue



#### Existing & Proposed Sections

- The 7.5m carriageway width is reduced to 5.5m. The materiality is updated to resin bonded surfacing, from tarmac.
- The proposals incorporate the new seating, sat upon a strip of Caithness Stone, within the overall 7.5m zone, increasing the amount of green surfacing.
- New Kerbing is proposed to be installed.

#### Detailed Plan

- This plan indicates how the materiality will start to create layers within the landscape, zoning the seating area, shared surfacing and parkland.
- The materiality is designed to suit the enhanced pedestrian experience.

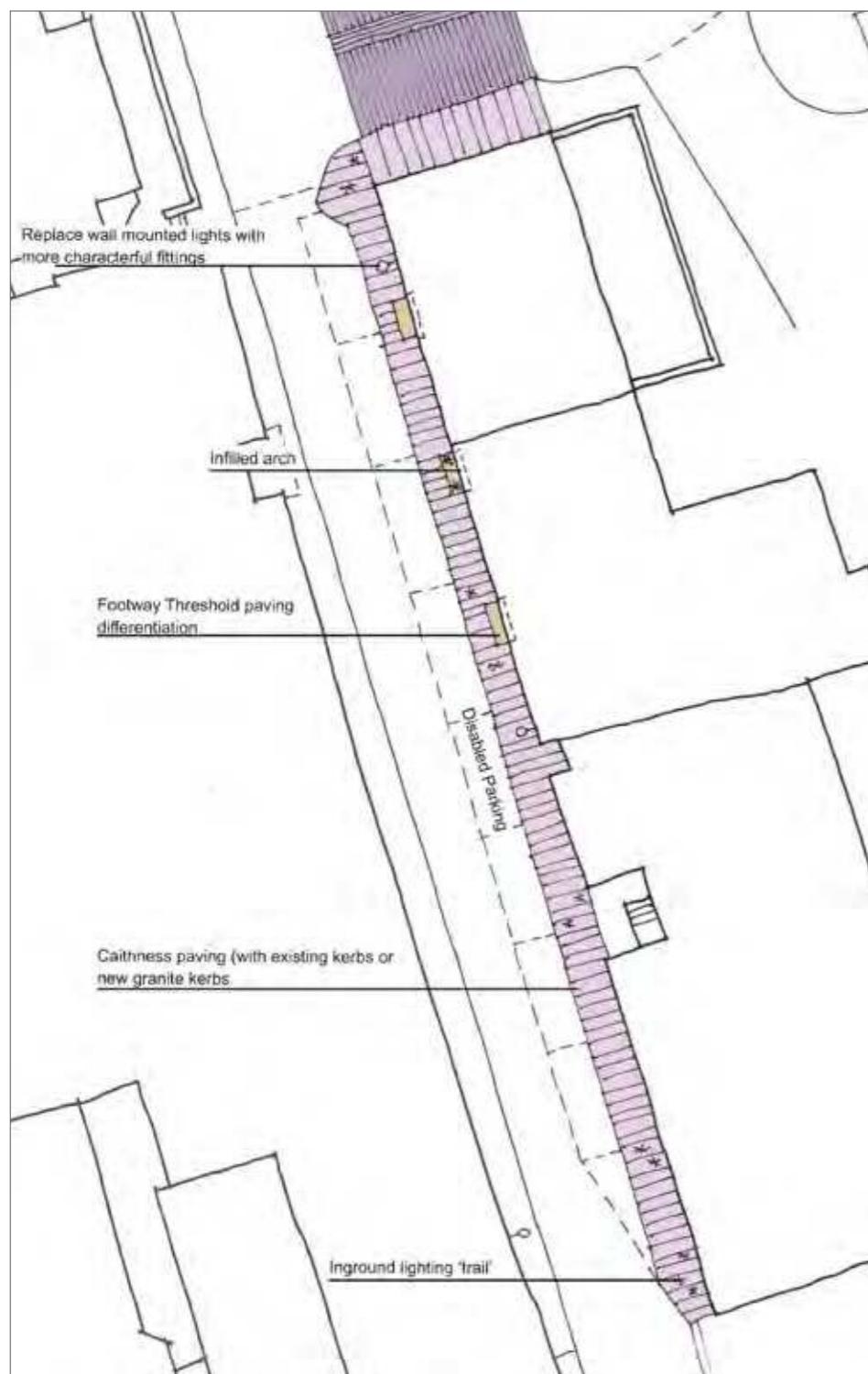




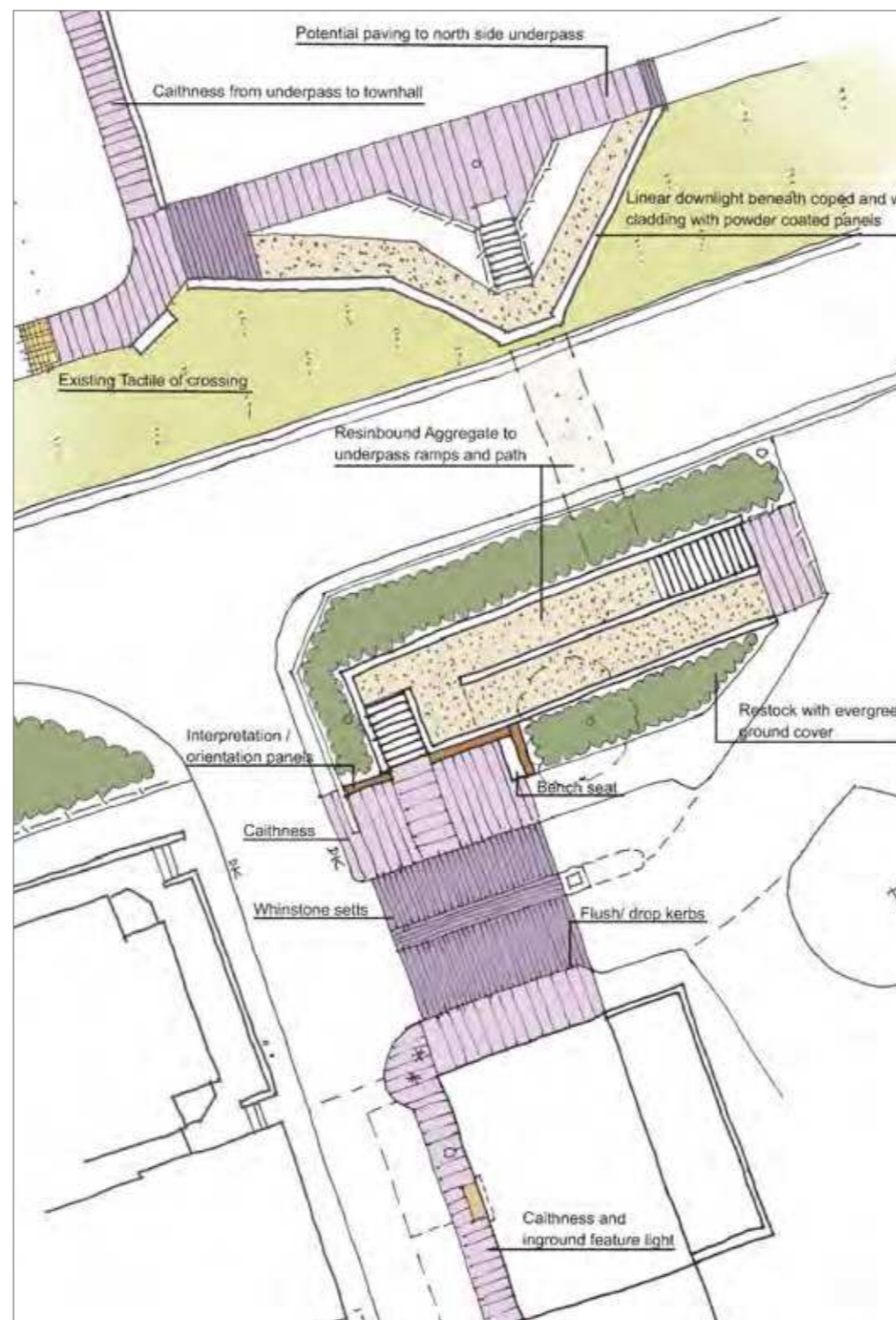


## 4.2.4 - HIGH PRIORITY PROJECTS - NORTH STREET & UNDERPASS - LAYOUTS

### 7 8 North Street & Underpass



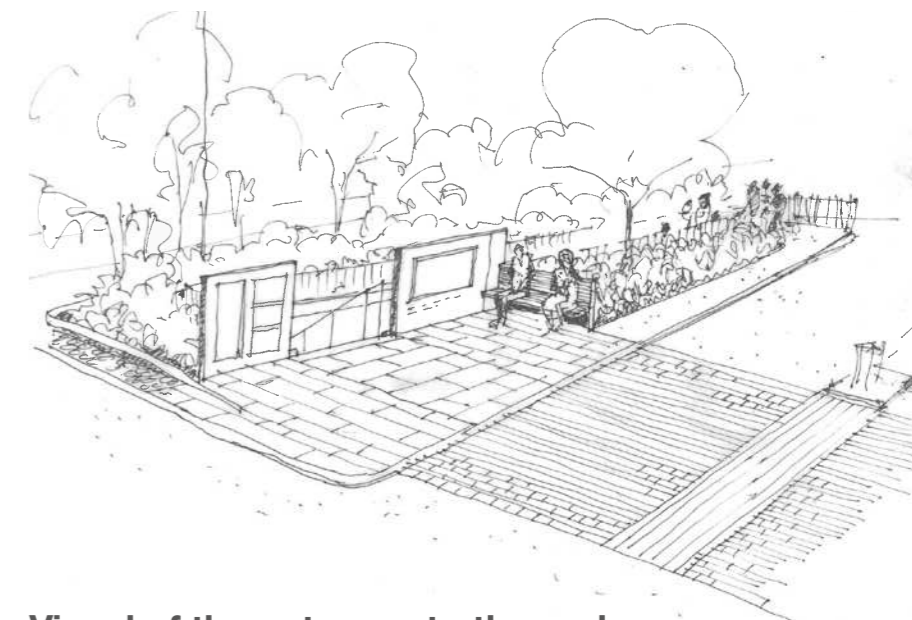
Proposed North Street Layout



Proposed Underpass Layout

### Proposed Landscaping Strategy

- The layouts demonstrate an improved pedestrian experience from the High Street, down North Street and through the underpass.
- The strategy utilises an improved and rationalised surfacing treatment strategy.
- An improved lighting strategy assists with pedestrian experience at night-time.
- At North Street Caithness paving is proposed. Contrasting materiality at door thresholds is proposed to allow differentiation. Existing wall mounted lighting to be replaced, with more characterful fittings.
- At the underpass. Durable, heavy duty whinstone and blocks utilised at the bus station entrance, to ensure the surfacing can withstand buses entering and exiting. Caithness used at underpass, to highlight entrance and area of interpretation. Low maintenance planting (evergreen ground cover) to ensure some greenery.



Visual of the entrance to the underpass



## 4.2.4 - HIGH PRIORITY PROJECTS - NORTH STREET & UNDERPASS - LIGHTING

### 7 8 North Street & Underpass



North Street - south entrance from the underpass and bus station



North Street - north entrance from the main street



North Street - north entrance from the main street



North Street - travelling towards underpass and bus station

#### Lighting on North Street

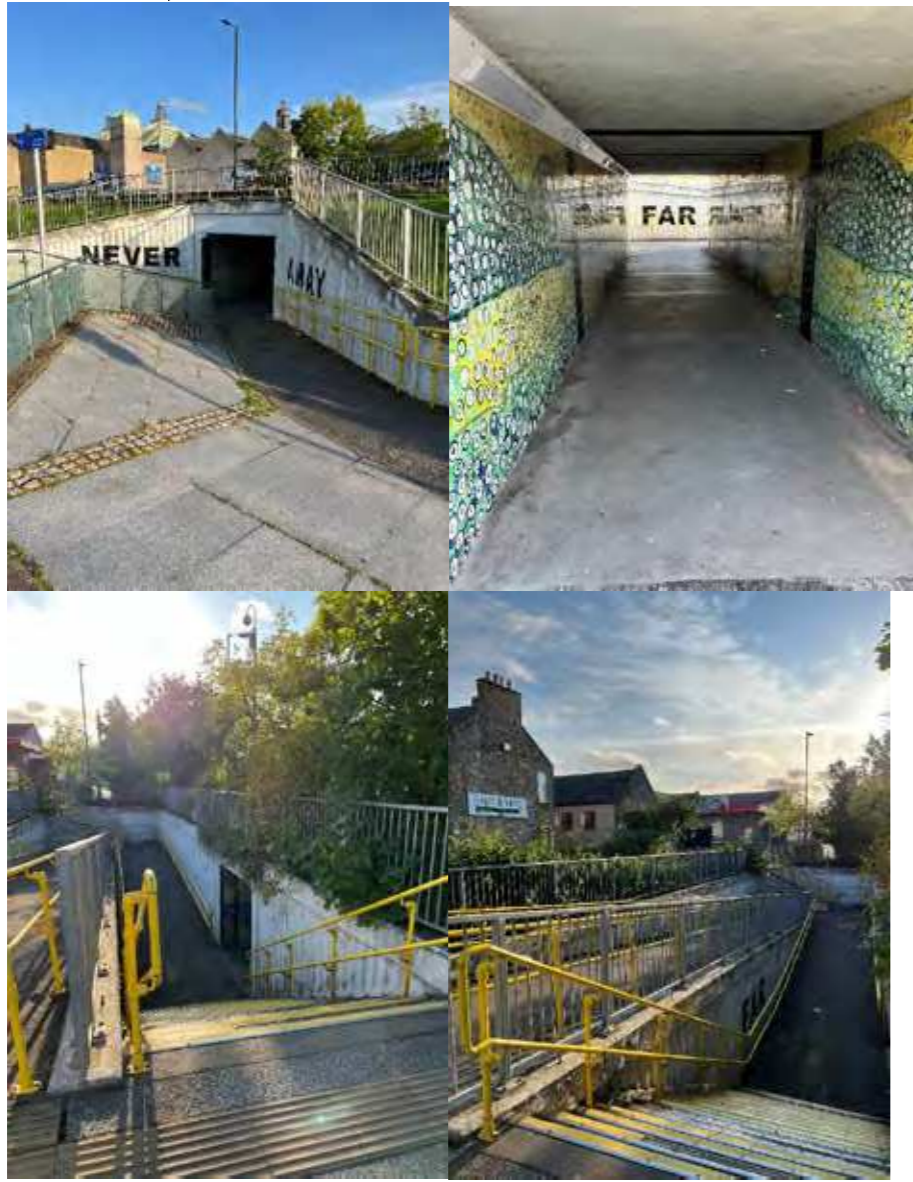
- A key aim of the Cultural Quarter is to improve the night-time economy of Elgin city centre. North Street provides a key link between Elgin High Street, the bus station and Elgin Town Hall. There is an opportunity to enhance the lighting provision in this area to encourage pedestrian use of the underpass and to improve the experience of walking down North Street after daylight hours.
- It is understood that vehicular traffic will be returned to North Street on the completion of the Poundland development (redirected from Batchen Street), and good lighting will encourage safe use of the link for pedestrians and cyclists alongside vehicles.
- Lighting opportunities may not be confined to building mounted or street lighting columns, but could take the form of in-ground luminaries or down-lights - refer to the Elgin Streetscape report for precedents.

--- Current street lighting provision



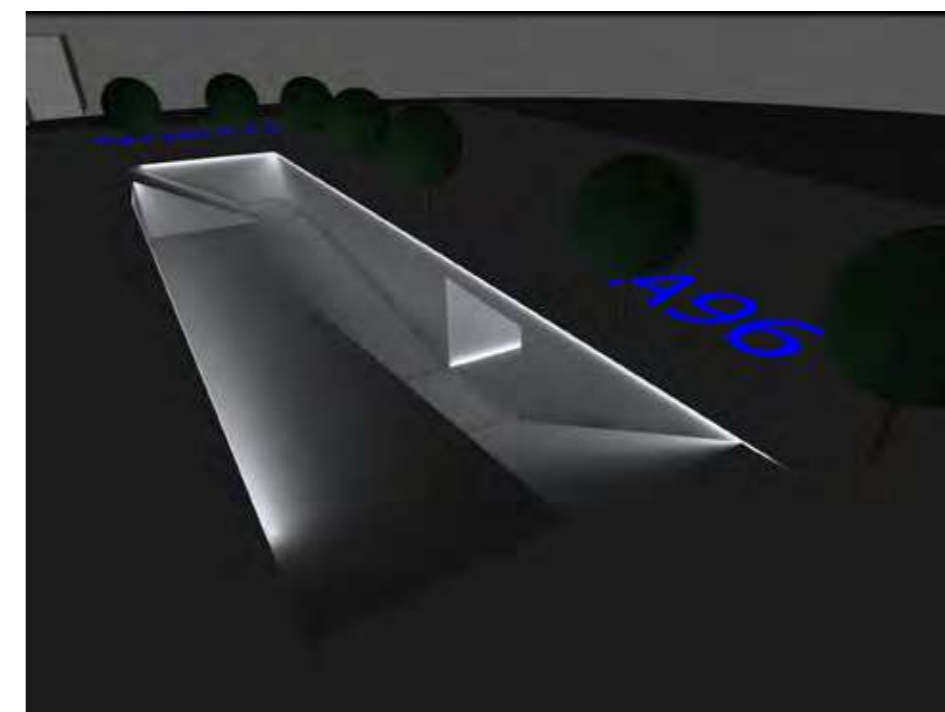
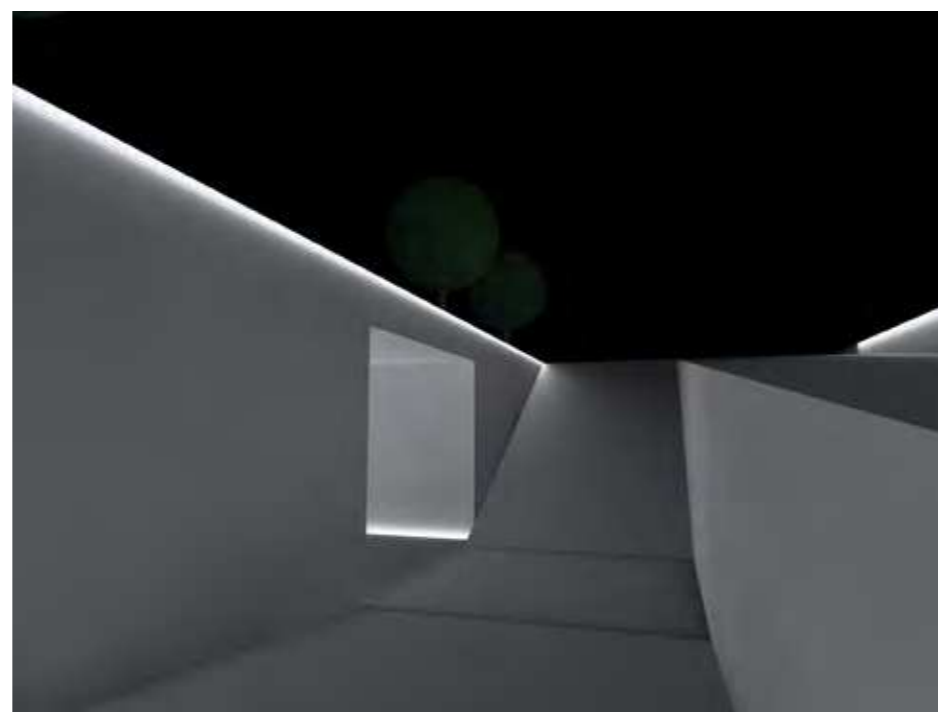
## 4.2.4 - HIGH PRIORITY PROJECTS - NORTH STREET & UNDERPASS - LIGHTING

### 7 8 North Street & Underpass

ITEM	DESCRIPTION
4.0	<p>Pedestrian Underpass below A96</p>  <ul style="list-style-type: none"> <li>No direct lighting to the ramp, or stairs on the 'town' side of the underpass. Only lighting comes from nearby spill from nearby columns.</li> <li>New cornice lighting has recently been installed to the underpass itself</li> <li>Concern that basic minimum lighting levels as stated in BS5489 Part 1 Table 3 are not being met (20 lux maintained, 10 lux minimum)</li> </ul>

ITEM	DESCRIPTION
5.0	<p>North Street</p>  <p>Existing High Level LED wall mounted street lighting, on the eastern side of the street. One of these is mounted at each end of this tenement block.</p> <p>4 No. small wall mounted floodlights are mounted to the opposite side of the street, assumed to be non-functional</p> <p>Note that an element of this street, approaching the High Street is currently unlit (potential new lighting fixed to the new poundland façade?)</p>
6.0	<p>Elgin Street Lighting Generally</p> <p>There does not appear to be any cohesion between the street lighting methods or products around the town centre, with various techniques and styles of lighting adjacent to each other with no obvious decision.</p>

## 4.2.4 - HIGH PRIORITY PROJECTS - NORTH STREET & UNDERPASS - LIGHTING



### Lighting in the Underpass

The above images indicate the impact of LED tape lighting (at upper level) and Recessed Lighting (at lower level) within the underpass area. The modelling results show appropriate lux levels for the environment.

The LED tape can be fixed in numerous ways, however a bespoke metal cover would prevent any damage to the lighting from wear and tear or vandalism.

## 4.2.5 - HIGH PRIORITY PROJECTS - COST SUMMARY

### COST OVERVIEW

Opposite - summary costs for the High Priority Long Term projects. For full costing report refer to Appendix C.

Elgin Cultural Quarter Delivery Plan		High Priority	
<u>ELGIN CULTURAL QUARTER DELIVERY PLAN</u>		<u>AMOUNTS</u>	
<u>High Priority</u>			
0	0. Preliminary Works		
1	1. Cultural Avenue	£	865,835.37
2	2. Grant Lodge Setting		
3	3. Pond Link		
4	4. Park/ Town Hall Setting		
5	5. Town Hall Plaza		
6	6. Trinity Place Link		
7	7. Underpass Link	£	275,162.80
8	8. North Street	£	99,606.10
9	9. Museum Plaza		
10	10. Grant Lodge - Museum Link		
11	11. Cathedral and Biblical Garden Link	£	270,918.73
<b>GRAND TOTAL</b>		<b>£</b>	<b>1,511,523.00</b>



SHORT-TERM  
PROJECTS

0

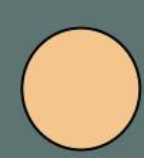
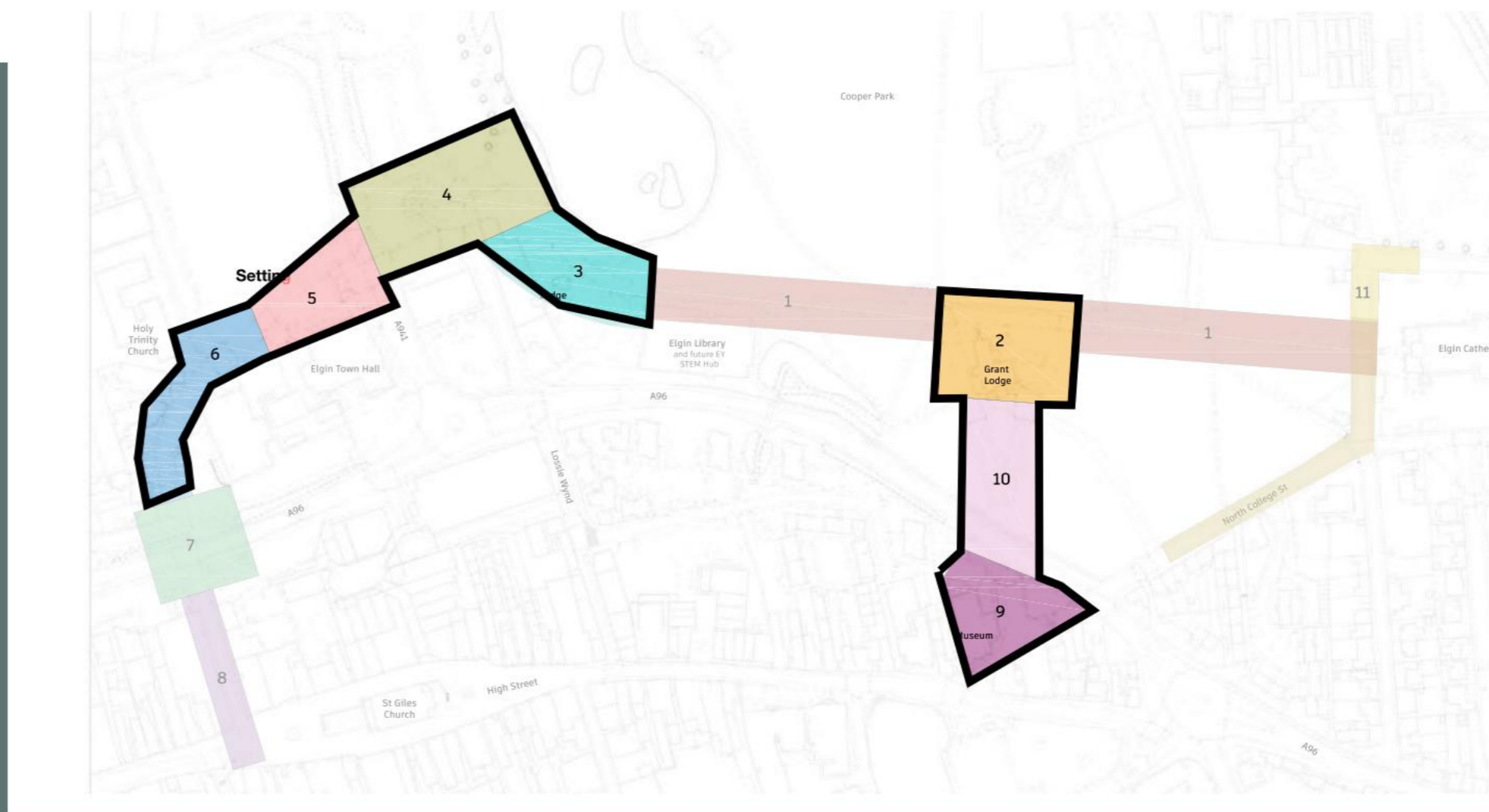
### SECTION 1 Preliminary Works

- Interim Museum to Grant Lodge Link
- Colourful, Graphic Banners
- Material test areas
- Projection Lighting
- Ground Surface Patterning

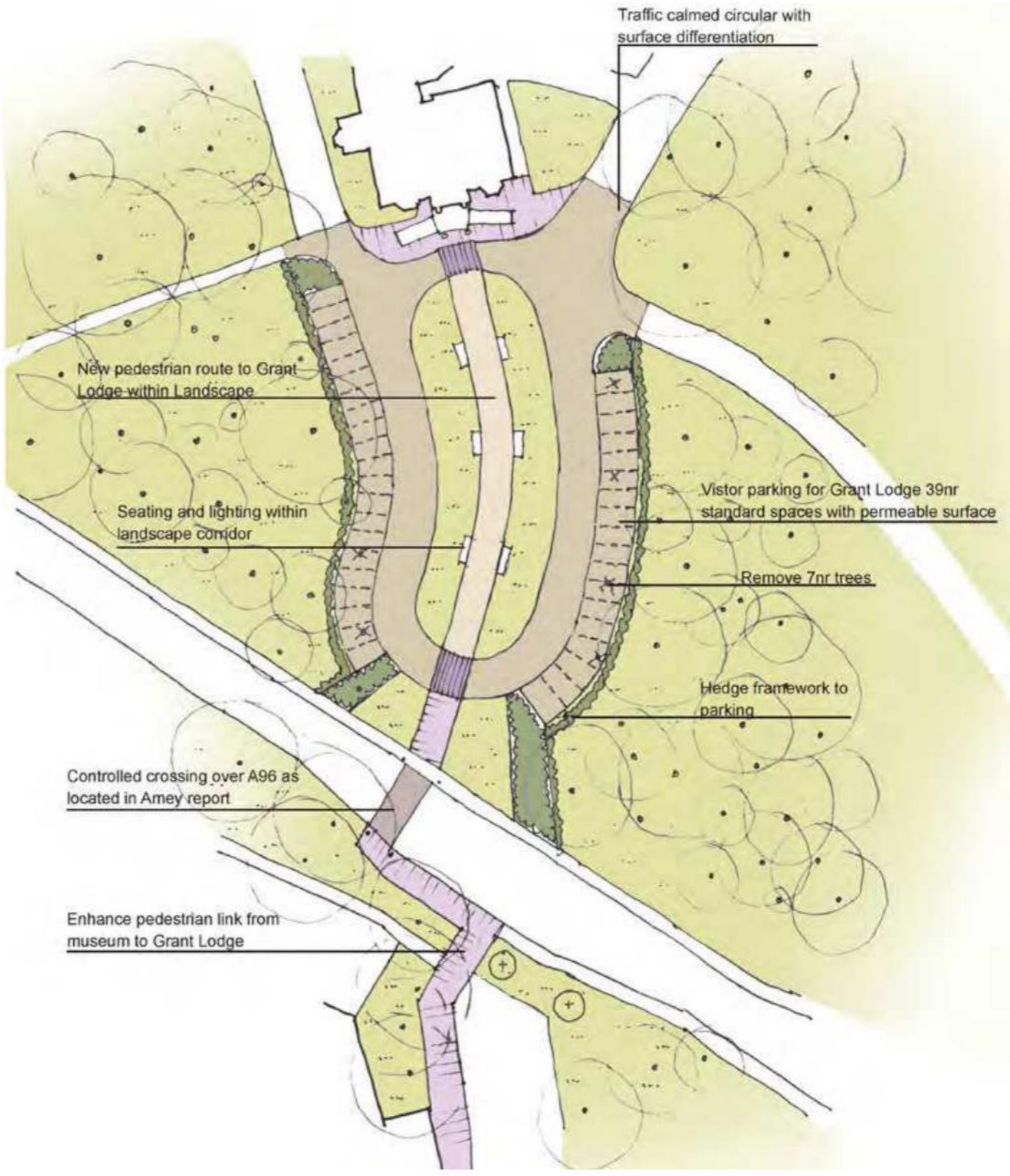
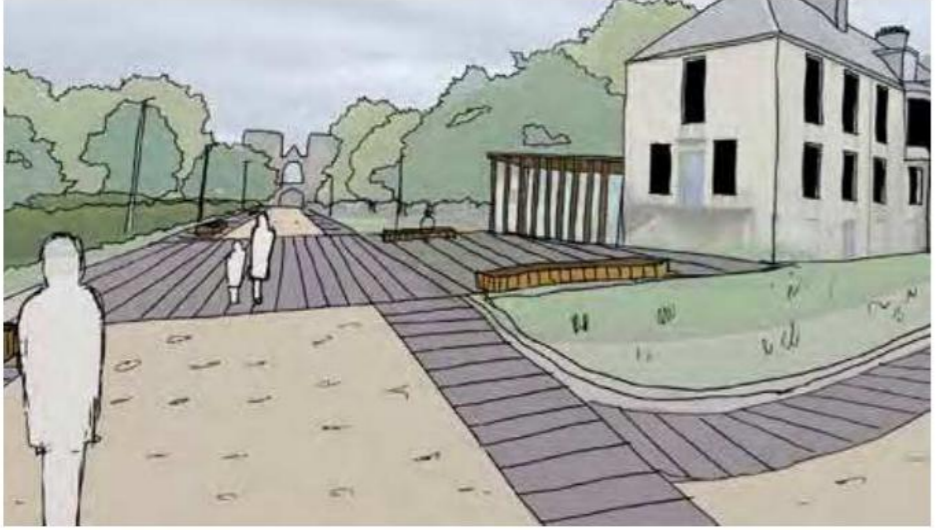
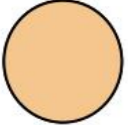
### SECTION 2 High Priority Projects

- 1 - Cultural Avenue
- 7 - Underpass Link
- 8 - North Street
- 11 - Cathedral & Biblical Garden Link

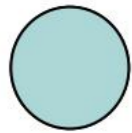








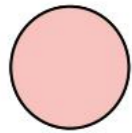




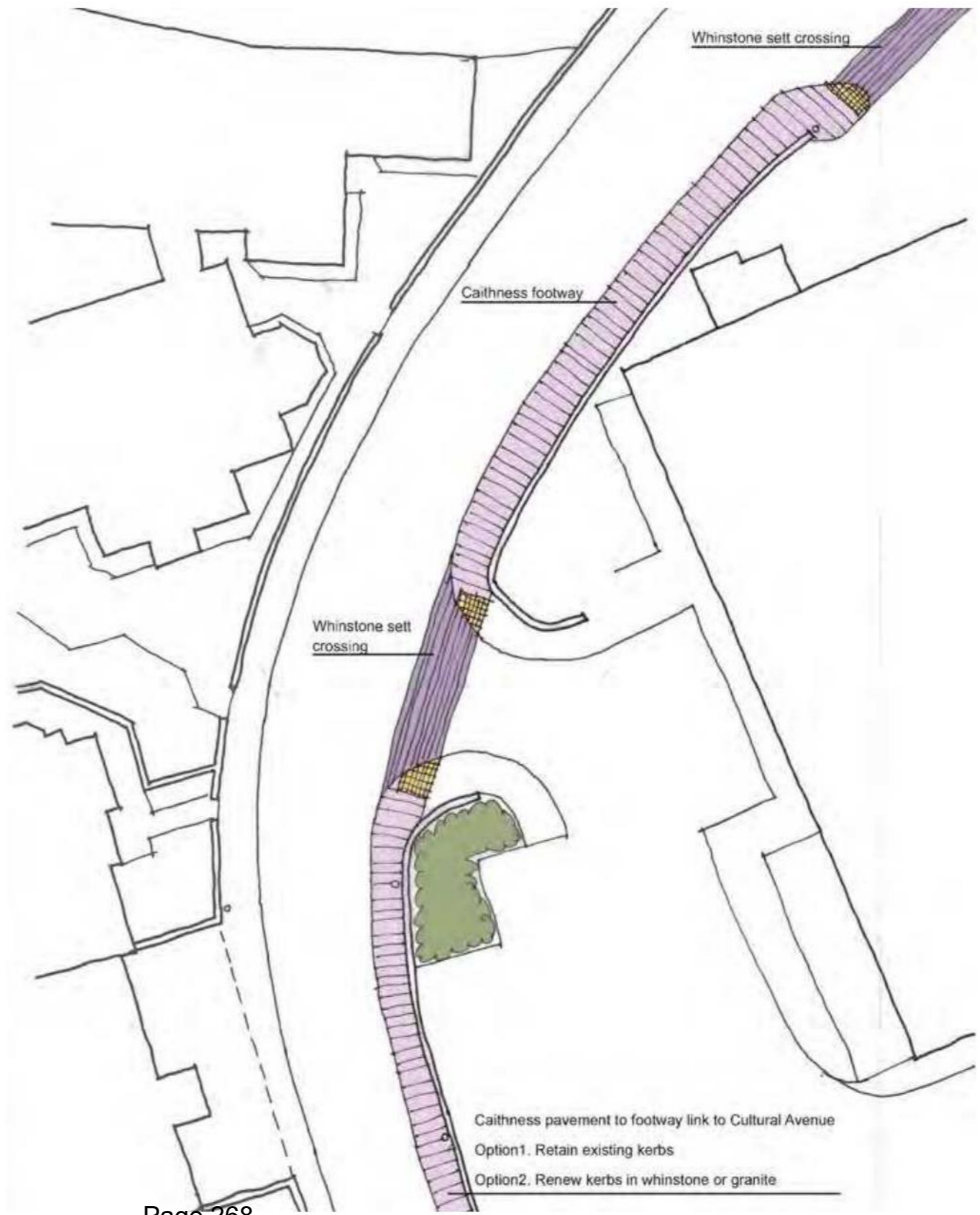
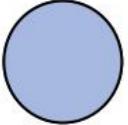




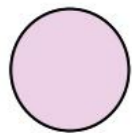












## 4.3.7 - MEDIUM PRIORITY PROJECTS - COST SUMMARY

### COST OVERVIEW

Opposite - summary costs for the Medium Projects. For full costing report refer to Appendix C.

Elgin Cultural Quarter Delivery Plan		Medium Priority	
<u>ELGIN CULTURAL QUARTER DELIVERY PLAN</u>			
<u>Medium Priority</u>		<u>AMOUNTS</u>	
0	0. Preliminary Works		
1	1. Cultural Avenue		
2	2. Grant Lodge Setting	£	317,666.80
3	3. Pond Link	£	337,196.11
4	4. Park/ Town Hall Setting	£	400,191.07
5	5. Town Hall Plaza	£	722,409.88
6	6. Trinity Place Link	£	204,272.20
7	7. Underpass Link		
8	8. North Street		
9	9. Museum Plaza	£	347,362.34
10	10. Grant Lodge - Museum Link	£	534,917.90
11	11. Cathedral and Biblical Garden Link		
<b>GRAND TOTAL</b>		<b>£</b>	<b>2,864,016.29</b>



## 4.4 - PROJECT PROGRAMME & PRIORITY MATRIX

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# 4.4.1 - PROPOSALS - CULTURAL QUARTER PROJECTS PROGRAMME

The current programme for the Cultural Quarter projects is shown, and will be a key tool in planning the delivery of the public realm works.

	2023-24				2024-25				2025-26				2026-27				2027-28				2028-29				2029-30				2030				2031			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Full Business Case</b>	OUTLINE FULL BUSINESS CASE				Review			ETH	Review		GL tbc	Review																								
Stakeholder Engagement			D.O.D	YP	UK Shared Prosperity Fund Arts and Culture Activities																															
Updated Business Plans																																				
Options Appraisal / Organisation																																				
Socio-Economic Impact Assessment																																				
Benefits and Outcome Reporting																																				
<b>External Works / CQ Delivery Plan</b>																																				
Delivery and Phasing Plan	RIBA STAGE 1		STAGE 2																																	
Cost Package																																				
Preliminary Works Packages																																				
Prioritised Works Packages																																				
<b>Elgin Town Hall</b>																																				
Transition Plan	IN PRINCIPLE		HOT					VACATE																												
Business Plan								REVIEW																												
Design Works	BRIEF / STAGE 1		RIBA STAGE 2		STAGE 3-4		STAGE 5																													
Construction Works																																				
Handover																																				
<b>Grant Lodge</b>																																				
Business Plan					EKOS / PARTNERS																															
Surveys/Safeguarding					RISK AND COST																															
Design Works					BRIEF / STAGE 1		MAINTENANCE PLAN		PHASE 1 / FABRIC REPAIRS TBC																											
Construction Works																																				
Handover																																				
<b>Hotel</b>																																				
Feasibility / Strategic Case																																				
Site Identification																																				
Marketing																																				
Construction Works																																				

## 4.4.2 - PROPOSALS - CULTURAL QUARTER PRIORITY MATRIX

Priority - Importance and Impact on delivering the Cultural Quarter			Delivery timescale			
1	High	High impact work package - give visibility or easy win	S - Short term			
2	Medium	Medium impact work package - potential for visibility but dependent on other projects	M - Medium term			
-	-	Works associated with an independent project	L - Long term			
			Works associated with an independent project timescale			
Proposals	Description	Opportunities & Constraints	Priority		Timescale	
0	Preliminary Works Stencil treatment to areas of existing tarmac areas to highlight the Cultural offering and relationships, enhance pedestrian experience and slow traffic speeds Banner installation to key locations along Cultural Avenue from Cathedral to Town Hall 2 or 3 test areas for longer term material installations Removal of fence at edge of Cooper Park on the the Grant Lodge - Museum link A96 side.	Actions could incorporate public / local art group to contribute to imagery / graphics Test areas allow durability and maintenance of materials to be tested without excessive capital outlay	1	High priority - gives visibility to the Cultural Quarter and provides early visual deliverable	S	Short term - unlikely to require extensive discussions with Planning or Transport teams Some measures could be considered temporary.
1	Cultural Avenue Introduce a new 'avenue' surface treatment - e.g. stone sett edging / asphalt re-surfaced with resin bonded aggregate in a suitable heritage colour / additional bench seating in appropriate locations. Materiality to suit an enhanced pedestrian experience with better controlled vehicular access. Rationalise and reorganise parking along the Avenue, maintaining adequate accessible bays in agreed locations. Retain and enhance the attractive border planting	Noted in stakeholder sessions that the Avenue is subject to a parking order, which will require amendment were parking to be re-organised - likely required as part of the Grant Lodge refurbishment.	1	High priority - as an existing key asset, already well used and adjacent to the key Grant Lodge project	M	Medium term - Moray Council team have advised that discussion and possible legal amendment to existing Parking Orders required.
2	Grant Lodge Setting Introduce a new 'avenue' surface treatment - e.g. stone sett edging / asphalt re-surfaced with resin bonded aggregate in a suitable heritage colour / additional bench seating in appropriate locations. Materiality to suit an enhanced pedestrian experience with better controlled vehicular access. Rationalise and reorganise parking, maintaining adequate accessible bays in agreed locations - to be determined by Grant Lodge business and space planning - suggested to minimise the road width on either side of the Lodge to give more space to pedestrians / additional planting. Retain vehicular access for servicing the refurbished building. Create a usable paved space between the refurbished Grant Lodge north façade access and the Cultural Avenue	It is assumed that treatment of the Grant Lodge setting will fall under the Grant Lodge-specific project, and that materiality cohesiveness and parking strategies will be aligned with this project, but specifically tackled by the Grant Lodge design team.	-	Part of design outcome for Grant Lodge	-	Dependent on Grant Lodge programme.
3	Pond Link Introduce a new 'avenue' surface treatment - e.g. stone sett edging / asphalt re-surfaced with resin bonded aggregate in a suitable heritage colour / additional bench seating in appropriate locations. Materiality to suit an enhanced pedestrian experience with better controlled vehicular access. Retain one point of access to the car park area next to library Rationalise and reorganise parking, maintaining adequate accessible bays in agreed locations Create a focal point of the historic pavilion building Create a usable paved space between the pavilion and the pond, to encourage access to the waters edge Introduce additional hedging alongside the road to reinforce the park setting	Noted that the Pond is one of the Masterplan Cooper Park projects, and that proposals will need to integrate.	2	Medium priority - Dependent on Pond / Cooper Park proposals	M	Medium term - Works will need to tie in to ongoing Masterplan Cooper Park projects
4	Park / Town Hall Link Create a clear pedestrian movement area between the park and the Town Hall, redefine the connection Introduce a new 'avenue' surface treatment - e.g. stone sett edging / asphalt re-surfaced with resin bonded aggregate in a suitable heritage colour / additional bench seating in appropriate locations Narrow the carriageway area to redistribute more space to pedestrian movement Introduce further tree planting and hedging to reinforce the park setting	Related to parking reorganisation strategy for Cultural Avenue - Noted in stakeholder sessions that the Avenue is subject to a parking order, which will require amendment were parking to be re-organised. Possible adjacent hotel site is yet to be confirmed.	2	Medium priority - Dependent on hotel site strategy and parking outcomes.	M	Medium term - Moray Council team have advised that discussions will be required regards amended road layout, possible new at grade crossing.

The matrix shown above and overleaf offers an initial prioritisation matrix for the proposed packages of works to the Cultural Quarter.

The package have been categorised against both Priority / Importance and Delivery Timescale.

It is suggested that High Priority - Medium Timescale packages are prioritised for further development and costing - confirmation of which will be sought from the Moray Council project team during this project.

High level opportunities and constraints are noted against the proposals.



## 4.4.2 - PROPOSALS - CULTURAL QUARTER PRIORITY MATRIX

Priority - Importance and Impact on delivering the Cultural Quarter			Delivery timescale	
1	High	High impact work package - give visibility or easy win	S - Short term	
2	Medium	Medium impact work package - potential for visibility but dependent on other projects	M - Medium term	
			L - Long term	
-	-	Works associated with an independent project	Works associated with an independent project timescale	

Proposals		Description	Opportunities & Constraints	Priority		Timescale	
5	Town Hall Plaza	Creation of a flexible space utilising high quality materials which allows the Town Hall to host outdoor events. Continuous surfacing across Trinity Place to reduce the dominance of vehicle movement Clear line of access between the Town Hall and the Lassie Green car park, and between the Town Hall and the park	Noted that the treatment of the setting will be part of the separate design project related to the Town Hall.	-	Part of design outcome for Elgin Town Hall project	-	Dependent on Town Hall programme.
6	Trinity Place Link	Surface pattern overlay to complement the heritage asset of Trinity Church and the views from North Street to the church Maximise footways to give priority to pedestrians where possible Introduce seating in appropriate locations	Preferred route to Town Hall is dependent on the design outcome of the Town Hall-specific project - i.e., whether an increased presence on the A96 side will also accommodate an access route. Furthermore - discussions have been initiated with SSE regards the existing and future access to the sub-station to the south of the Town Hall.	2	Medium Priority - To tie in with the Elgin Town Hall project	S	Short term - a small package of work that could be contained.
7	Underpass Link	Lighting strategy to improve the evening / winter environment of this link Note - assessment of existing lighting undertaken - refer to Rybka report.	Noted in public consultation that good lighting would encourage more use of the underpass.	1	High priority - contained work package that could provide 'quick win' and strengthen evening Town Hall - High Street link as a 'safe route'.	S	Short term - a small package of work that could be contained.
8	North Street	Lighting strategy to improve pedestrian experience from High Street to underpass. To be progressed with lighting designer in RIBA Stage 2	Construction works associated with the Poundland redevelopment are currently underway, upon completion it is expected that traffic will redirect from Batchen Street to North Street.	1	High priority - Simple enhancement of existing planned works	S	Short term - a small package of work that could be contained.
9	Museum Plaza	High quality surfacing to reflect importance of Museum as a cultural destination Refurbishment of existing heritage features where appropriate Refurbishment / reconfiguration of seating throughout public realm associated with Museum	Vehicle access to rear of museum (A96 side) requires review Museum works may incorporate into Museum-specific project	2	Medium priority - Dependent on hotel site strategy and parking outcomes.	M	Medium term - Should tie in with Museum project - timescale unknown. May be partially dictated by Grant Lodge link.
10	Grant Lodge - Museum Link	Introduce a new 'avenue' surface treatment - e.g. stone sett edging / asphalt re-surfaced with resin bonded aggregate in a suitable heritage colour / additional bench seating in appropriate locations Rationalise parking outside museum, retaining vehicular access for accessible parking and servicing to the surrounding buildings Improve the visual connection with Grant Lodge to encourage pedestrian movement along the Cultural Route, suggested tree canopy thinning / raising to increase the visibility of Grant Lodge from the Museum Removal of a section of fence alongside the A96 to allow the creation of a new entrance feature into the park (possible preliminary measure). Provision of a signalised toucan crossing in the location suggested by the Amey Report (2022) to create a safe crossing point between the Museum and Grant Lodge	Stakeholders offered a range of views over introducing a new crossing on the A96 - both positive and negative Previous Moray Council studies have indicated a possible crossing west of the bus laybys. There may be an opportunity to locate the crossing 'off axis' whilst still opening up the visual connection between the Museum and Grant Lodge through fence removal and canopy lifting.	2	Medium Priority - Identified as key link at east end of Cooper Park and High Street, links existing Museum with future revitalised Grant Lodge	L	Long term - New crossing over busy trunk road will require extensive input from MC Transport Planners and Transport Scotland.
11	Cathedral and Biblical Garden Link	Surface pattern overlay to complement the heritage asset of Elgin Cathedral and the connection to the nearby Biblical Garden. Possible partnership with HES to reorganise Cathedral precinct, access and fencing arrangement at entrance. Maximise footways to give priority to pedestrians where possible	Open approach reported from HES regards the current visitor access arrangement to the Cathedral grounds, possible collaboration opportunity. Discussed opportunity to utilise North College Street as coach set down (akin to Inverness Ardress Terrace) - requires tackling	1	High Priority - Existing cultural attraction and 'bookend' to the Cultural Avenue. Could set a precedent to be continued into the Grant Lodge setting.	M	Medium term - Careful planning and possible partnership with HES to deliver meaningful adjustments to the Cathedral setting.



## 5.0 - SUMMARY AND NEXT STEPS



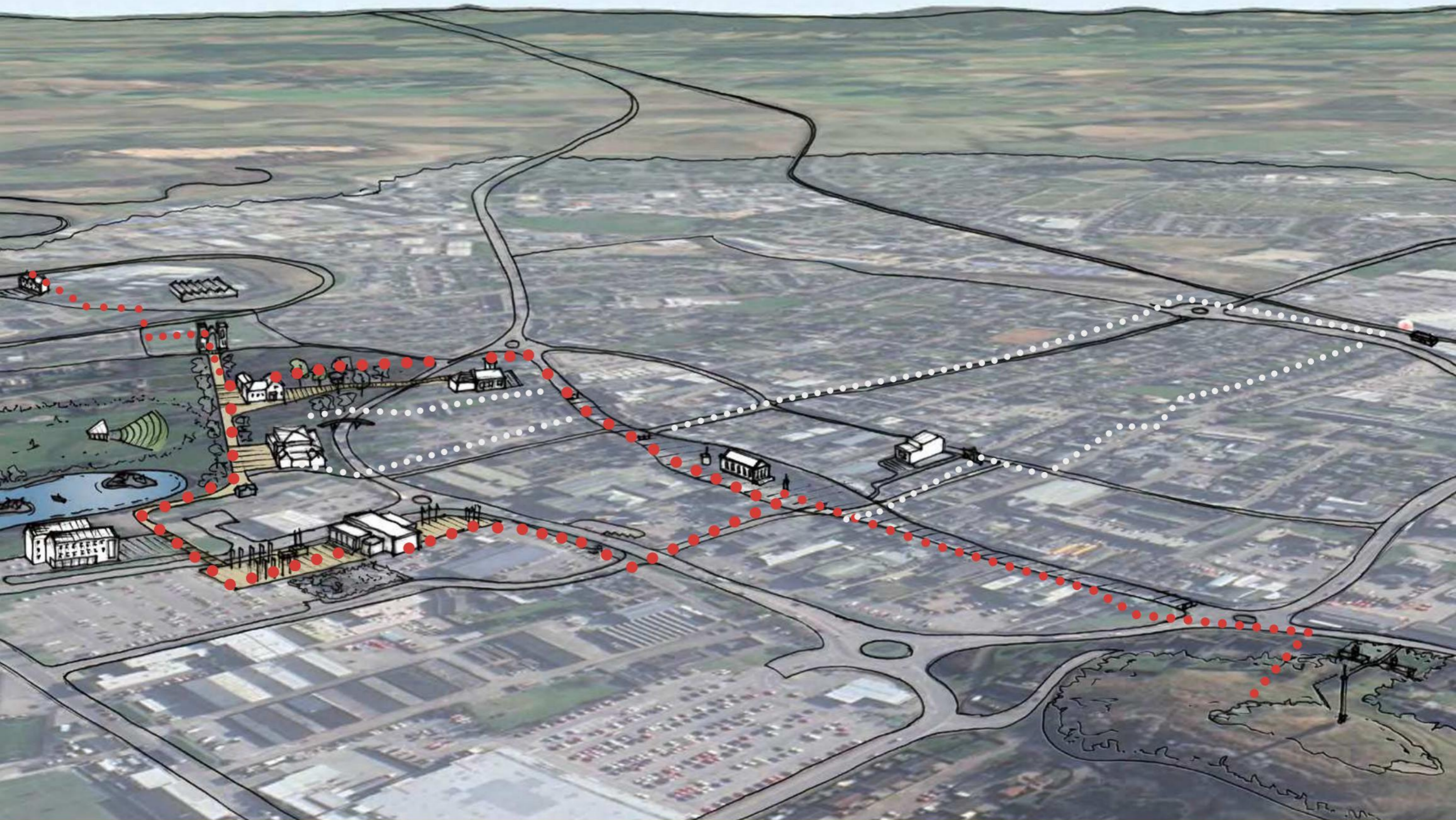
This report concludes the draft of RIBA Stage 2 of the Cultural Quarter Delivery Plan, with collated proposals and priorities presented for review by the Cultural Quarter team and Moray Council.

The final draft of this report will be presented to the CQ Board in November 2023.

The next step is for the Moray Council Cultural Quarter Team is identification and progression of specific works packages in line with the overall Cultural Quarter programme.

The project offers a real opportunity to kick-start the Cultural Quarter enhancement in a series of coordinated interventions and strategies, bringing coherence and unity to the emerging Cultural Quarter of Elgin.





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**HELEN AVENELL HERITAGE ASSOCIATES &  
MORAY: ARTS DEVELOPMENT ENGAGEMENT**

**CULTURE SECTOR MAPPING, MORAY**

**LIVE REPORT**

**UPDATED FEBRUARY 2024**

## CONTENTS

Page 2	CONTEXT
Page 2	OBJECTIVES
Page 2	APPROACH
Page 3	MARKET PROFILE
Page 7	RESEARCH
	Reflections on current data/evidence
	Reflections on sectorial conversations
	Case studies
	Database information
Page 13	KEY FINDINGS
Page 16	CONSIDERATIONS: NEXT STEPS
Page 17	APPENDIX

*NOTE: A report of this nature, which aims to provide a snapshot of activity and circumstance at any one time, has significant challenges. Due to the fast-paced and somewhat complex nature of the sector and with changes in the cultural landscape more present than ever, things can be missed. Every effort has been made to update this report as and when significant factors require input or editing.*

## CONTEXT

The Moray Growth Deal (MGD) is a transformational package on investment for eight strategic projects which will maximise regional economic competitiveness and boost economic growth across the Moray area. The Cultural Quarter is one of these projects, which is focused on three main elements: the refurbishment of Grant Lodge to create a high-quality heritage attraction; extension and rebranding of Elgin Town Hall; and provision of a high quality hotel. Since the initial confirmation of MGD funding, the economy has changed significantly and there is a need to review the original outline business case for the Cultural Quarter project, ahead of any works being undertaken. Within that review, there is a requirement to establish an up to date understanding of the shape of and provision delivered across the cultural sector, in the widest sense, throughout Moray. Bringing experience and knowledge from two key areas within the cultural sector, Helen Avenell Heritage Associates and Moray: Arts Development Engagement collaborated on this mapping exercise with an aim to provide a tangible picture of how the cultural sector is currently functioning in Moray.

## OBJECTIVES

- Who is active across heritage and arts within the region?
- How are those identified staffed, structured, and operational?
- What activity do those identified currently provide?
- Where do key challenges, developments and trends reveal themselves to be?
- What facilities, venues and meeting spaces are accessed and what is missing locally?
- How are those identified supported more widely and what provision are they currently tied into with regards networking, promotion and ideas sharing?

## DELIVERY APPROACH

Between March and May 2023, both HAHA and MADE undertook a variety of activities to consolidate a representational picture of the cultural landscape in Moray. This included:

- Attending local workshops linked with the cultural quarter development
- Attending the Museums & Heritage Highland Conference and participating in discussions with sector specialists & regional stakeholders
- Generating desk-based research in relation to local context, resulting in the creation of a new resource database collating venues/networks/research/organisations across Moray
- Exploration of best practice examples of heritage-arts based partnerships, including:
  - *CHARTS in Argyll about their structure/set up*
  - *XpoNorth about potential crowd/membership models*
  - *NESHN (North East Scotland Heritage Network) about partnerships*
  - *Museums Galleries Scotland about heritage forums*
  - *Timespan about venue specific setup for heritage/arts*
  - *Research on cultural profiling incl. Helsinki & Birmingham*
- Collating and analysing existing reports and data
- Surveying a proportion of contacts directly across arts, culture & heritage

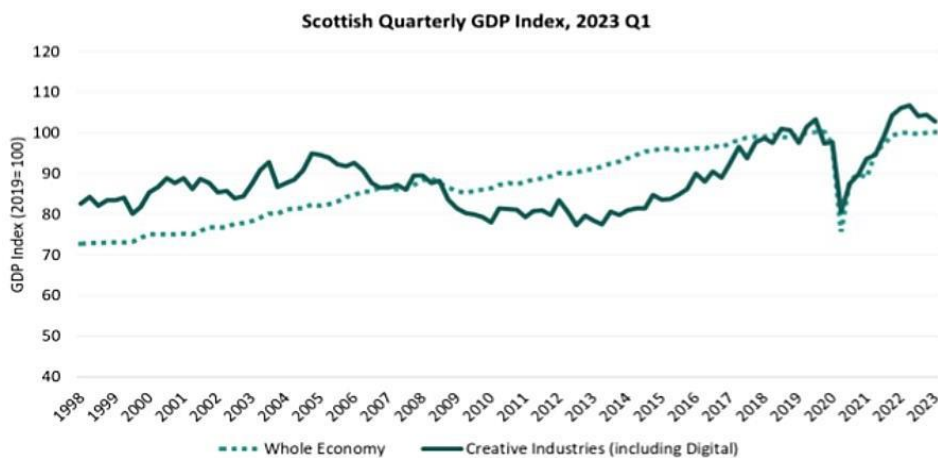


## MARKET PROFILE

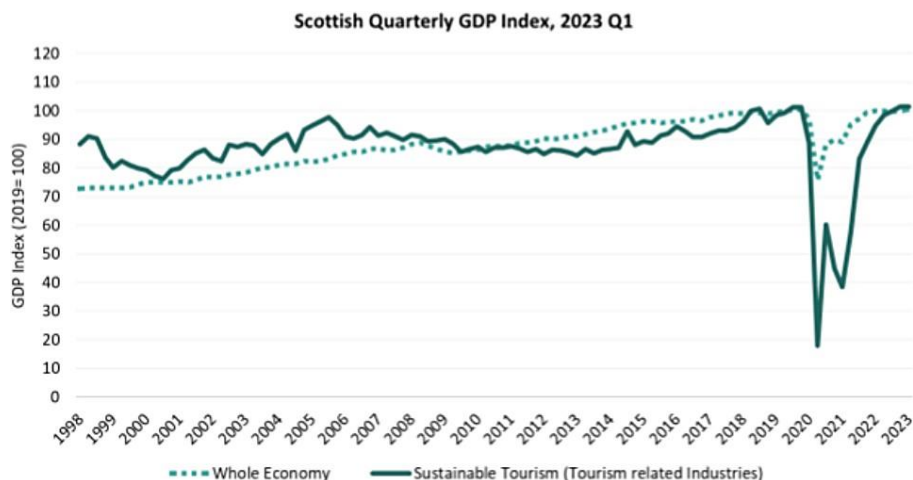
This section demonstrates interest and need in this area and an overview of local industry. It proved challenging grouping evidence by sub-sector i.e. arts, culture, and heritage, as the data sets, variations and interpretation of language and benchmarking is so varied. Thus, key evidence has instead been collated and listed, with gaps in relation to heritage findings strengthened with quotes extracted from one-to-one conversations, with the aim of shedding light on the current landscape.

### National Profile

Scotland's Creative Industries were identified in Scotland's Economic Strategy (2015) as one of the growth sectors in which Scotland could build on existing comparative advantage and increase productivity and growth. As stated within the [Growth Sector Briefing for the Creative Industries](#), updated in June 2023, the latest GDP data shows that output in the Creative Industries growth sector decreased by 1.6% in the most recent quarter, whereas output across the economy as a whole increased by 0.4%; however, it can also be seen that the Creative Industries is in fact recovering and performing well, rising above pre-covid GDP, which signifies less risk when investing in this area, and proving the sector to be adaptable, flexible and resilient.



Sustainable Tourism was also identified in Scotland's Economic Strategy (2015) as one of the seven growth sectors; museum activities and the operation of operation of historical sites, buildings and similar visitor attractions falls within this categorisation – which is relevant to this research from a heritage perspective. As stated within the [Growth Sector Briefing for Sustainable Tourism](#), updated in June 2023, the latest GDP data shows that output in the Sustainable Tourism growth sector increased by 0.2% in the most recent quarter, whereas output across the economy as a whole increased by 0.4%; however, as demonstrated below, recovery post-covid is now detectable, suggesting that travel and tourism are back on the agenda of a spending market.



## Local Profile

- According to Highlands and Islands Enterprise (HIE), which encompasses the region of Moray, the creative industries bring £740 million of value to the region, 5500 people work in this sector in our region and that expansion of industry, between 2010 and 2017, has seen an increase of 27% (HIE Online, 2023). This demonstrates consistent and stable progression in terms of the economic viability of creative and cultural developments, given that return can be seen across finance, workforce, and profile contexts.
- The [‘My Life’](#) survey from 2022, commissioned by HIE, provides area specific data including only 32% of survey respondents (872 in Moray) attend local events – lower than the overall Highlands and Islands average; 30% are members of local groups or clubs - same as Highlands and Islands average; and only 16% volunteer – again lower than the Highlands and Islands average. In addition, local businesses and trades are a higher priority for communities in Moray, at 30% compared to the regional average of 24%. Although rationale for these stats is not provided, it can be assumed that access to facilities might contribute to low engagement, but that community optimism (mapped at high) could allow for this to change if addressed. Thus, we could predict that an improvement in local amenities i.e. Elgin Town Hall, Grant Lodge, will contribute to a growth in community participation and investment.
- According to HIE’s [‘Area Profile 2020’](#), Moray has a marginally lower share of employment in arts, entertainment and recreation at 3.8% compared to 4.1% regionally and 4.4% nationally. This is likely linked to low employment/salaried opportunities in the sector, given that we currently only have seven creative organisations with salaried staffing capacity (Dance North Scotland, Dreamtime Ltd, Elgin Town Hall, Findhorn Bay Arts, Moray Art Centre, Out of The Darkness Theatre Company and The Universal Hall) and only one (Elgin Museum) in the heritage domain that has a paid member of staff outside of heritage operations – it is worth noting that all mentioned organisations are funded on a set-duration basis and operate differently to for-profit organisations, such as Hunted Cow Studios and North Port Studios. This too mirrors the SME and sole-trade-heavy-nature of our sector, and of our area, with Moray seeing SME’s make up 87.1% of private sector employment, compared to 67.6% across the Highlands and Islands and 50.6% nationally. In March 2022, there were 13,285 registered enterprises operating in the Creative Industries growth sector, representing 7.6% of all registered business in Scotland, with the majority of enterprises in UK owned with their registered office address in Scotland (97.0%), accounting for 66.0% of sector employment in 2022. Thus, there is untapped potential and room for development in Moray particularly, in terms of strategy and leadership in this area, but also in support provision for SME’s and/or sole traders to become established and/or scale up. This type of assistance, when considered in the framework of upskilling and employability, could be harnessed as a market in itself.
- In the heritage context, out of the 19 venue-based organisations or enterprises defined by this piece of research as primarily heritage operations (excluding Moray Council Services & Historic Environment Scotland), 37% (seven) employ staff with a role encompassing heritage operations. Of these, however, 85% of these are primarily front facing roles focused on tour guiding or visitor services and only one organisation has any staff with a professional heritage management role (Elgin Museum). It is also important to note that the categorisation of the nature of organisations and businesses can change and move, one example being Johnston’s of Elgin, which has been deemed as ‘heritage based’ in the framework of this research, but as a business have recently removed the heritage section from their website. Paired with the nature of employment within heritage spaces, this demonstrates an opportunity for improvement across innovative practice, interpretation, collaboration, education and engagement, skills development, and workforce – all of which contribute to economic and social capital.
- According to the [Sector Skills Improvement Plan](#) for the Creative Industries, published by Skills Development Scotland in 2015, key gaps and opportunities are apparent across a number of areas

including a need to create more practical and work-based learning, improving digital skills in relation to design capability, use of technology to support creative storytelling, business practice, communication skills, leadership and support of freelancers. Although this predates the pandemic, recent work undertaken by Creative & Cultural Skills confirms that these gaps and opportunities remain, providing scope from which to integrate income generation activity into programming across the Town Hall and Grant Lodge, contributing to the entrepreneurial focus and sustainability of the Cultural Quarter.

- [The Economic Contribution Study: the Arts & Creative Industries in Scotland](#) (Creative Scotland & Scottish Enterprise, 2012) estimated that the sector generated an additional £3.06 billion in turnover in indirect impacts, whilst the same study also highlighted that Scotland's Creative Industries work both directly and indirectly in boosting tourism by attracting day and overnight visitors, with the strongest effects being in the Heritage and Performing Arts sectors. Given that these attractions speak directly to what is envisioned for Elgin Town Hall and Grant Lodge, there is room to tap into tourism expenditure, of which over £1 billion can be ascribed to overnight tourism motivated by the Creative Industries, and this gives rise to a direct GVA of £280 million.
  
- In 2021/22, local arts organisation M:ADE developed a business case for the redevelopment of a building, proposed to become a community arts venue. There is crossover in the evidence base of need and demand [within this document](#), which now weighs heavier given a number of changes to the landscape can be identified since its publication i.e. Gallery Pop closed, creative industry curriculum change/decreased offer at Moray UHI. With activity and learning within the arts fluctuating, venue-based access and provision through Elgin Town Hall, Grant Lodge and the wider Cultural Quarter development, could provide consistency and stability for communities. Embedded within the M:ADE business case is market research dated from November 2021, generated via a digital survey which received fifty responses. Although the results are more aligned with the need and demand for a community arts space, the ethos and ambition align with the Cultural Quarter, and so a number of key conclusions are shared below:
  - Respondents travel out with the region to access visual arts exhibitions on average 55% of the time
  - Respondents travel out with the region to access equipment and facilities on average 55% of the time
  - Creative workshops, exhibition openings and short courses featured as most wanted activities
  - Overall direction should be underpinned by accessibility (in financial, environmental, and programming contexts), a physical space for experimentation, dialogue, and coming together, with an emphasis on sharing ideas, learning, and being exposed to creativity. A balance of quality and inclusivity key for community belonging and engagement
  
- In absence of rich data in the field of heritage, please find below extracted quotes from direct interviews with individuals actively engaged in this sector in and across Moray:

*'Moray Heritage Connections was a great network but once the support from Moray Council ended (\*following the deletion of the Museum Officer post), it was almost impossible to keep running it with volunteers who already had their own museums and groups to run.'*

*'There used to be regular meetings (Moray Heritage Connections) and it was great to come together and share... to network... but nothing has happened with it since Covid, it's been a difficult time and the whole thing feels quite fragile.'*

*'Volunteers have a loyalty to their own place... you can't expect them to then run another whole organisation, we are community amateurs.'*



*'There is a real lack of capacity in the area... we run completely on volunteer goodwill and mostly from an older demographic.'*

*'We have learnt not to be dependent on Moray Council or have any expectations... we just keep our own parameters and only commit to things that our small amount of capacity can cope with. We don't want a commercial model but organisations like SCOTO have the right idea... they are 'bottom up rather than 'top down.'*

*'We are successful in what we do but to do more, to open more... we'd then need more volunteers.'*

*'Networking was the most positive thing about Moray Heritage Connections... sharing problems and challenges.'*

*'We operate completely with volunteers... we are down volunteers since Covid and have had to shorten our opening hours. Our model works ok but it would be hard to do more than we currently do without support.'*

*Currently nobody is taking the lead, but Moray justifies a culture or heritage of its own. We should not be 'silo building' but working together.'*

*The Cultural Quarter project is the opportunity to create a catalyst... an exciting way of bringing heritage together for visitors and for our local communities.'*

*'We need to address the issue of Falconer Museum and this project could help to do that.'*

**Conclusions to be drawn:**

- 1) Data suggests that investment in cultural developments will reap economic and social return for Moray.**
- 2) There are clearly identified gaps and opportunities to generate income from the Cultural Quarter project across learning, freelancer support, business development, tourism, and community engagement.**
- 3) Local regeneration efforts have long term potential to tap into, and be funded by, national agendas across employability, workforce development, SME scaling up and tourism.**

## RESEARCH

### Reflections on current data/evidence

The most wide-ranging document in relation to cultural development and growth in Moray is the 'Culture Strategy for Moray 2014-17'. This is now outdated by almost a decade but the four overarching themes are still relevant; creative activities benefit health and wellbeing, cultural experiences are accessible in every community, visitors encounter a dynamic and authentic cultural offer and creative people and creative businesses thrive. It could be argued that this document was strong in vision but that lack of resources to implement the vision hindered its full realisation. It worked well as a reference point for what to aim for, rather than an operational framework from which to achieve measurable objectives.

'A Sustainable Future for Heritage & Culture in Moray' produced by Culture Radar in 2020 as part of Moray's Great Places was the next key piece of research that, despite the intervening challenges brought about as a result of the Covid epidemic, should be considered as a key baseline document. The comprehensive report set out the challenges and opportunities for Moray's heritage as evaluated in 2020, just before the Covid pandemic. The report focused on heritage and culture and included in-depth analysis of the sector in Moray with extensive consultation across both heritage venues and organisations. In this report, we have sought to revisit Culture Radar's findings to understand the key changes since 2020 and have found that the 'Key Research & Consultation Findings' (cite refer pgs 11-13) all remain valid but that the challenges around a 'heavily fragmented heritage ecology' is now even more pronounced. This is explored in the Key Findings section below.

The evaluation reports produced for 'Moray's Great Places' and 'Castle to Cathedral to Cashmere' form the other major pieces of data and evidence most recently gathered on the area of heritage, arts and culture in Moray. The primary learning from 'Moray's Great Places' was around partnership working and collaboration; how without multiple voices and perspectives, the reach and scope of the project would not have been achieved. This is further echoed in 'Castle to Cathedral to Cashmere', where commercial and third sector links proved fruitful. Over and above this, an important reflection for future impact was noted (cite refer pg 18) in relation to the creation of a 'brand' to enhance our cultural identity and sense of place. Both projects reported strength in the area of community engagement but during and post-delivery it was commented on, by those working in the sector, that more could be done moving forward to engage with local companies in terms of delivery, production and evaluation.

The pillars of wellbeing, access, attraction and growth from the 2014-2017 culture strategy are still mirrored across arts and heritage provision today, including within the ambitions of the Moray Growth Deal itself. Given this strategy has not been fully updated and much has changed since its lapse, there could be scope to bring together these reports and establish a new collective strategy and accompanying action plan to complement the Cultural Quarter development.

### Conclusions to be drawn:

- 4) Proven record of arts and heritage as an economic driver. This needs to be recognised, valued and utilised moving forward.**
- 5) Collaboration and partnership are key for raising the profile, deepening engagement and improving future sustainability of the arts and heritage sectors.**
- 6) Strategic work to be done with regards generating an operational plan for culture, inc. a brand identity. 'A Sustainable Future for Heritage & Culture in Moray' already outlines findings that remain relevant to our current context; these should be drawn upon for future vision.**

## Reflections on sectorial conversations

- Feedback from interviews undertaken with heritage organisations and individuals has highlighted that communication between heritage organisations across Moray is fractured or non-existent. Moray Heritage Connections is currently in abeyance and without any direction or leadership in ways of reforming.
- The profile of heritage organisations and venues shows most fall either in completely voluntary led and run, or at the other end of the scale as part of larger commercial businesses. This wide gap is a reason for some of the structural challenges of supporting heritage.
- There is a clear distinction between charity based and commercially driven creative organisations, inevitably, because of the differing financial structures, needs and approaches. Moray has only one 'Regularly Funded Organisation' through Creative Scotland, and in a landscape that is being impacted by decreasing budgets and high competition, the arts is in a vulnerable position. Collaborative working i.e. through the Culture Collective Programmes, has provided experience for new approaches to community engagement moving forward.
- There seems to be a shift in the potential ways for organisations to grow/widen their operations. Moray Council now has a Community Wealth Building Officer who is aware of procurement issues for smaller cultural groups to access service delivery opportunities - if these mechanisms were shifted to allow for such groups to provide an offer, this would enable income to be generated in new ways, in turn enhancing sustainability.
- In parallel with sustainability, other government priorities are influencing the way Third Sector organisations think about and approach their work. From fair working practices to workforce development and equalities to quality, there is a wider support required to help understand and address these priorities.
- There is a huge appreciation for the amount of grassroots work undertaken since the loss of Moray Council's arts development team in 2013. Activities such as Culture Day, The Findhorn Bay Arts Festival, Rise and MacMoray are raising the profile and variety of provision on offer and are succeeding at providing for local communities whilst attracting people into the region.
- That being said, more joined up thinking and access to facilities could further enhance consistency and growth of activity. Partners such as WildBird, the Highland Print Studio and Elgin Ceramics Club have all expressed a need and/or interest in securing suitable space and equipment. Out of the Darkness and private dance companies have reported a lack of suitable rehearsal space (without mirrored walls or sprung floors) and village halls have been rented and converted to temporary recording studios.
- The arts landscape is very diverse, with a healthy mix of third sector organisations, freelance practitioners, creative SME's and community groups and clubs. As with the heritage context, this could benefit from more cohesion as contextual placements tend to result in split communications.
- As a result of this gap across the board, there is a potential loss in opportunity to collaborate, share resources and/or raise awareness of provision. There is a strong grassroots element held across activity, which provides a richness of agency, voice and empowerment whilst showing demand and motivation for local and regional delivery and development.
- There is an array of community-based/ameateur groups across multi-art forms. Those that require physical space are currently dependent on the hiring of small town or village halls. Commercial groups find it difficult to improve facilities as they are unable to access third sector capital grants.



- Elgin Town Hall is seen as the primary performing venue in Moray however as it stands there are a number of elements that make access a challenge; booking is required extremely far in advance, rates are thought to be expensive, facilities could be improved for larger shows.
- Similar feedback in relation to exhibition opportunities; Elgin Library is booked up years in advance - there is no curator or exhibitions officer, and it is managed on a hire basis, which means there is no cohesion or standardisation of shows (suitable for a community display space). Moray Art Centre is the other venue option, and although it was noted staffing, profile and accessibility has increased over the past year, there are still issues with geographic placement and misinterpretations of being part of the Findhorn Foundation.
- Heritage and art have commonalities in the following areas of need: improved connectivity, increased profile, diversifying of income and reach, benefit from additional human capacity.
- Heritage and arts also have areas of difference: the arts are somewhat ahead with regards professionalisation and securing grant funding but are less likely to have access to appropriate space and facilities. Heritage, still largely volunteer run, may not have the same sense of ambition in relation to growth, modernisation and/or innovation.

### **Conclusions to be drawn:**

- 7) There is a benefit to approaching arts and heritage under the combined banner of ‘culture.’**
- 8) Need and demand suggest that additional human resources, and accompanying mechanisms, are required for cohesive and effective sectoral growth.**
- 9) The relationship between Moray Council and external partners needs to be carefully considered moving forward. There is a long standing history with regards to statutory services and lack of investment across arts and heritage, therefore should be sensitively handled to ensure a mutual understanding, respect, value and purpose is achieved.**

### **Case studies**

#### **CHARTS**

‘A Culture, Heritage and Arts’ (CHARTS) network was conceived through the desire to create a sustainable future for those combined sectors in and across Argyll and Isles. It is a member-guided SCIO which aims to foster collaborative working across the whole Culture Heritage and Arts sector, create events and products that are of sufficient quality and scale to be marketable at the highest level, create an environment that supports sustainability for sole traders and micro-businesses so they can afford to stay in Argyll and the Isles and be an advocate for the needs and benefits of cultural activity.

CHARTS comprises a board of Trustees and members (never having less than 20 members at one time), who are also supported by a regional Steering Group. Members have the right to attend members meetings and have important powers under the constitution, in particular to appoint to the board and take constitutional decisions, with the membership open to any individual aged 16 or over who is a member of any of the geographic or thematic cultural hubs in Argyll and Bute. Membership is also available to practitioners nationally and internationally, collaborating with the organisation or with a particular association to development in the region.

As a network and ‘umbrella body’, CHARTS embodies multiple roles and responsibilities: fundraiser, strategic visioning, connector, evaluator, collaborator. They are actively embedded in key cultural programmes, such as Culture Collective, and are strong in best practice when it comes to supporting the talent pipeline through apprenticeships and development support. Through project funding, they generate opportunities for partnership working and avenues for freelance work. From a profiling point of view, they provide a ‘one stop shop’ for advertising and signposting as well as projecting both a geographical and sectoral inspired ‘brand identity’.

### ***Museums & Heritage Highland***

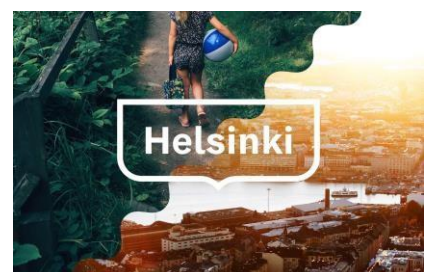
Museums & Heritage Highland was established in 2019 in response to a significant project undertaken by Highland Museums Forum. The ‘Our Collective Future’ project, funded by Museums Galleries Scotland and National Lottery Heritage Fund was an eighteen-month partnership project between 18 independent museums across the Highlands developed in response to the proposed removal of all remaining Highland Council funding support. The project investigated opportunities to increase sustainability, capitalise on collective strengths and skills to build capacity for curatorial, management activities and future fund-raising. Museums & Heritage Highland was formed as a SCIO and as a successor to Highland Museums Forum. Members include museums, galleries, and heritage organisations of all sizes across the region. The organisation operates with a paid, sliding scale membership model and includes individual membership options. Organisations out with the geographical Local Authority Highland area can also join as associate members with all rights to participation but without voting rights.

MHH aims to be a strong, supportive voice for heritage in the Highlands, promoting collaborative working and capacity building that supports members to achieve their purpose. Projects are drawn from the membership with the key aim of helping museums and other heritage organisations raise standards, engage with more people, collaborate with each other and be sustainable and resilient. MHH acts as a network for the sector and provides a portal for heritage in the Highlands. It also works to project a strong geographical and sectoral inspired ‘brand identity’ under which the independent member organisations can come together.

### ***Place-based Identities: Helsinki & Birmingham***

Both Helsinki and Birmingham provide examples of cities that have undertaken a brand exercise in an effort to build a cultural identity.

When describing the rationale for having and developing a visual identity, Helsinki City states that ‘the Helsinki brand concept is used to build and strengthen the image of Helsinki...it makes the City of Helsinki’s brand strategy visible. With a clear and unified visual identity, we get more media coverage and return on investments.’ A clear strategy is accompanied with marketing guidelines, a logo, value proposition and brand cornerstones. It is simple, colourful, legible, versatile and strong - all characteristics that feed into the narrative of ‘It’s a good life’. [Helsinki brand concept - Design Helsinki](#)



Birmingham's efforts are more recent and have been implemented to align with large scale regeneration projects and being host of the 2022 Commonwealth Games. The approach is one to bring Birmingham into attention and to challenge the negative press it has received in the past. Be Bold, Be Birmingham is defined as: a celebration, attitude, aspiration, state of mind, sense of direction, purpose, and promotion of civic pride. From street art to consistent design use, font to colour, Be Bold, Be Birmingham has lived on beyond the Commonwealth Games and has longevity in its use. [Be Bold, Be Birmingham | Birmingham City Council](#)



Synergies between these two examples are:

- The funding, resource, and contextual demand to develop an identity. Both cities have notable venues, organisations, and activity across the cultural fields.
- An existing cultural reputation from which to build on.
- An all encompassing 'cultural framework', from multi-arts representation to archives.
- An interest in tangible and intangible culture, including public art and memorials.
- Public engagement was key to the development of the brands accompanying values/narrative.
- Local authority/statutory service support.
- Simple, colourful, consistent visuals.

**Conclusions to be drawn:**

- 10) A core body/structure would be strategically impactful for cultural growth and potential.**
- 11) Pre-delivery financial resources have a direct impact on the success and longevity of capital projects; development money allows for momentum, community buy-in, sector voices to be heard and listened to and opportunities to build collective investment in a future vision.**
- 12) The scale and size of our geography, aligned with the volume of grassroots activity and community-led/supported provision and Moray Council/Government investment, creates a strong triangulation and significant opportunity for Moray to 'level-up' in terms of our 'cultural narrative'.**



## Database information

One key element of this work was the creation of the new resource document collating an up-to-date overview of the venues, networks, research, and organisations across Moray linked with the arts and heritage sector.

This can be accessed here: \*

Key reflections from the information generated are:

- The range of venues is greater than expected and many have a multi-function role in delivering arts, culture, and heritage in Moray. However, there is little coordination between these and any that exists is dependent on individual connections rather than organisational partnerships.
- There is no primary platform from which to access this information. There have been attempts to host, hold and/or signpost (We Make Moray, IGNITE Youth Arts, Culture Cafe) but, these take time and capacity to make known, and take investment from others to populate.
- Active networks and collectives continue to be so due to resource and capacity. There are examples of previous connections ceasing due to a lack of finance, leadership or strategy i.e. Moray Place Partnership, Moray Heritage Connections.
- Networks and collectives tend to be thematic rather than geographical. Those that are place based are often region wide i.e. Economic Partnership, Moray Speyside, Enterprise Network.
- Moray is rich in both natural heritage sites and cultural destinations, from castles to landscape walks and village halls.
- Village halls are key facilities for small communities. They, in general, keep things local and affordable. However, many are run by small groups of volunteers and are reliant on good will from the communities they serve.
- Many groups exist across arts and heritage that are arguably not meeting their potential due to either a) no desire to grow b) no need to grow and/or c) no resource to grow.
- Reflecting sector conversations, the spreadsheet supports the notion of fragmentation across the cultural scene in Moray. It is quite fluid and is vulnerable to fluctuation depending on people, money and circumstance.

## Conclusions to be drawn:

There are many synergies with previous conclusions but in addition:

- 13) There is a conversation to be had around maximising the facilities and resources that already exist in Moray, as a way to collectively construct a wider benefit to cultural quarter projects.**

## **KEY FINDINGS**

### **Who is active across heritage and arts within the region?**

The heritage museums and venues across Moray hold incredibly rich and diverse heritage collections, many of which hold the power and potential to create outstanding experiences for visitors. Elgin Museum is the only Accredited Museum in the region. Other points of significance are Elgin Cathedral, Spynie Palace, Brodie Castle and The Moray Way. Thus, the National Trust for Scotland, Historic Environment Scotland and the Moray Way Association are key stakeholders in the heritage landscape across Moray.

From an arts framework, there are four distinct sub-sectors; third sector organisations, commercial businesses, community groups and sole traders. There is no evident connection between the four, as they are all fundamentally driven by different purpose. However, it could be argued that the arts are more fully developed than heritage in the region from an economic development and leadership perspective. Key players in the third sector context are Dance North Scotland, Dreamtime Ltd, Findhorn Bay Arts, Frozen Charlotte, M:ADE, Moray Art Centre, Out of The Darkness Theatre Company, Riff Raff Productions, The Universal Hall and WildBird. In a commercial context Hunted Cow Studios and North Port Studios are primary players. Community groups and sole traders are many, across art forms and areas. From a wider cultural perspective key organisations would include Elgin Town Hall for the Community, Johnstons of Elgin, Moray Speyside and The Village Hall Association. Education stakeholders include Moray UHI, Lossie Entertainment Academy and Out of The Darkness Theatre Company.

Although identified in this way here, many of these organisations work across contexts i.e. from community projects to formal/informal learning. They vary in size, funding models and legal structures, so it is a challenge to group them in clear categories.

### **How are those identified staffed, structured, and operational?**

The heritage sector in Moray is almost entirely structured, staffed and operated by volunteers. Elgin Museum is the only Accredited Museum in Moray but due to financial restraints, currently relies on professional heritage support and advice from a Museum Mentor from out with the area. Moray Council has a Heritage Officer but they are exclusively aligned to the Council's Libraries & Archives Service and do not have a role in supporting the independent heritage sector in Moray. Whilst some heritage organisations benefit from volunteer knowledge or experience, there is currently no general access to professional heritage support. Most of the heritage venues in Moray are charities (either Registered Charities or SCIOs) and operate on a micro level, managing their opening hours based on volunteer numbers and capacity rather than with any strategic focus.

The arts sector in Moray, as noted above, is fragmented in nature across four sub-sectors. In short, third sector organisations tend to be structured as legal charities, governed by a board of trustees; depending on size, there may be salaried staff and/or freelance practitioners on fixed term contracts. There are only seven third sector organisations with core salaried/PAYE staff: Dance North Scotland, Dreamtime Ltd, Elgin Town Hall for the Community, Findhorn Bay Arts, Moray Art Centre, Out of The Darkness Theatre Company and The Universal Hall. Though it's worth noting not all have FTE capacities.

Commercial businesses differ in structure as for profit companies but mirror approaches to staffing having a mix of salaried and/or freelance practitioners. This is the blueprint within the creative industries. Community groups tend to be volunteer run, with memberships and/or leadership teams in place to drive activity. There is currently no access to support or provision for the arts within Moray Council, with the development team cut in 2013 and never replaced. Any engagement with heritage, arts and the wider cultural agenda is now embedded within the Economic Development Team.

### **What activity do those identified currently provide?**

The heritage venues identified in the Resource database are responsible for caring for, and making accessible, the majority of tangible heritage across Moray. They run and manage a range of venue types,

often buildings with an additional heritage listing. Most are open seasonally and the degree of access is usually defined by volunteer 'front-of-house' capacity. Elgin Museum and The Cabrach Trust excepted, none of the museums are undertaking any externally funded heritage funded projects and there are no partnership projects between museums.

The arts provision, in relation to community benefit and access, tends to sit with third sector and community groups. Thus, activity is often fully funded or heavily subsidised via grant funding and/or income generation efforts i.e. ticket sales from shows. It could be argued that performance-based provision is more consistent, coming in the form of theatre groups, music development, dance classes/studios and local choirs. Visual and digital arts are often offered on a project-funded basis only, with an evident need and demand for regular classes at all levels.

### **Where do key challenges, developments and trends reveal themselves to be?**

The overarching feedback from consultation showed that Covid has further impacted on the 'fragmentary heritage landscape' identified by Culture Radar's Report in 2020. There is a desire for space for heritage organisations to come together to network and share resources and knowledge but there is no capacity within the sector to make this happen. The sector's almost complete reliance on volunteers means that organisations are focused on their own survival and do not have the time or resources to support anything additional i.e. managing any kind of forum or network similar to Moray Heritage Connections. This lack of any coalescence between heritage venues and organisations means that significant opportunities are being lost to develop the heritage assets and facilities that could be aligned to economic development. Moray Heritage Connections has not reformed since the Covid pandemic (although does still have an operational FB page), resulting in the removal of the only networking structure for heritage in Moray. It is evident that the running of Moray Heritage Connections was reliant on the support that was given by Moray Council and it was under-estimated how much this was worth in terms of providing even a minimal network for communication and information sharing.

The arts sector (talking predominantly about third sector and community groups) all face the same primary challenge of capacity and resources to run, grow and reach their full potential. Funding streams are vulnerable with budgets decreasing and competition increasing, and there is a widening need to meet more strategic priorities across equalities, fair work and the environment through the activity that is delivered, which in turn means doing more with less. There have been key developments and trends across enhanced finance for community/participatory working in response to covid recovery, but these pots of money don't have longevity and as such sustainability of such activity will be impacted. The arts are becoming more aware of how to translate outcomes to different frameworks, from community wealth building to raising attainment and this could see a shift in the types of projects being introduced moving forward. These opportunities, however, have allowed for local partnerships to bloom and there is an awareness, acceptance, and ambition to develop this moving forward. Grassroots agency has come to the fore in recent years, because of depleted council support, with new mechanisms being driven and constructed from individual efforts.

### **What facilities, venues and meeting spaces are accessed and what is missing locally?**

Consultation for this report highlights that whilst the operational heritage venues in Moray are 'just about managing', there is no cohesive sense of 'place' for heritage in Moray, either in terms of profile or internally in terms of creating an anchor or space for heritage organisations to work together with key strategic aims. This means that the many opportunities for partnership working are missed, and the huge potential for creating 'joined up' heritage and cultural experiences that are responsive to visitors' needs are not currently being investigated or developed. Whilst individual heritage organisations do not have the capacity to look further than their own aims, there is a recognition and desire to see more collaboration to benefit wider education & learning, tourism and enterprise in their own location.

As with heritage, the arts would benefit from a cohesive sense of 'place' - although there are facilities, venues and meeting spaces, nothing at the moment is seen to be fully fit for purpose or wholly appropriate



to context and/or art form. There is exhibition space at Elgin Library, Moray School of Art and Moray Art Centre - but nothing that drives, hosts or curates' high quality contemporary art shows. There is performance space in village halls, The Universal Hall, and Elgin Town Hall - but nothing equipped to a standard that allows large scale performances, or affordable enough, to present to a greater level of ambition. There are dance studios but very little are available and affordable with sprung floors and mirrored walls. There is currently no publicly accessible digital suite or recording studio within Moray - both of which could be capitalised on in the context of health and wellbeing and income generation. It could be argued that provision across art forms has hit a ceiling in terms of the market's they reach and that with significant improvement in such spaces, there would be a new door opened for encouraging greater local engagement and higher inward engagement across cultural activity.

**How are those identified supported more widely and what provision are they currently tied into with regards networking, promotion and ideas sharing?**

Heritage organisations across Moray currently have access to membership of Museums & Heritage Highland but only Elgin Museum have been members. The new Northeast of Scotland Heritage Network is open to museums and heritage organisations across Moray but has little representation from them currently. With the loss of Moray Heritage Connections, there is currently little networking, promotion or ideas sharing across heritage, but the potential is there if capacity is given to support this.

The arts heavily self-facilitate networking, promotion and ideas sharing. From Culture Cafe to the Culture Collective projects, leaders, artists and partners are communicating well. There are semi-regular events i.e. conferences, Degree Show, learning exchanges, that help foster relationships - however - there is no one hold or coordinator that ensures cohesion, consistency or added-value connection. There is also a culture of the same people turning up to and/or generating these opportunities, so there is work to do with regards inclusion and ensuring those that want to be involved and/or represented have the option and ability to do so.

## CONSIDERATIONS: NEXT STEPS

Conclusions:
1) Proven record of arts and heritage as an economic driver. This needs to be recognised, valued and utilised moving forward.
2) Collaboration and partnership is key for raising the profile, deepening engagement and improving future sustainability of the arts and heritage sectors.
3) Strategic work to be done with regards generating an operational plan for culture, inc. a brand identity. 'A Sustainable Future for Heritage & Culture in Moray' already outlines findings that remain relevant to our current context; these should be drawn upon for future vision.
4) There is a benefit to approaching arts and heritage under the combined banner of 'culture.'
5) Need and demand suggest that additional human resources, and accompanying mechanisms, are required for cohesive and effective sectoral growth.
6) The relationship between Moray Council and external partners needs to be carefully considered moving forward. There is a long standing history with regards to statutory services and lack of investment across arts and heritage, therefore should be sensitively handled to ensure a mutual understanding, respect, value and purpose is achieved.
7) A core body/structure would be strategically impactful for cultural growth and potential.
8) Pre-delivery financial resources have a direct impact on the success and longevity of capital projects; development money allows for momentum, community buy-in, sector voices to be heard and listened to and opportunities to build collective investment in a future vision.
9) The scale and size of our geography, aligned with the volume of grassroots activity and community-led/supported provision and Moray Council/Government investment, creates a strong triangulation and significant opportunity for Moray to 'level-up' in terms of our 'cultural narrative'.
10) There is a conversation to be had around maximising the facilities and resources that already exist in Moray, as a way to collectively construct a wider benefit to cultural quarter projects.

## APPENDICES

### Appendix 1

### Heritage Sector Consultation

George Alexander	Forres Heritage Trust (Nelson Tower & Forres Tolbooth)
Jim Kilpatrick	Fochabers Folk Museum & Heritage Centre
Tim Negus	Findhorn Ice House & Heritage Centre
Bill Dalgarno	Elgin Museum & Moray Heritage Connections
Gordon Scott	Friends of Falconer Museum
Sam Dowdall	The Cabrach Trust
Bruce Mann	North East of Scotland Heritage Network
Shona Elliott	Jacob O'Sullivan Museums Galleries Scotland
Kirsty Conti	Moray Council
	Moray Motor Museum
	Speyside Cooperage
	Knockando Woolen Mill





**REPORT TO: ECONOMIC DEVELOPMENT AND INFRASTRUCTURE SERVICES COMMITTEE ON 30 APRIL 2024**

**SUBJECT: MORAY COMMUNITY WEALTH BUILDING STRATEGY AND ACTION PLAN**

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

## **1. REASON FOR REPORT**

- 1.1 To present to committee for approval the Moray Community Wealth Building Strategy (CWB) as set out in **APPENDIX 1**.
- 1.2 This report is submitted to Committee in terms of Section III (F) (2) of the Council's Scheme of Administration relating to the exercise of statutory functions that promote economic development in term of paragraph 171 of the Local Government (Scotland) Act 1994.

## **2. RECOMMENDATION**

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

- (i) **notes the consultation that has taken place with Stakeholders; and**
- (ii) **approves the Moray Community Wealth Building Strategy and Action Plan as set out in Appendix 1.**

## **3. BACKGROUND**

- 3.1 The CWB approach aims to retain wealth within the local economy, through restricting extractive practices and placing increased control and benefits in the hands of local people. CWB is constructed around five pillars:
- **Spending** - Using public spend to deliver community benefit, fair work and build local supply chains.
  - **Workforce** - Ensuring the workforce are in well paid jobs that benefit from an effective voice, security and flexibility.
  - **Inclusive Ownership** - Stimulating the development and growth of locally owned enterprises that generate community wealth.
  - **Land and Property** - Ensuring that communities maximise benefit and generate wealth from local land and property.

- **Finance** - Ensuring that the flows of wealth generated within the local economy works for the wellbeing of communities and businesses.
- 3.2 The Scottish Government has embedded CWB within its approach to economic development within both the **National Strategy for Economic Transformation (NSET) and National Planning Framework 4 (NPF4)**. The Scottish Government's vision for Scotland is to create a Wellbeing Economy based around an economic model that prioritises the collective wellbeing of current and future generations.<sup>1</sup>
- 3.3 On 30 May 2023, the Planning and Regulatory Services Committee approved the guidance created to support NPF4 Policy 25 Community Wealth Building (paragraph 10 of the minute refers), which requires developers to submit a Community Wealth Building Plan with their application. The Plan is required to set out details and targets to increase spend within the local economy including maximising opportunities within the local supply chain and maximising local employment and training opportunities.
- 3.4 On 20 June 2023, this committee approved a draft CWB strategy and Action Plan for a 6 week public consultation period, from 21 June to 2 August 2023 (paragraph 11 of the minute refers). The draft version of the CWB strategy and Action Plan has now been revised following the public consultation and stakeholder engagement and also in light of the impact on staffing resources of agreed budget savings.

#### **4. COMMUNITY WEALTH BUILDING BILL**

- 4.1 As highlighted in the Scottish governments 2021-22 plan for government, is a plan to introduce legislation on CWB during this Parliamentary session. On 31 January 2023, the Scottish Government published a consultation on CWB in which views and comments were sought on what future CWB legislation should look like and where existing law and policy could be changed to advance action on CWB.
- 4.2 Results of the consultation were published on the Scottish Government website. The results highlighted that 63% of respondents were in favour of the introduction of a CWB duty. This duty could involve public bodies to produce a collective CWB place-based strategy and action plan which contains specific actions across the five CWB pillars to advance the CWB model of economic development in their local authority area.
- 4.3 Acknowledging the positive impact of embedding a CWB approach to economic development, is the reason why this CWB strategy has been developed for Moray. This means that Moray Council will be in delivery of CWB action plan once the CWB duty comes into force.

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<sup>1</sup> [Scottish Government, Creating a Wellbeing Economy](#)

## **5. MAXIMISING NET ECONOMIC IMPACT DRAFT SUPPLEMENTARY PLANNING GUIDANCE**

- 5.1 National Planning Framework 4 (NPF4) was approved on 13 February 2023 and introduced a suite of new policies which now form part of the Development Plan for Moray. Policy 11c) has introduced a step change in the assessment of renewable energy developments, including a requirement that proposals for energy developments will only be supported where they “maximise net economic impact, including local and community socio-economic benefits such as employment, associated business and supply chain opportunities.
- 5.2 A report to a special meeting of Moray Council on 24 April 2024 considered a report seeking approval of draft supplementary guidance to implement NPF4 Policy 11c).(the minute reference is not yet available)

## **6. MORAY ANCHOR NETWORK**

- 6.1 To support the development and implementation of the Strategy, a Moray Anchor Network (MAN) has been formed. Following a suggestion during this committee on 20 June 2023 (paragraph 11 of minute refers), the Federation of Small business has been invited to join the Anchor Network to support the representation of small and micro business in Moray.

## **7. PUBLIC CONSULTATION**

- 7.1 Following its approval, the draft strategy and action plan was subject to a 6 week public and stakeholder consultation. During the consultation process, the draft strategy was made available for comment via the Council’s website and was shared with key internal and external stakeholders, with comments invited by 2 August 2023. Responses received and any amendments proposed were incorporated where relevant within the final strategy.
- 7.2 In terms of feedback, a total of 7 responses were received, including 2 from members of the public, 2 from third sector businesses, 2 from membership bodies representing the sector, and 1 from a public sector organisation. A number of emails were received in relation to the consultation however they did not fill out the appropriate consultation questions. Such responses were still considered as part of the consultation review. A full overview of the consultation is presented in **APPENDIX 2**.
- 7.3 The consultation has been valuable in informing the development of the final CWB strategy. A number of minor changes have been made to the strategy to reflect the feedback that was received from stakeholders and the public. The key amendments were;
- The procurement objectives and actions around community benefit and fair work have been altered to ensure that they are realistic and achievable in the current environment.
  - Land and Property objectives have been adjusted to reflect the support needed for communities to acquire control or manage public assets.



- Adjusted developer obligations action within Land and Property pillar to have the main focus of developer obligation in delivering community infrastructure.

7.4 The results from the consultation and stakeholder consultation showed a broad support for the aims and actions of the strategy. However, there was recognised need for ongoing engagement with key private, third and public stakeholder groups when delivering the strategy and action plan. It is also important that during delivery, the messaging surrounding CWB is easy to understand for all communities within Moray.

## **8. STRATEGY & ACTION PLAN**

8.1 The CWB strategy sets out a 10 year vision to create a more sustainable and inclusive economy for Moray that retains the wealth and skills within our local communities. The strategy is a five-pillar approach that focuses on: Spending, Workforce, Inclusive Ownership, Land & Property, and Finance. The aims, objectives, and actions identified under each pillar have been informed by engagement with key partners and in consultation with the community.

8.2 The strategy will be implemented by the Moray Anchor Network, in partnership with Moray Council and other stakeholders. The delivery of the action plan will be reported to the Anchor Network, Moray Economic Partnership, and this Committee on an annual basis.

## **9. DELIVERY OF STRATEGY AND ACTION PLAN**

9.1 As shown in **APPENDIX 1** there are a number of actions that cannot be progressed at present due to resourcing constraints. Acknowledging limitations in resourcing, the CWB action plan has a number of 'on hold' actions. It is recognised that the effectiveness of the CWB strategy may be undermined given the number of actions on hold. Officers will be looking at alternative ways that staff resources can be funded to progress those actions.

## **10. COMMUNICATION OF CWB**

10.1 To ensure the successful implementation of the CWB Strategy communication of the strategy and awareness raising of the term Community Wealth Building is needed for our communities and businesses.

10.2 A communication plan and promotional campaign will be embedded within the Moray Economic Partnership (MEP) Communications plan across all five pillars of CWB. This will include meaningful engagement with all MEP and CPP stakeholders and Moray Growth Deal project managers, to ensure alignment of delivery. The communications activities will be delivered using existing resource across the partnership.

## 11. **SUMMARY OF IMPLICATIONS**

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

The Strategy and Action Plan will aim to support the corporate plan priority of driving economic development to create a vibrant economy for the future as well as delivering on the LOIP priority of a growing and sustainable economy.

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

The CWB Strategy and Action Plan links to objectives embedded within National policies of NSET, Fair Work, NPF4 and the future implementation of the CWB Bill as set out in the strategy document.

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 LOIP and Corporate Plan.

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

There are no new or additional financial implications arising directly from this report of the approval of the final strategy.

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

CWB requires an alternative perspective on risk that balances financial cost with socioeconomic and environmental impact. Moray has an opportunity to be a step ahead of many other authorities in adopting this approach.

With the Scottish Government in the process of preparing a CWB Bill, the likelihood is that other local authorities will adopt CWB practices to strengthen their local markets and grow their business bases. It is key that Moray businesses are provided with the same opportunity to ensure the economy does not find its economic position weakened with increased leakage of local spend, as suppliers from outwith the area are upskilled in tendering for public contracts and supply chain participation. However, the strategy and actions take a proportionate approach to delivering upon this in light of current resource availability and ahead of national legislation being adopted.

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

There is no longer a dedicated CWB Officer post. However, coordination and monitoring of the strategy will be led via existing staff resource within Economic Growth and Regeneration. Delivery of the actions will require the support and commitment of officers across a range of internal services, including Procurement, Strategic Planning and Development and Education, Resources and Communities, including contract managers, as well as the support of key external partners.

**(f) Property**

A key element of CWB is to work with key services within Moray Council and Anchor partners to ensure communities maximise benefit and generate wealth from local land and property. The implementation of the CWB Strategy and Action Plan will look to:

- Facilitate use of public assets to support the needs of the community by maximising the use of outdoor space for community benefit and promoting the availability of vacant, underused public assets.
- Assist local communities to take ownership of vacant or underused public assets by continuing to support communities through the Community Asset Transfer (CAT) process.
- Embed community benefit requirements into local planning policy by implementing CWB planning guidance for all upcoming major developments including wind farms and maximise local impact of Developer Obligations to support skills development opportunities and provide community infrastructure, linked to NPF4 Policy.

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

The proposed actions aim to promote equality and growth in the local economy through the development and implementation of a CWB approach. The vision of the CWB Strategy is to “create a fair and equal society where our communities have a greater stake in Moray’s economy”.

**(h) Climate Change and Biodiversity Impacts**

There are no biodiversity issues arising directly from this report. However, actions aimed at addressing the climate crisis share many synergies with the CWB approach. It is highly likely that increasing local spend through Progressive Procurement will have a positive impact the Council’s carbon output, through reduced transport and logistics emissions. Furthermore, activities which address the drive towards Socially Just Use of Land and Property will support both the social justice and environmental justice agendas.

**(i) Consultations**

The Moray Community Wealth Building Strategy and Action Plan has been subject to the consultation of CMT/SMT with comments received incorporated within the draft strategy presented to committee.

The Depute Chief Executive (Economy, Environment and Finance), all Heads of Service, the Legal Services Manager, the Strategic Planning and Development Manager, the Economic Growth and Regeneration Manager, the Communities Service Manager, the Principal Climate Change Officer, the Equal Opportunities Officer and Lissa Rowan (Committee Services Officer) have been consulted on this report with their comments incorporated.



## **12. CONCLUSION**

- 12.1 Development of the Moray Community Wealth Building (CWB) Strategy has been a key component of the Economic Recovery Plan for Moray, while also supporting the strategic objectives of the Moray Economic Strategy.**
- 12.2 CWB provides an opportunity to take a strategic approach to addressing some of the long standing economic challenges which Moray faces. Including the lack availability of a sufficient working age population, the low wage economy, and gender pay inequalities. The committee is presented with this strategy and the opportunity to embed a new socioeconomic approach within the ways of working across the Council – and the community planning partners – to support delivery of an economy that works for all.**

Author of Report: Shannon Creswell, Business Adviser/Community Wealth Building Officer

Background Papers: SPMAN-813460984-352  
SPMAN-813460984-353  
SPMAN-813460984-355

Ref: SPMAN-813460984-545





# Moray Community Wealth Building Strategy 2024







# Contents

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<b>1.0 Foreword from chair</b>	<b>2</b>
<b>2.0 Introduction</b>	<b>3</b>
2.1 What is Community Wealth Building?	3
2.2 Anchor Institutions	4
<b>3.0 Policy Rationale</b>	<b>5</b>
<b>4.0 Moray Profile</b>	<b>7</b>
<b>5.0 Community Wealth Building Vision</b>	<b>8</b>
5.1 Spending	8
5.2 Workforce	12
5.3 Inclusive ownership	16
5.4 Land and property	19
5.5 Finance	23
<b>6.0 Delivery</b>	<b>26</b>
<b>7.0 Communication</b>	<b>27</b>
<b>Appendix - Moray CWB Action Plan</b>	<b>28</b>

# 1. Foreword from chair

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Community Wealth Building (CWB) is a pioneering approach to economic development that looks to build an economy that focuses on the wellbeing of local people, communities and businesses. The success of the CWB approach has already been demonstrated in multiple local authorities across Scotland and the UK, most notably North Ayrshire and Preston. With the Scottish Government having committed to CWB by embedding it within policies such as the National Planning Framework 4 (NPF4) and the National Strategy for Economic Transformation (NSET), we must grab the opportunity it offers in developing a wellbeing economy in Moray.

The impacts of COVID-19 and the cost of living crisis are causing prominent stress on our businesses, public services and communities. Now is the time to rethink our current economic approaches towards one which puts an emphasis on the retention of wealth and skills within our local communities.

Working together, our network of Anchor partners will use their collective power to deliver positive economic and social outcomes for our local communities. The five pillars which underpin this strategy are; Spending, Workforce, Inclusive Ownership, Land & Property and Finance. The aims, objectives and actions identified under each pillar have been informed by engagement with key partners and in consultation with the community to ensure this is an approach that is catered towards Moray.

In this strategy we have tried to showcase existing projects in Moray that are driving forward Community Wealth Building as well as celebrating case studies from other local authorities and groups from across the UK.

To ensure the successful implementation of this strategy, the delivery of the action plan will be reported to the Anchor Network, Moray Economic Partnership and the Economic Development & Infrastructure Committee at Moray Council on an annual basis and monitored regularly by officers within Moray Council.

It gives me great pleasure to be Chair of the Moray Anchor Network and support the implementation of the Moray Community Wealth Building Strategy.



Councillor James Allan.

## 2. Introduction

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### 2.1 What is Community Wealth Building?

Community Wealth Building (CWB) is a place based approach that looks to alter local economic thinking by focusing on retaining and recirculating wealth within local communities. Since its emergence, CWB has been a significant and growing movement with a number of councils across the UK embedding this economic approach to build an inclusive economy that delivers increased opportunity for local people.

CWB is based around five core principles that are designed to enable and unleash the potential of the local economy. A visual representation of these pillars is highlighted below.





## 2.2 Anchor Institutions

Anchor Institutions such as local authorities, health and social care bodies, further and higher education bodies and enterprise agencies are central to the success of CWB. Anchor Institutions, are typically large established organisations, rooted in local communities, which can improve local economic and social wellbeing through their procurement, jobs and use of land and assets. Not only is the public sector key to the success of CWB, but the private, third sector and community organisations all play a vital role in the implementation of CWB policies.

A Moray Anchor Network has been established, consisting of cross sector partners, including Moray Council, NHS Grampian, Health and Social Care Moray, UHI Moray, Highlands and Islands Enterprise, Cairngorm National Park Authority, Crown Estate Scotland, tsiMORAY, Ekopia Resource Exchange, Moray Chamber of Commerce, Federation of Small Business and Scottish Fire and Rescue Service.

The Moray Community Wealth Building Strategy has been developed by engaging with partners through the Moray Anchor Network and Community Planning process.

## 3. Policy Rationale

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### 3.1 Scottish Government

The Scottish Government has adopted the CWB approach to economic development as a key practical means by which they can achieve their wellbeing economy objectives outlined in the National Strategy for Economic Transformation (NSET).<sup>1</sup>

The Scottish Government has brought forward a CWB Bill for consultation in early 2023.<sup>2</sup> The bill will be targeted towards delivering inclusive growth, through promoting fair work, tackling inequality, and creating sustainable communities that foster wellbeing. This legislation will attempt to address blockages identified in the implementation of CWB and support further embedding of this approach, building on the good practice already underway.

#### National Planning Framework 4

CWB is identified as a central policy for developing productive places within National Planning Framework 4 (NPF4), with the approach seen as key in supporting delivery of national outcomes around fair work, business, economy, poverty, and communities. Building community wealth should be founded on an assessment of local assets in partnership with communities. The CWB policy within NPF4 promotes economic development that focuses on community and place benefits to support local employment and supply chains. It also endorses community ownership of local assets. This strategy will serve as the driver for building community wealth through development proposals, encouraging increased investment in local communities; promoting use of local supply chains and, supporting the creation of local jobs to help Moray attract and retain the best talent.



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<sup>1</sup> <https://www.gov.scot/policies/cities-regions/community-wealth-building/>

<sup>2</sup> <https://edas.org.uk/2022/06/15/scotland-the-brace-community-wealth-building-makes-national-progress/>

### **Fair Work**

The Scottish Government has the ambition of becoming a Fair Work Nation by 2025. In December 2022, Scottish Government released an action plan to promote fair and inclusive workplaces across Scotland. This action plan recognises that Fair Work is central to delivery of the workforce pillar in CWB, and will be referred upon in the implementation of the Moray CWB Strategy.

The aims behind this action plan include; ensuring workers have effective voice channels, increasing the number of people earning the Real Living Wage and number of Living Wage accredited employers, implement anti-racist employment strategy and reduce the gender pay gap.

### **3.2 Moray**

Community Wealth Building is an approach that will influence the priorities of various Moray strategies including the Local Outcome Improvement Plan, Corporate Plan, Moray Economic Strategy, Social Enterprise Strategy, Apprenticeship Strategy, Local Development Plan and Climate Change Strategy. These strategies will be referenced throughout the Community Wealth Aims section of this document.

## 4. Moray Profile

Moray benefits from a wealth of natural assets, low crime rates and healthy communities. However, there are pockets of inequality, deprivation and poverty within Moray's communities. In order to deliver a CWB strategy that works for Moray, it is important to evaluate the main underlying strengths and challenges in Moray. The following statistics are largely for 2021 / 22:



### Childcare

Inadequate provision of pre-school and wraparound childcare in Moray.



### Female Entrepreneurship

Female Self Employment rate of 8.6%, one of the highest rates in Scotland.



### Gender Pay Gap

Gender pay gap of 22.1% higher than the Scottish average of 11.1%.



### Social Economy

Thriving third sector with 147 Social Enterprises.



### Low Wage Economy

Average weekly full time wage of £598.80 – which is the fifth lowest in Scotland and is 6% lower than Scottish average and 8% lower than the local average. (Aberdeen, Aberdeenshire, Moray and Highlands).



### Moray Growth Deal

£100m deal that is delivering Pioneering projects that can embed Community Wealth Building in their delivery.



### Underemployment

Underemployment rate of 9.3% exceeding the Scottish average of 8.5%.



### Just Transition

£500 million ten-year commitment that will support projects in the North East and Moray which contribute towards the region's transition to net zero.



### Skills Availability

Economically active skilled young people are in lower proportions than Scottish average.



### Economic Activity

Economic activity rate of 79.1%, higher than the Scottish average of 77.2%.



### Ageing population

By 2039 the working age population in Scotland is projected to increase by 1% but in Moray it is projected to fall by 3%.



### Visitor Economy

The Visitor economy generated £96.17m in economic impact and supported 1,840 FTE's during 2021.



# 5. Community Wealth Building Vision

This strategy sets out a ten year plan to support existing activities and create new policies that ensure wealth stays within the hands of our local communities. An action plan to deliver this strategy is located in the appendix of this document.

The vision of

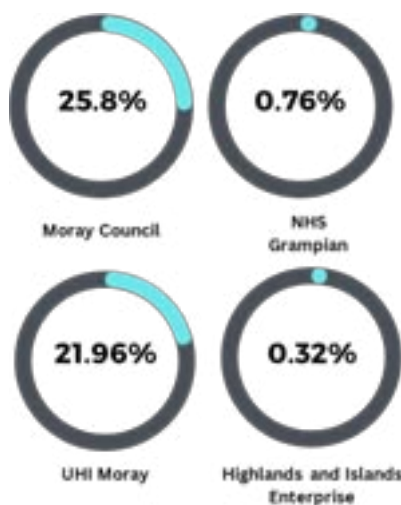
**“creating a fair and equal society where our communities have a greater stake in Moray’s economy”**

will provide a focus on priorities around People, Place and Planet. The Wellbeing economy principles will underpin the strategy for CWB with a focus on creating an economy that is inclusive, fair and kind to our environment.

## 5.1 Spending

**AIM** | Embed a local first approach to procurement within Moray where more wealth is retained locally, benefitting our local workforce and reducing our carbon footprint.

### Spend with Moray Based Suppliers 21/22



### Moray Council Statistics for contracts awarded in 21/22



## Procurement Analysis

With a substantial annual spend figure of over £415 million<sup>3</sup>, Anchor bodies in Moray have a powerful influence on the growth of the local economy. Current 21/22 local spend statistics for Moray Council, HIE, NHS Grampian, and UHI Moray are highlighted in the infographic above. From the previous year, Moray Council has increased its spend in excess of 2%. The value of local spend from HIE and NHS Grampian has remained broadly consistent from the previous year. Spend data for UHI Moray was not provided for 2020/21, so a comparison is not possible. It is important to note that location of spend is linked to the invoice address of the supplier being paid. Therefore, the organisation could have an office/site/employees within a specific local authority area but the invoice address could be outwith that area.

The aspiration for Moray is to grow local procurement spend annually, across all public anchors who have a presence in the area. An aspiration for Moray Council is to grow local spend from the five year rolling average of 23.96% to 27% within five years and then to 30% over the ten year period the strategy. This ambition should be feasible for Moray Council, based on previous performance and the success of other comparable Councils in achieving similar levels of growth in recent years. This will be measured over this longer period of time to account for the development work needed in the local supply chain. Procurement methods and the drive for savings in Public Sector organisations has resulted in lower levels of local spend for certain commodities, however there are also examples such as Moray Council's Fresh Meat Catering contract that followed a CWB approach supporting local producers and suppliers and delivering best value. Continuing financial constraints across the public sector will continue to drive the need for savings, but this must be balanced with the benefits that a CWB approach brings.

Noting the importance of adopting a CWB approach to aid economic recovery from COVID, Moray Council approved the development of a CWB strategy for Moray. It was agreed that the initial CWB focus in Moray would be in reducing leakage from the local economy through public procurement spend. Provision of 1-2-1 consultancy support was included as part of this recovery package, to assist local small businesses in the preparation of tender bids.

Further activity aimed at increasing the proportion of local procurement spend has also seen a local Supplier Development Forum reinvigorated, consisting of procurement officers from Moray Council, Highlands and Islands Enterprise, and NHS Grampian alongside other key stakeholders. This group has met to explore how best to raise awareness of local procurement opportunities and coordinate support available to access these.

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<sup>3</sup> For year 21/22

## Service Models

The public sector has a variety of service models which include outsourcing, shared service, collaborative and cooperative models of delivery. The reasons for one type of delivery over another can be many and varied depending on political ideology or simply the scale of service provision and geography of delivery, all decisions are taken to ultimately provide best value at the time. While design of service models should not be thought about in isolation, a CWB approach should consider the wellbeing economy, fair work and retaining local wealth. As highlighted by Centre for Local Economic Strategies (CLES), “Insourcing can deliver real benefits through better governance, better service integration, more sustainable operations, and ultimately higher quality service provision for end users.”<sup>4</sup> This is backed up by a report conducted by ASPE which notes that “Services have been insourced as part of a local authority drive for quality service provision and value for money”<sup>5</sup> the same report also noted the local economic impacts of insourcing in developing stronger local supply chains and local employment. There will always be occasions where outsourcing or shared services make sense e.g. Moray Council has shared services with Aberdeen and Aberdeenshire for Archaeology Services and mortuary services which would not be viable if delivered locally, however when making such decisions CWB should be at the heart of the approach to safeguard community wellbeing.

Commitment from local anchors is needed to assess the level of spend with consultants for services such as legal advice, economic analysis, design, and project management to assess whether these services may be suitable for insourcing or shared service where appropriate and feasible to do so and may give rise to more shared services across the public sector in Moray being delivered from Moray.

## Objectives

1. Expand delivery of community benefit in public procurements
2. Grow the percentage of local procurement spend with Moray based suppliers
3. Increase Anchor spend with community led and third sector businesses.
4. Support delivery of Fair Work First through anchor spend
5. Ensure CWB approach informs decisions on service models
6. Embed CWB approach in strategic activity of Anchor Partners

## Moray Strategy linkages

- Moray Economic Strategy
- Moray Council Corporate Plan
- Moray Procurement Strategy
- HIE Procurement Strategy
- HIE Strategy 2019-2022
- UHI Procurement Strategy
- Crown Estate 2021- 23 Climate Change Action Plan
- Crown Estate Scotland Procurement Strategy 2020 - 2023
- Moray Council Routemap Net Zero
- Moray Council Woodland & Forestry Strategy
- Local Development Plan
- NHS Grampian Plan for the Future 2022-28

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<sup>4</sup> <https://cles.org.uk/what-is-community-wealth-building/the-principles-of-community-wealth-building/plural-ownership-of-the-economy/insourcing/>

<sup>5</sup> Insourcing: A guide bringing local authority services back in house

# Case Studies

## Preston

Since implementing a CWB approach in 2013 that focused on progressive procurement, social value, democratising the economy and implementing the Preston real living wage, spending behaviour within public bodies has been transformed; and, new tools for a fairer economy have been developed.

The public impact of the community wealth building efforts in Preston was significant, in 2016, three years after the initiative started, public service spending in the local community had gone up by GBP74 million in Preston and by GBP200 million in the wider Lancashire area.<sup>6</sup>

## Wigan's Ethical Homecare Framework <sup>7</sup>

In 2020, Wigan launched their vision for CWB to create a fairer local economy that works for all the people of the borough. Wigan's area of focus included The Wigan Pound, good jobs, housing, green jobs and working with businesses.

One of the key CWB focused projects was the Wigan Ethical Homecare Framework, which wanted to deliver a transformational and ethical model of home based care that was delivered by local people who benefitted from fair employment practices. The system prior to this was delivered by providers who were disconnected from local communities with a poorly compensated workforce.

To ensure the framework was successful and collaborative, the council worked with the providers to co-create a model that was affordable and sustainable as well as being mindful of profit for local enterprises.

Overall, the Wigan's Ethical Homecare Framework has driven up employment standards, reformed the economy of the care sector in the Borough and supported the development of more than 100 social enterprises.

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<sup>6</sup> The Preston Model of Community Wealth Building in the UK, Centre for Public Impact

<sup>7</sup> Ethical Home Care case study



## 5.2 Workforce

### AIM

Through investing in our current and future workforce, we want to remove barriers to employment by providing learning and skills development opportunities, increase access to career pathways and ensure our workforce are paid a fair wage.

### Key Statistics



**Lowest paid female workforce in Scotland**

### Low Wage Economy

Despite high employment rates, Moray suffers from a low wage economy with our average full time wage being £598.80, falling 6% below the Scottish average.<sup>8</sup> The makeup of our economy is a main contributing factor to this low wage rate. Moray has a high level of manufacturing employment which accounts for 17.1% of jobs in the area compared to just 7.1% in Scotland. In particular, manufacture of food products and beverages alone account for 10% of jobs in Moray.<sup>9</sup>

### Skill Shortage

By 2039, the working age population in Scotland is projected to increase by 1% but in Moray it is projected to fall by 3%. With economically active young people being in lower proportions in Moray than the Scottish average means that access to skilled and available workforce is restricted. This skill shortage is a huge struggle for employers as it hinders growth and sustainability.

### Underemployment

Whilst we have a low unemployment rate of 3.4%<sup>10</sup>, our rate of underemployment of 9.3% is high compared to the Scottish average of 8.5%<sup>11</sup>. Underemployment is defined as a person aged 16 and over who is in employment and would like to work longer hours in their existing job, work an additional job, or find a different job with more hours.

<sup>8</sup> NOMIS

<sup>9</sup> Moray Economic Strategy

<sup>10</sup> NOMIS

<sup>11</sup> SLAED Indicators Framework Report 2021-22

Work needs to be done to upskill our current workforce, in order for them to maximise their potential and achieve the job and working hours they desire. Bodies such as DYW Moray and the Moray Pathways partnership are already delivering multiple programmes to upskill local people facing employment barriers.

### **Gender Pay Gap**

The gender pay gap remains a significant issue in Moray, with 2021 statistics highlighting the rate being at 22.7% which is higher than the Scottish average of 10%. Statistics also highlighted that women who live in Moray are the lowest paid in Scotland, earning £477.50 per week while men earn £648.30 per week. Many women are also out of work, or in low-paid and part time forms of work. The reasons for this are numerous – from caring responsibilities to childcare availability. However, taking a community wealth building approach to gender justice will require an integrated approach and innovative thinking.

### **Childcare**

A survey conducted with Moray parents in 2022 through the Parent Employability Project, received 507 responses and showed that 87% of the parents surveyed were not satisfied with their childcare solution. Due to the lack of available and affordable childcare in Moray, women are disproportionately making sacrifices in their careers to meet caring responsibilities, resulting in financial insecurity, instability and a significant skills shortage for Moray employers.

In a report published in 2022, the Institute for Fiscal Studies (IFS) estimated that if female employees worked as much in full time roles as their male counterparts, the gender pay gap would reduce by a third. Addressing the gender pay gap matters for fairness between genders. But as many families depend on a woman's income, lower wages for female workers places them and their children at greater disadvantage and puts them at increased risk of poverty.

Local anchors and larger employers could adopt a CWB approach to assist in mitigating the childcare issue by developing parent friendly employment policies and shift patterns, direct provision of child care or assistance with child places, engaging with the childcare sector to provide support that will benefit the employee and the employer in terms of retention and recruitment. Similarly, it is essential that private and third sector nursery settings remain viable in terms of premises, staffing, training and development opportunities associated with the fair work principles and land and property of CWB.

### **Workforce Objectives**

1. Increase the number of people in Moray benefitting from Fair Work practices.
2. Help to minimise the systemic barriers to people working such as childcare, transport and digital connectivity.
3. Maximise opportunities for providing skills development and training opportunities for the local workforce including through local development.

## Strategy Linkages

- Moray Pathways Delivery Plan
- Local Outcomes Improvement Plan
- Moray Economic Strategy
- Moray Council Corporate Strategy
- Moray Council Climate Change Strategy
- Moray Council Early Years Strategy
- Moray Local Development Plan 2020
- HIE Strategy 2019-2022
- Skills Development Scotland Strategic plan 2022-27
- NHS Grampian workforce plan 2022-27

## Case Studies

### Moray Pathways

Moray Pathways is the local employability partnership in Moray. Through Moray Pathways, a programme of employability activities have been launched, through collaboration with local partners, in support of the Economic Recovery Plan.

The Moray Pathways Employability and Training Hub at the Inkwel in Elgin opened in June 2021 through collaboration between Moray Council, Department for Work and Pensions (DWP), Skills Development Scotland (SDS) and Elgin Youth Development Group (EYDG). The following outputs were delivered during the first year of the project:

- 500 individuals were engaged and supported by Moray Pathways Network partner organisations
- 124 people progressed into employment opportunities
- 218 training sessions delivered
- 36 partner organisations from the Moray Pathways network delivered support and training provision within the hub
- 51 digital support sessions took place in the hub on a 1:1 basis

## North Ayrshire

In May 2020, North Ayrshire became the first council in Scotland to develop a CWB Strategy, with the aim of creating a fairer local economy. In the strategy it sets out how the council will work in partnership with local communities, businesses and wider regional anchor institutions to create a fairer local economy that will tackle poverty and inequality and embed a new economic model focused on wellbeing and inclusion.<sup>12</sup> North Ayrshire has made significant impacts on the local workforce as a result of implementing CWB measures. Some key outputs of the strategy are:

- Became a Living Wage employer five months earlier than planned.
- Reduction of 33% on the percentage of people earning less than living wage
- Delivery of one of the largest Kickstart programmes in Scotland to support economic recovery and tackle youth unemployment;
- Development of a £500,000 Green Jobs Fund with support from North Ayrshire Ventures Trust (NAVT) to deliver a green economic recovery.

## Sleepy Hollow Wraparound Childcare <sup>13</sup>

Sleepy Hollow Group (SHG) is Northern Ireland's leading and largest childcare provision. Addressing the need by the Department of Education that schools provide the school estate for wraparound and holiday care, SHG works with various schools across NI to provide this wraparound care.

Following a social economy model, SHG operational model is that they pay a rental income to each school, based on the number of children attending and in return the schools re-invest the money back into the school estate. To support families in need, SHG subsidise some childcare placements confidentially as referred by each school.

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<sup>12</sup> North Ayrshire, Scotlands First Community Wealth Building Council, Scottish Hub for Regeneration and Development

<sup>13</sup> Sleepy Hollow Wraparound School Aged Childcare



## 5.3 Inclusive ownership

### AIM

upport small businesses, community organisations, social enterprises, and co-operatives to have a greater stake in the economy, with increased ownership and control of assets, to retain and circulate wealth within our communities



Moray has smaller businesses and slower rates of business growth than the national average. Data sourced from ONS, BEIS and IPO has ranked Moray 372/374 out of all UK local authorities for business dynamism due to low R&D rates and low business density.

Micro enterprises with less than 10 employees form 88% of all Moray businesses. Despite a dip in business start-ups during the pandemic, Business Gateway have seen this trend reversed with 123 new businesses supported in 2021/22, up from 91 the previous year.

The 3 year business survival rate from 2018 to 2021 is 65.5%, which is an increase from 58.7% from the previous year.<sup>14</sup> This highlights the post pandemic business recovery where businesses were unable to handle the debt burden from the bounce back loans and the reduction in town centre footfall.

In Moray, there are 147 social enterprises with particular hotspots in Forres and Findhorn. HIE and tsiMORAY have led the development of a new Social Enterprise for Moray Strategy. This strategy aims to support and grow the Social Economy in Moray, helping to maximise the environmental, social and economic benefits of the transition to net zero and CWB.

<sup>14</sup> SLAED Indicators Framework 2021/22

## SCVO Third Sector Statistics<sup>15</sup>

	17/18	20/21	Change
Registered charities	464	547	+17%
Income	25,076,164	39,160,272	+56%
Expenditure	21,323,631	29,656,118	+39%
Paid Staff	660	1000	+34%
Trustees	2,716	2804	+3%

As highlighted in the table above the Third Sector has grown in scale and output within Moray over the past 5 years, resulting in a 56% increase in the level of income directly generated by local charities. This has also seen the birth of over 80 new registered charities in Moray. The sector now directly employs an additional 340 people, compared with 5 years ago, increasing the importance of Moray's social economy in sustaining the local labour market.

However, as also demonstrated by the data, the number of volunteer trustees supporting the third sector has remained broadly static over this time period. This reflects reported challenges within charitable organisations at attracting and retaining volunteers. In many instances, this has resulted in fewer volunteer trustees being appointed to the board of charities, placing increased risk upon the long term viability of organisations as existing volunteers are stretched and become burned out.

There is a need for public anchors to recognise the value of the third sector in providing essential social care and support services within the local community. Alongside the increased spend objective set out above, this could include encouraging or incentivising an increase in volunteer and pro-bono activity among public sector employees. For example, provision of a specified number of volunteer hours or days on an annual basis, for employees to undertake volunteer services, and allowing third sector organisations to tap into specialist knowledge and skills available within anchor organisations. This would not only help recognise the value of the local third sector, but help sustain its current scale and levels of growth.

### **Inclusive Ownership Objectives**

1. Develop existing business support programmes to support the growth of inclusive forms of business ownership.
2. Ensure major projects delivered by Moray Anchor Network Partners adopt a community wealth building approach
3. Maximise leverage of external funding sources to support community led and public sector projects.
4. Increase capacity amongst third sector organisations.

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<sup>15</sup> SCVO State of the Sector 2022

### **Moray Strategy linkages**

- Moray Economic strategy
- Moray Local Development Plan 2020
- Moray Council Corporate Plan
- Moray Council Climate Change Strategy
- Moray Council Woodland & Forestry Strategy
- Moray Social Enterprise Strategy
- HIE Operating Strategy
- Cairngorms National Park Local Development Plan 2020
- Crown Estate Scotland Corporate plan 2020-23
- Moray Council Routemap Net Zero
- HIE Strategy 2019-2022
- TSI Moray Outcomes framework
- Local Development Plan

## **Case Studies**

### **Moray Business Enterprise Hub**

The Business Enterprise Hub, a Moray Growth Deal project, is designed to promote inclusive economic development in Moray (and the wider region), primarily by supporting the scale-up of existing small and micro-businesses from all sectors present in the region, as well as providing support to start-ups, university spin-outs and inward investors.

The Hub will offer hot-desking facilities and pre-incubation space for new and growing businesses, as well as access to meeting rooms, studios, digital equipment and space for research and development.

There will be a co-ordinated offer of education, training and research support which will be agile and responsive to the needs of local businesses, and focussed on increasing resilience and growth.

## 5.4 Land and property

### AIM

There will be a co-ordinated offer of education, training and research support which will be agile and responsive to the needs of local businesses, and focussed on increasing resilience and growth.

### Key Statistics



**1/3**  
households are  
in fuel poverty  
SCOTLAND - 24%



**11%**  
TOWN CENTRE VACANCY  
RATE  
SCOTLAND - 12%

**57.4%**  
COUNCIL HOUSING  
EFFICIENCY RATE  
SCOTLAND - 86.4%



### Fuel Poverty

There is a significant issue of fuel poverty in Moray influenced by low wages and inefficient housing. A household is considered to be in fuel poverty if total fuel costs are more than 10% of the household's adjusted net income (after housing costs). The most recent Scottish House Condition Survey (SHCS) in 2019, which is used by the Scottish Government to measure progress on fuel poverty, estimates Moray had a fuel poverty rate of 32% compared to the Scottish average of 24%.

19% of Moray households compared to the average in Scotland of 12% are also estimated to suffer with extreme fuel poverty (where households would have to spend 20% or more of adjusted net income to pay for fuel costs). Inefficient housing is contributing to the fuel poverty rate with 2020-21 figures highlighting that only 57.4% of council housing stock is energy efficient – the lowest rate of all Councils in Scotland. Addressing this issue, the Moray Local Heat and Energy Efficiency Strategy (LHEES) will look to implement actions to address the heat efficiency of Moray Council stock. The 2019-24 Moray Local Housing Strategy highlights that there is a continual acute shortage of affordable housing, driven mainly by Moray's low average earnings. This is despite significant numbers of new build properties for social rent delivered through the Strategic Housing Investment Plan. The Moray Growth Deal Housing Mix Delivery project aims to address some of these challenges by looking to support delivery of up to 300 affordable homes and a number of private dwellings.



## **Community Asset Transfer**

As noted in the Community Asset Transfer (CAT) Annual Report, Moray Council has long recognised the important role that the transfer of property can play in empowering communities and strengthening their resilience. The Council's Community Support Unit provides support to community groups at all stages of the CAT process. Where appropriate, the Council will use the transfer of assets to give more control to communities, helping to inspire them to find local solutions to community needs and become more sustainable in the long term. Since 2017, 17 CAT's have been approved, with 11 of those having been completed.

## **Land and Property Objectives**

1. Facilitate and support community use and management of public assets to support the needs of the community.
2. Assist local communities to take ownership or otherwise acquire control of vacant or underused public assets.
3. Embed community benefit requirements into local planning policy.

## **Strategy Linkages:**

- Moray Council Corporate Plan
- Moray Council Climate Change Strategy
- Moray Council Local Housing Strategy 2019 – 2024
- Moray Council Learning Estate Strategy
- Moray Council Active Travel Strategy
- Moray Council Woodland & Forestry Strategy
- Moray Council Open Space Strategy
- Moray Council Local Housing Strategy 2019 – 2024
- Moray Town Centre Improvement Plans
- Elgin City Centre Masterplan
- Local Development Plan
- HIE Operating Strategy
- HIE Strategy 2019-2022
- TSI Moray Outcomes framework
- Crown Estate 2021- 23 Climate Change Action Plan
- Crown Estate Scotland Corporate plan 2020-23
- Cairngorms National Park Local Development Plan 2020
- Cairngorms National Park Partnership Plan 2022-27
- NHS Grampian Plan for the Future 2022-2028

# Case Studies

## **Marine Park, Lossiemouth**

Since 2011, Action Marine Park were looking to develop and reinvigorate Lossiemouth's Marine Park and bring it back to use within the community. In 2018 the CAT was completed to transfer Marine Park from Moray Councils ownership to the hands of the community. Around the same time, the group sourced funding from the Moray Leader Programme, Sport Scotland, EB Planning (Landfill) and the Robertson Trust to develop the Marine Park Pavilion, which was previously demolished in the 1990s.

The project was completed in 2020, and offers tennis courts, sports pitches and a bowling green. The pavilion will benefit and meet the needs of existing user groups, as well as providing space for indoor community events. Action Marine Park have many more plans to enhance the park, which will be easier to achieve now the Pavilion is in place.

## **Crown Estate Scotland and Portgordon Community Trust<sup>16</sup>**

Portgordon Community Trust (PCT) have been working on an agreement with Crown Estate Scotland (CES) to take control of underused assets in the village. This agreement will see the harbour itself – and potentially other property within the village – pass into the hands of the local community, so that local people can press ahead with their own plans for the regeneration and development of their village. In June 2021 Crown Estate Scotland (CES) took a significant step towards helping the community realise their vision for the area, with the purchase of the former Richmond Arms in Portgordon. In February of this year, with the help of funding from the Scottish Land Fund (SLF), PCT purchased the building from CES and have now developed the space to allow the building to be opened to the community and start providing a community hub service, with support from SLF, CES and Highlands & Islands Enterprise (HIE).

The Memorandum of Understanding (MOU) is the culmination of several years of work which saw PCT and the wider community carry out a Planning for Real exercise in 2017, and CES employ consultants to develop options for greater community involvement in managing the harbour.

As part of the MOU, a Harbour Management Action Group was formed with representatives from CES, HIE, PCT and Moray Council, who work together to facilitate communication and greater understanding of their respective interests in and obligations relating to the management, and subsequent ownership of the Portgordon Harbour estate.

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<sup>16</sup> Crown Estate Scotland Annual Report 2022

### **Tomintoul & Glenlivet Development Trust (TGDT)**

Development trusts in Moray are looking to address shortfall in affordable housing in local communities. To address this issue within their community, Tomintoul & Glenlivet Development Trust (TGDT) with support from Communities Housing Trust, created a community-led housing project of 12 affordable homes.

The homes are a mix of affordable rent and discounted sale. The development also tackles fuel poverty and social isolation, as the homes are designed around a communal space, and include individual EV charging points, PV panels on each home to generate electricity, and are highly insulated.<sup>17</sup>

This project was funded by Scottish Land Fund, the Scottish Government's Rural & Islands Housing Fund, Social Investment Scotland, Highlands & Islands Enterprise, the Community And Renewable Energy Scheme (CARES) and Dorenell Windfarm Community Benefit Fund.

### **Islington Affordable workspaces<sup>18</sup>**

Concerned with small businesses being increasingly priced out of the borough due to high property costs, Islington council have secured affordable workspace through developer obligations. In lieu of paying rent, operators charge affordable rents and deliver a range of services that benefit the local community and businesses, such as:

- Employment and skills initiatives
- Business advice and support
- Mentoring and networking
- Cluster development
- Community engagement

The impact of one of the spaces SPACE4 – a Cooperative co-working space has seen:

- 106 regular workspace users
- 932 hours of expert business advice
- 50% of workspace offered free of charge
- 207 weeks of apprenticeship training given to 45 apprenticeship seekers.
- Social value output of £843,900 in 20/21

For the programme as a whole, the workspaces have delivered over £1.24 million equivalent of social value output up until March 2022.

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<sup>17</sup> <https://www.scottishhousingnews.com/articles/community-led-affordable-homes-in-tomintoul-open-to-applications>

<sup>18</sup> <https://www.islington.gov.uk/business/support-information-for-business/affordable-workspace>

## 5.5 Finance

### AIM

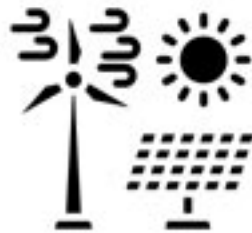
Capitalize on opportunities for public and community investment in local development proposals.

**£100m  
Investment in  
Moray**



**Established  
Credit Union**

**Just  
Transition  
Funding**



### Credit Union

Moray Firth Credit Union is a not for profit, democratically run financial cooperative with branches in Forres, Elgin and Buckie who offer safe, accessible savings and fair, affordable low-interest loans to their members.

In order to support the growth of the credit union increased promotional backing is needed to encourage local employers to sign up to the Credit Unions workplace savings scheme.

### Moray Funders Forum

Launched in May 2021, the Moray Funders Forum was established in partnership between Adam Family Foundation, The Gordon & Ena Baxter Foundation and TsiMORAY.

With 14 grant-making funds represented, Moray Funders' Forum members have the aim of improving the impact of local grant-giving in Moray. The forum aims to ensure the right organisations gain access to resources and meet the changing needs within the Moray community. In addition to information sharing and hearing from community practitioners, members will use the forum to encourage greater investment in Moray by national funding bodies.



## **Moray Growth Deal**

The Moray Growth Deal (MGD) will deliver transformational investment to drive economic growth across the region by investing over £100 million in eight strategic projects that will maximise Moray's future economic competitiveness. The Deal will build on the existing strengths of Moray's culture, tourism, and world-renowned manufacturing sectors, while also addressing transport and housing challenges to facilitate economic growth that's sustainable, fair and inclusive.

A Community Wealth Building approach will be embedded within the Moray Growth Deal programme. An action plan will be developed for each Moray Growth Deal project to ensure the projects maximise local benefit and retain investment in the local economy.

## **Just Transition Funding**

Moray's economy is expected to undergo a transformation in the years ahead through the transition away from carbon intensive industries, towards renewables and the development of new sustainable careers. Over the next ten years this will be accelerated through funding from the Scottish Government's £500m Just Transition Fund. Moray is one of only three local authorities which can access this investment.

## **Finance objectives**

1. Support investment into Moray Firth Credit Union
2. Increase the number of impactful Participatory Budgeting (PB) decisions conducted by Anchor partners.
3. Encourage public and private sector investments into Moray that support local supply chains, skills development and community projects.
4. Explore alternative forms of finance including the creation of a 'Moray Fund' to raise funding for public and community projects.

## **Moray Strategy Linkages**

- Moray Council Corporate plan
- Moray Outcome Improvement Plan
- Moray Local Development Plan 2020
- Moray Council Climate Change Strategy
- Crown Estate 2021- 23 Climate Change Action Plan
- Cairngorms National Park Local Development Plan 2020

# Case Studies

## Ekopia investments<sup>19</sup>

Ekopia Social Investments Limited is a community benefit co-operative based in Findhorn. Ekopia has a vision invest in social enterprises and sustainable community development. The aim behind the fund is to support projects that have a social and economic purpose.

Ekopia has been involved in the development and support of affordable housing projects in the Findhorn area for the past ten years. They have raised and invested a total of £568,152, as of Dec 2021, supporting inspiring and dedicated organisations. Completed housing projects include:

- **Park Ecovillage Trust** – 10 affordable units built in the past ten years, with total investment standing at £371,105 as of end-December 2021.
- **Station House Cooperative** – In 2008 Station House Co-operative Ltd was formed for the purpose of purchasing the historic Station House, a seven unit property in Findhorn village. The purchase of Station House was completed in November 2008, and the work undertaken has enabled £30,000 to be available to support the provision of low cost rents at this property.
- **New Findhorn Directions Ltd** – EEkopia has provided funding for 8 affordable units to be built in 2021 for New Findhorn Directions, who are an organisation that provides accommodation, infrastructure and other site services in the Findhorn Ecovillage.

Other investments made by Ekopia have included; Moray Art Centre; Phoenix Community Store and Café and Drumduan School.

## West Berkshire Council Climate Change Bond

Launched in July 2020 West Berkshire Council Climate Change Bond is the first Community Municipal Investment in the UK. This Climate Bond will help deliver on the West Berkshire Environmental Strategy. Since its launch, a £520k Solar PV project, habitat restoration and afforestation for flood alleviation projects, active travel infrastructure improvements, and street lighting upgrades have all been started.<sup>20</sup>

The bond has allowed local people to invest in the council's climate ambitions whilst gaining a return on their investment. Current statistics highlight that 23% of the total invested amounts came from district residents. On average, each local resident invested more than twice as much money as a non-resident.

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<sup>19</sup> Ekopia 2022 AGM report

<sup>20</sup> West Berkshire: Climate Change Bond

## 6. Delivery

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The successful delivery of the CWB strategy in Moray will be reliant upon the commitment of local anchor partners. The newly created Moray Anchor Network will report into Community Planning through Moray Economic Partnership and progress on the strategy will be reported annually to Moray Council and the Community Planning Partnership with additional updates or reports when needed.

To ensure this strategy and action plan is successful, support is needed from corporate and community planning level to embed a culture where community benefits are seen as significant considerations across all anchor activities.

Annual reporting will ensure accountability and identify areas for improvement. The Strategy and Action Plan will be continuously monitored by the officers within the Economic Growth & Regeneration section of Moray Council with support from Strategic Planning & Development section who will provide a strategic overview, assisting with the coordination of the Moray Anchor Network and reporting annually to Economic Development & Infrastructure Committee and Moray Economic Partnership. The Key Performance Indicators for this strategy which will be reviewed to evidence the effectiveness of the actions are highlighted below;

- Percentage of Anchor procurement spend with Moray based businesses.
- Percentage of Anchor procurement spend with the third sector.
- Proportion of people earning less than the Living Wage.
- Median earnings in pounds for employees living in Moray.
- Gender pay gap.
- Number of Foundation, Modern and Graduate Apprenticeships.
- Number of Community Asset transfer requests approved & completed.
- Percentage of contracts commenced during the year which deliver community benefit in Moray.

Whilst these are a quantifiable measure of the CWB priorities, we will know we are successful when we see our communities thriving and our local businesses booming.

## 7. Communication

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Recognising that CWB is still a new term for the population of Moray, a communication plan and promotional campaign will be embedded within the Moray Economic Partnership (MEP) Communications plan across all five pillars of CWB, highlighting the need for and impact of the approach and how it will be tailored specifically to Moray. This will include meaningful engagement with all MEP and CPP stakeholders and Moray Growth Deal project managers, to ensure alignment of delivery. The communications activities will be delivered using existing resource across the partnership.

Within the Communications plan, we will identify and celebrate pre-existing activities aligned to CWB in Moray, such as Forres Area Community Trust, Moray Reach Out, Outfit Moray and Moray Firth Credit Union. These communications will be used to highlight the added value in terms of local market development, increased employment opportunities, and improved community capacity.



# Appendix - Moray CWB Action Plan

CWB Objectives	Actions	Timescale	Lead	Key Partners
<b>Spending</b>				
<b>Expand delivery of community benefit in public procurements</b>	Establishment and launch of Community Identified Benefits List within Moray Council.	Ongoing	Moray Council Community Support Unit (CSU), Business Gateway Moray, MC Procurement	tsiMORAY, Community Councils
	Work with anchor partners to embed voluntary community benefits where relevant and proportionate in procurement activities below £4m.	Ongoing	Business Gateway Moray	tsiMORAY, HIE, NHS Grampian, UHI Moray, MC Procurement, EG&R, CSU
<b>Grow the percentage of procurement spend with Moray based suppliers from each anchor partner</b>	Establish working group with neighbouring public agencies in Highland, Aberdeenshire and Aberdeen to identify best practice and shared learnings to grow regional spend.	Ongoing	EG&R	MC procurement
	Refresh the Supplier Development Forum strategy to analyse the barriers to local enterprises bidding for local contracts and identify best methods grow local spend.	Ongoing	Business Gateway Moray	HIE, NHS Grampian, UHI Moray, MC Procurement, CSU, tsiMORAY
	Identify needs for CWB training for staff within Moray Council and other Anchor partners.	On Hold	EG&R	MC Procurement team, HIE, NHS Grampian, UHI Moray.

CWB Objectives	Actions	Timescale	Lead	Key Partners
<b>Spending</b>				
	Explore feasibility of the establishment of a local Business Database to increase awareness amongst Anchors of the local business base.	Unable To Resource	Business Gateway Moray	Moray Chamber, FSB.
	Work with all project managers to embed a local spend action plan within major projects or contracts.	On Hold	Business Gateway Moray	UHI Moray, DHI, Moray Council
	Maximise local supplier access to dedicated training sessions through Supplier Development Programme to upskill local suppliers on how to tender.	Ongoing	Business Gateway Moray	
	Provide support to local business to get business tender ready.	Ongoing	Business Gateway Moray	
<b>Increase Anchor spend with community led and third sector businesses.</b>	Annual procurement workshop with Moray Social Enterprise Network with attendance from procurement representatives from Moray Council.	Ongoing	tsiMORAY & EG&R	MC Procurement
	Encourage social enterprises to avail from procurement support offered by dedicated support bodies.	Ongoing	tsiMORAY	Business Gateway Moray

CWB Objectives	Actions	Timescale	Lead	Key Partners
<b>Spending</b>				
<b>Support delivery of Fair Work First through anchor spend</b>	Work with contracts managers and procurement teams to embed scoring of CWB criteria including Fair Work Criteria within Anchor procurements where relevant and proportionate to do so.	On Hold	Business Gateway Moray	MC Procurement Team, HIE, UHI Moray, NHS Grampian.
<b>Embed CWB approach in strategic activity of Anchor Partners</b>	Annual report collating number of strategic policies or decisions influenced by CWB approach.	On Hold	Moray Anchor Network	Moray Anchor Network
<b>Workforce</b>				
<b>Increase the number of people in Moray benefitting from Fair Work practices.</b>	Fair Work promotional campaign to champion local business that are embedding Fair Work practices into their business.	On Hold	EG&R	Chamber, FSB, HIE, Developing Young Workforce (DYW)
	Provide ongoing business support to businesses and organisations in Moray to adopt Fair Work practices and approaches. (To get ready to for grant applications)	On Hold	Business Gateway Moray	DYW, HIE
	Undertake an in-depth review of the causes of the Gender Pay Gap and create an action plan to address to the underlying issues.	On Hold	MEP	HIE, UHI Moray, Chamber, tsiMORAY. (Short life working group)

CWB Objectives	Actions	Timescale	Lead	Key Partners
<b>Workforce</b>				
<b>Help to minimise the systemic barriers to people working such as childcare, transport and digital connectivity.</b>	Identify new models of childcare for Moray to address shortfalls in wrap around care. 0-5	Ongoing	MEP	Scottish Government, Moray Council HIE Moray UHI, Care Commission
	Take a CWB approach to providing use of public assets.	Ongoing	EG&R	HIE, tsiMORAY, EC&O
	Support development of M.Connect service and other community travel projects to ensure all communities are able to access transport when required.	Ongoing Until 2030	Environmental & Commercial Services	tsiMORAY, EG&R
	Review current digital infrastructure and rollout of R100 programme to identify gaps in provision. Then develop campaign and action plan to raise awareness among households and businesses of Scottish Broadband Voucher Scheme and other opportunities for improving connectivity.	On Hold	Strategic Planning & Development (SP&D)	
<b>Maximise opportunities for providing skills development and training opportunities for the local workforce including through local development.</b>	Embed the requirement for skills development and training programmes within developer obligations and community benefit statements, linked to delivery of NPF4 Policy 25. Supplementary planning guidance will be developed to support this.	Ongoing	Moray Local Employability Partnership, SP&D	EG&R



CWB Objectives	Actions	Timescale	Lead	Key Partners
<b>Workforce</b>				
	Increase the provision of professional development courses and skills academies to upskill the local workforce.	On Hold	UHI Moray	EG&R, HIE.
	Provide training and skills required to support Moray's shift towards Net Zero.	On Hold	UHI Moray	SP&D, EG&R, HIE, tsiMORAY, climate action network
<b>Inclusive Ownership</b>				
<b>Develop existing business support programmes to support the growth of inclusive forms of business ownership.</b>	Support promotion and awareness raising of Just Transition Fund to local business community and third sector	Ongoing	tsiMORAY, Business Gateway Moray	EG&R, Chamber, FSB.
	Deliver business support programmes for businesses in Moray.	Ongoing	Business Gateway Moray, HIE	EG&R, Chamber
	Raise awareness of employee ownership and co-operative business models.	Ongoing	Business Gateway Moray	Cooperative Development Scotland, Chamber, TSI Moray
	Support increased promotion of the Moray Loves Local Campaign	Ongoing	EG&R	Business Gateway Moray
<b>Ensure major projects delivered by Moray Anchor Network Partners adopt a community wealth building approach</b>	Support Moray Anchor Network project managers with embedding a CWB approach within the business plans for major capital and infrastructure projects including Moray Growth Deal, Levelling Up, long term town plan and schools.	On Hold	EGR, SP&D	

CWB Objectives	Actions	Timescale	Lead	Key Partners
<b>Inclusive Ownership</b>				
<b>Maximise leverage of external funding sources to support community led and public sector projects.</b>	Provide ongoing promotion of external funding opportunities through existing Anchor communication channels.	Ongoing	MC Corporate Comms, EG&R, SP&D	ALL
	Assist with developing and submitting funding applications on behalf of community organisations where the local authority is designated as lead applicant, where appropriate and resources allow.	On Hold	EG&R	HIE, tsiMORAY
<b>Increase capacity amongst third sector organizations.</b>	Support and promote Corporate Social Responsibility, pro-bono and volunteering schemes to increase capacity of third sector.	Ongoing	tsiMORAY	CSU
	Encourage Anchor partners to offer an annual volunteering allowance for employees to expand volunteering capacity in support of the third sector.	Ongoing	ALL	ALL
<b>Land and Property</b>				
<b>Facilitate and support community use and management of public assets to support the needs of the community.</b>	Maximise the use of outdoor space for community benefit such as green spaces, woodlands, community food growing, biodiversity activities, play areas, renewable energy etc	Ongoing	SP&D	tsiMORAY, CSU
	Promote the availability of vacant, underused public assets.	Ongoing	EG&R	Elgin BID, Chamber, FSB, SP&D

CWB Objectives	Actions	Timescale	Lead	Key Partners
<b>Land and Property</b>				
<b>Assist local communities to take ownership or otherwise acquire control of vacant or underused public assets.</b>	Reduce any identified barriers and support communities to have the adequate knowledge and skills to take on the ownership / management of public assets	Ongoing	CSU	tsiMORAY
	Promotional campaign to celebrate the success of CAT's in Moray to raise awareness and stimulate further interest.	Ongoing	CSU	tsiMORAY
<b>Embed community benefit requirements into local planning policy.</b>	Implement CWB planning guidance for all upcoming major developments including wind farms to support skills development, local supply chains and community development.	Ongoing	SP&D	
	Maximise local impact of Developer Obligations to provide community infrastructure, linked to NPF4 Policy.	Ongoing	SP&D	
<b>Finance</b>				
<b>Support investment into Moray Firth Credit Union.</b>	Support the engagement with large employers including anchor partners in the region to encourage the uptake of the Credit Union Workplace Savings scheme.	Ongoing	Business Gateway Moray	HIE, Chamber. tsiMORAY
	Raise awareness of small business loans that can be offered through the Moray Firth Credit Union.	Ongoing	Business Gateway Moray	Chamber, FSB.

CWB Objectives	Actions	Timescale	Lead	Key Partners
<b>Finance</b>				
<b>Increase the number of impactful Participatory Budgeting (PB) decisions conducted by Anchor partners.</b>	Deliver against the Scottish Government target of ensuring at least 1% of all funding decisions are conducted by PB.	On Hold	Moray Council	CSU, EG&R
	Increase the number of local funding programmes awarded by PB, for example Just Transition.	On Hold	tsiMORAY	CSU
<b>Encourage public and private sector investments into Moray that support local supply chains, skills development and community projects.</b>	Develop CWB supplementary planning guidance that will ensure future developments in Moray deliver on supporting local jobs and the local community.	Ongoing	SP&D	
	Deliver targeted investment programmes providing employment land and housing in rural / deprived areas through delivery of the Local Development Plan and NPF4 Policy.	Ongoing	SP&D	
<b>Explore alternative forms of finance including the creation of a 'Moray Fund' to raise funding for public and community projects.</b>	Increase awareness of and support the growth of Community Benefit Societies in Moray.	Ongoing	tsiMORAY	Business Gateway Moray
	Explore And Research The Use Of Community Municipal Investment Funding For Renewable Energy Projects	On Hold	SP&D	EG&R
	Explore The Feasibility Of Public Sector Investment Into Existing Renewable Energy Schemes	On Hold	SP&D	





### CWB consultation

This consultation has been undertaken to determine Stakeholder and the public's views of the draft CWB strategy and Action plan.

The consultation was hosted on Moray Councils website, opening on 21 June and closing on 2 August 2023. The consultation was promoted externally through Moray Council coms and stakeholder social media outlets. Responses were submitted through email. We received 6 responses to the consultation. A number of emails were received in relation to the consultation however they did not fill out the appropriate consultation questions. Such responses were still considered as part of the consultation review.

In terms of the responses, there were 2 responses from members of the public, 2 responses from third sector businesses, 2 responses from membership bodies representing the sector and 1 response from a public sector organisation.

The consultation provided the opportunity for stakeholders and members of the public to comment on the proposed strategy, by asking the following questions:

1. What are your views on the objectives and actions underpinning the following Community Wealth Building principals?
2. Do you think that any of these objectives / actions should be removed or changed?
3. Are there any objectives / actions that you think should be included that are currently missing?
4. Do you have any other comments regarding the strategy as a whole?

During the consultation process, stakeholders in the public private and third sector were contacted to ensure that their views were embedded within the strategy and action plan. The summarised feedback from the consultation process is highlighted below:

- A respondent expressed its support for the CWB strategy highlighting statistics that £1 spent locally leads to more than £1 staying in the local economy, due to the multiplier effect, whereas £1 spent in a chain store leads to 8p staying locally. The same respondent highlighted the environmental benefits spending locally.
- The Introductory section is somewhat complex due to mentions of various organizations like the Anchor Network, Moray Economic Partnership, and Moray Council's Economic Development & Infrastructure Committees, and clarity is needed on how these entities will collaborate to influence the strategy.
- A respondent noted they were interested in learning about the benefits brought about by the emergence of Community Wellbeing (CWB) across the UK since its inception. They also inquire about the resources required for these changes.
- There was expressed concern about the gender pay gap in Moray, noting that women in the region are the worst paid in Scotland, leading to increased poverty within families. They mention that childcare has been a persistent issue for over 40 years, with some projects being closed due to funding challenges.
- A respondent noted the objective of supporting investment in the Moray Firth Credit Union (MFCU) and mentions the changes in its boundary and regulatory environment. They highlight the complexity of credit union regulation by the Financial Conduct Authority (FCA) and the Prudential Regulatory Authority (PRA).
- There was expressed concern regarding broadband connectivity in rural areas to support working from home activities.

- The strategy can act as a foundational driver for the delivery of more homes for the people of Moray. Increasing the scale of well-designed, energy-efficient homes plays a key role in delivering improvements to health, education, regeneration and carbon reduction outcomes as well as housing access for all.
- SME home builders provide a wealth of direct and indirect employment, skills and supply chain demand across Scotland and are a vital component in CWB in many areas. Engagement is need with the sector to ensure there is localisation of this job creation.
- NPF4 Policy 18 and Planning Circular 3/2012 state that developer contributions should be sought only when necessary to make the proposed development acceptable in planning terms and should be fair and reasonable with respect to the scale and kind of development.
- In relation to the action “Embed the requirement for skills development and training programmes within developer obligations”, there is a recognised skills shortage in the area, however, the Section 75 route is not the appropriate mechanism to address this. House builders already employ apprentices from the local area and use local suppliers and sub-contractors, there is welcomed discussion on the ways to further support skills development and how the industry can participate in this. However, developer obligations is not the correct mechanism for this and would not meet the policy tests set out in Planning Circular 3/2012.

The responses received have been reviewed and findings used to inform and develop the aims and actions within the draft CWB strategy. A number of modest changes to the strategy have been made as a result of the consultation including;

- Ensure that the messaging surrounding CWB is easy to understand for all communities within Moray.
- Procurement objectives and actions surrounding community benefit and fair work have been revised to ensure they are realistic and achievable in the current environment.
- Land and Property objectives and objectives have been altered to reflect the support needed for communities to acquire control or manage public assets.
- The developer obligations action within Land and Property section has been adjusted to have the focus on delivering community infrastructure.