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

Tuesday, 21 January 2020

**NOTICE IS HEREBY GIVEN** that a Meeting of the **Economic Development & Infrastructure Services Committee** is to be held at **Council Chambers, Council Office, High Street, Elgin, IV30 1BX** on **Tuesday, 21 January 2020** at **09:30**.

### **BUSINESS**

- 1 Sederunt**
- 2 Declaration of Group Decisions and Members Interests \***
- 3 Minute of Meeting dated 5 November 2019** **7 - 14**
- 4 Written Questions \*\***
- 5 Speed Indicator Devices Community Partnership Policy** **15 - 24**  
Depute Chief Executive (Economy, Environment and Finance)
- 6 Harbour Safety Management System** **25 - 100**  
Report by Depute Chief Executive (Economy, Environment and Finance)
- 7 Roads Asset Management Planning** **101 - 116**  
Report by Depute Chief Executive (Economy, Environment and Finance)
- 8 Dorenell Wind Farm - Financial Contributions to the Moray Council for use on Moray's Core Paths** **117 - 138**  
Report by Depute Chief Executive (Economy, Environment and Finance)

- |           |  |                      |
|-----------|--|----------------------|
| <b>9</b>  | <b>Annual Report on Economic Development in Moray<br/>2018/19</b>  | <b>139 -<br/>182</b> |
|           | Report by Depute Chief Executive (Economy, Environment and Finance)  |                      |
| <b>10</b> | <b>Update on Business Gateway Review</b>   | <b>183 -<br/>190</b> |
|           | Report by Depute Chief Executive (Economy, Environment and Finance)  |                      |
| <b>11</b> | <b>Environmental and Commercial Services/Economic<br/>Growth and Development Budget Monitoring Report to<br/>31 October 2019</b> | <b>191 -<br/>208</b> |
|           | Report by Depute Chief Executive (Economy, Environment and Finance)  |                      |
| <b>12</b> | <b>Performance Report (Environmental and Commercial<br/>Services) - Half Year to September 2019</b>                              | <b>209 -<br/>226</b> |
|           | Depute Chief Executive (Economy, Environment and Finance)  |                      |
| <b>13</b> | <b>Question Time ***</b>   |                      |
|           | Consider any oral question on matters delegated to the Committee in terms of the Council's Scheme of Administration.             |                      |

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

### **Services Committee functions:**

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



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

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

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

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

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

Clerk Name: Lissa Rowan  
Clerk Telephone: 01343 563015  
Clerk Email: lissa.rowan@moray.gov.uk



# **THE MORAY COUNCIL**

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

### **SEDERUNT**

Councillor Graham Leadbitter (Chair)  
Councillor Theresa Coull (Depute Chair)  
Councillor George Alexander (Member)  
Councillor David Bremner (Member)  
Councillor John Cowe (Member)  
Councillor Gordon Cowie (Member)  
Councillor John Divers (Member)  
Councillor Claire Feaver (Member)  
Councillor Marc Macrae (Member)  
Councillor Maria McLean (Member)  
Councillor Shona Morrison (Member)  
Councillor Sonya Warren (Member)  
Councillor Walter Wilson (Member)

Clerk Name: Lissa Rowan  
Clerk Telephone: 01343 563015  
Clerk Email: [lissa.rowan@moray.gov.uk](mailto:lissa.rowan@moray.gov.uk)



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

**Tuesday, 05 November 2019**

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

**PRESENT**

Councillor George Alexander, Councillor David Bremner, Councillor Theresa Coull, Councillor John Cowe, Councillor Gordon Cowie, Councillor John Divers, Councillor Claire Feaver, Councillor Graham Leadbitter, Councillor Marc Macrae, Councillor Maria McLean, Councillor Shona Morrison, Councillor Sonya Warren

**APOLOGIES**

Councillor Walter Wilson

**IN ATTENDANCE**

Head of Environmental and Commercial Services, Transportation Manager, Environmental Protection Manager, Consultancy Manager, Mr Burnish, Senior Engineer (Flood Risk Management) and Mrs L Rowan, Committee Services Officer as Clerk to the Meeting

**ALSO PRESENT**

Councillor A McLean

**1 Chair**

Councillor Leadbitter, being chair of the Economic Development and Infrastructure Services Committee, chaired the meeting.

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

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

**3 Minute of Meeting dated 10 September 2019**

Under reference to paragraph 6 of the Minute of the Meeting of this Committee dated 10 September 2019, the Chair stated that, following the meeting, it had been brought to his attention that there was no requirement for the Road Asset Safety Inspection Policy to be ratified at the Policy and Resources Committee as, in accordance with the Scheme of Administration, the Economic Development and Infrastructure Services Committee has delegated authority to approve policies of this nature. In

order to avoid a report being prepared for the Policy and Resources Committee unnecessarily, the Chair asked that the Committee agree to note that this report would not be brought to the Policy and Resources Committee as it is not required. This was unanimously agreed.

Thereafter, the minute of the meeting of the Economic Development and Infrastructure Services Committee dated 10 September 2019 was submitted and approved.

#### **4 Written Questions**

The Committee noted that no written questions had been submitted.

#### **5 Free After 3 Parking**

Under reference to paragraph 9 of the Minute of the Meeting of this Committee dated 8 March 2016, a report by the Depute Chief Executive (Economy, Environment and Finance) informed the Committee of the opportunity to provide a Free After 3 parking promotion covering December 2019.

During discussion, Councillor Divers stated that the provision of Free After 3 parking had been welcomed in the past with some shops having to employ extra staff after 3:00 pm due to the extra footfall. He highlighted the switch on of the Christmas lights in Elgin due to take place on Saturday 23 November 2019 and moved that the Committee agree to start the Free After 3 parking from Saturday 23 November 2019 until Saturday 4 January 2020 in coincide with the switch on of the Christmas lights. This was unanimously agreed.

Thereafter, the Committee agreed to the provision of 'Free After 3' parking in the St Giles Centre Multi Storey Car Park from Saturday 23 November 2019 to Saturday 4 January 2020 (inclusive).

#### **6 Environmental and Commercial Services – Service Plan 2019-2022 including Service Improvements**

A report by the Depute Chief Executive (Economy, Environment and Finance) asked the Committee to consider the Environmental and Commercial Services Service Plan - Actions for Improvement for 2019-2022.

Following consideration the Committee agreed to approve the Environmental and Commercial Services Service Plan – Actions for Improvement 2019/21 as set out in Appendix 1 of the report.

#### **7 Bus Services**

A report by the Depute Chief Executive (Economy, Environment and Finance) informed the Committee of the current position of the Green Bus Fund and North Sea Interreg G-Patra scheme funded electric bus service linking Aberlour and Forres and sought approval to expand the service range and timetable.

During discussion surrounding the Aberlour to Forres route, it was queried whether

use of this route could be monitored so that, should it not be fully utilised, the service in and around Forres could be developed further.

In response, the Transportation Manager explained that the funding for the electric bus had been received from HiTrans as part of a scheme to use low carbon vehicles in rural areas and see how they fared in rural conditions, specifically Speyside. The Transportation Manager further explained that the peak time Aberlour to Forres route had been chosen as it fit the criteria however consideration could be given to changing the route providing any alternative provision still met the funding criteria.

During further discussion surrounding the proposed additional journeys between Forbeshill, Forres Medical Centre and Forres Town Centre, it was queried whether the service could be extended to include the new housing development at the top of Forres.

In response, the Transportation Manager explained that there was no funding to develop this route further at present however advised that, on completion of the development, the Council will receive developer obligations to further develop bus services in that area.

Thereafter, the Committee agreed to approve:

- i. the proposal to increase the number of journeys linking Aberlour and Forres as set out in Section 4 of the report; and
- ii. a number of additional journeys between Forbeshill, Forres Medical Centre and Forres Town Centre as set out in Section 5 of the report.

## **8 School Streets**

A report by the Depute Chief Executive (Economy, Environment and Finance) provided details of the recent School Streets one day road closure at New Elgin Primary School and asked that the Committee give consideration to a possible way forward for further trials to inform a policy decision on whether the introduction of School Streets road closures in Moray should be pursued and how they should be implemented.

During consideration of this item, the Committee noted the positive response received from the school, parents and residents following the recent one day School Street closure at New Elgin however recognised that other schools with significant safety issues could not take advantage of the funding as they do not fit the criteria required and queried whether consideration could be given to road safety across all schools.

In response, the Transportation Manager advised that, to determine whether the School Streets project is suitable for Moray a thorough trial has to take place and the 2 proposed trial sites which meet the specified criteria will help to inform a Council policy. She further advised that the benefits of implementing road safety methods on road infrastructure around every school in Moray would require to be balanced against relevant statistics in terms of perceived road safety risk at each school.

The Head of Environmental and Commercial Services further advised that it is intended to bring a report to a future meeting of this Committee highlighting the findings of the trial and offered to include the implications of implementing road

safety surveys on road infrastructure around all schools in Moray within this report. This was noted.

Councillor Warren acknowledged that the School Street project would not suit every school in Moray however welcomed the trial and moved that the Committee agree the recommendations as printed within the report. This was seconded by Councillor Divers.

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

- i. note the outcomes of the one day School Streets event at New Elgin Primary School as set out in Section 5 of the report;
- ii. approve a trial of School Streets at two locations in Moray funded from Cycling Walking & Safer Streets Grant Funding as detailed in Section 6 of the report;
- iii. delegate authority to the Head of Environmental & Commercial Services to select the sites – based on the criteria in para 6.6 of the report; and
- iv. note that the findings of the trial and a recommended policy position will be brought to a future meeting of this Committee including the implications of implementing road safety surveys on road infrastructure around all schools in Moray.

## **9 Port Marine Safety Code - Quarterly Report**

Under reference to paragraph 6 of the Minute of the Meeting of this Committee dated 20 March 2018, a report by the Depute Chief Executive (Economy, Environment and Finance) informed the Committee with regard to matters of Marine Safety and compliance with the Port Marine Safety Code (PMSC) for the second quarter of 2019/20.

During discussion, concern was raised that Elected Members who are members of the Harbour Advisory Committee (HAC) may not be members of the Economic Development and Infrastructure Services (EDIS) Committee being the Harbour Board which may lead to a disconnection between both bodies in terms of reporting any concerns and it was queried whether a further meeting could be arranged where members of the HAC could meet with Council Officers to discuss any concerns prior to meetings of the EDIS Committee.

In response, the Head of Environmental and Commercial Services confirmed that the EDIS Committee is the Harbour Board and has decision making powers whereas the HAC does not. He further confirmed that he had recently arranged meetings with Elected Members who have harbours within their wards so that any issues can be highlighted prior to meetings of the HAC. He acknowledged that members of the HAC may not be members of the EDIS Committee and agreed to liaise with the Head of Governance, Strategy and Performance to explore possible solutions to this.

Following consideration, the Committee agreed to note the:

- i. safety performance, fulfilling their function as Duty Holder under the Port Marine Safety Code;
- ii. findings of the Port Marine Safety Code health check which was voluntarily

undertaken on 18 July 2019 as set out in Section 12 of the report; and

- iii. that the Head of Environmental and Commercial Services would liaise with the Head of Governance, Strategy and Performance to explore possible solutions to consistency between membership of the Harbour Advisory Committee and the Economic Development and Infrastructure Services Committee.

## **10 Prioritisation of Proposed Works for the 2021 Flood Risk Management Strategies**

Under reference to paragraph 7 of the Minute of this Committee dated 3 May 2016, a report by the Depute Chief Executive (Economy, Environment and Finance) informed the Committee of the Flood Risk Management actions being put forward for prioritisation in the 2021 Flood Risk Management Strategies.

Following consideration, the Committee agreed:

- i. the list of proposed works put forward to SEPA for prioritisation in the Flood Risk Management Strategies; and
- ii. to note that the prioritisation will determine if and when Government Grant Funding will be made available and that it may not be within the 2022 to 2028 Flood Risk Management cycle for works.

## **11 Environmental and Commercial Services/Economic Growth and Development Budget Monitoring to 31 August 2019**

Under reference to paragraph 10 of the Minute of Moray Council dated 27 February 2019, a report by the Depute Chief Executive (Economy, Environment and Finance) informed the Committee of the current position regarding Environmental and Commercial Services/Economic Growth and Development Budgets.

Following consideration, the Committee agreed to note the budget monitoring report for the period to 31 August 2019.

## **12 Elgin Transport Strategy**

Under reference to paragraph 3 of the Minute of Moray Council dated 9 August 2017, a report by the Depute Chief Executive (Economy, Environment and Finance) informed the Committee of revised outputs from Elgin Traffic Modelling and their potential impact on Elgin Transport Strategy.

During discussion, Councillor Divers raised concern at the continued congestions within Elgin and expressed his frustration at the various proposals that had been discussed by the Council such as an Elgin bypass and bridge over the railway which had never come to fruition and stated that he was not in favour of the proposal to extend the backstop date of the Elgin Transport Strategy to 2035. He therefore moved that the Committee make no changes to the original Elgin Transport Strategy. This was seconded by Councillor Cowe.

Councillor Macrae acknowledged the extensive traffic modelling that had been undertaken by Officers which indicates that the predicted level of traffic from future growth has reduced in the medium term, deferring the need for an additional north-south road crossing of the railway in Elgin until 2035 and moved, as an amendment, that the Committee approve extending the backstop date of Elgin Transport Strategy to 2035 as per the recommendations within the report. This was seconded by Councillor Feaver.

On a division there voted:

For the Motion (4): Councillors Divers, Cowe, Alexander and Cowie

For the Amendment (8): Councillors Macrae, Feaver, Bremner, Coull, Leadbitter, M McLean, Morrison and Warren

Abstentions (0): Nil

Accordingly, the Amendment became the finding of the Committee and it was agreed to approve extending the backstop date of Elgin Transport Strategy to 2035 in light of the revised outputs from Elgin Traffic Modelling.

### **13 Question Time**

Councillor Feaver queried when the bus service would come into place for Forbeshill and the Aberlour-Forres route.

In response, the Transportation Manager advised that the new service would be introduced early in the new year and that the Committee would be notified of the exact date nearer the time.

In relation to the requirement of speed signage in Upper Rafford, Councillor Macrae queried whether Officers had had the opportunity to review the speed survey results.

In response, the Transportation Manager advised that the first installation of speed signage would take place this week in Forres.

Councillor Alexander raised concern that the reduction in the Museums Service budget was being regarded as an issue for Forres rather than a Moray wide issue as the Falconer Museum is located in Forres. He further advised that he had been approached by The Friends of Falconer Museum to speak on the Council's behalf at a recent meeting however, in an effort to demonstrate that this is a Moray-wide issue, he had declined the invitation and suggested that the Council Leader be approached. As the Council Leader was unavailable, Cllr A McLean had agreed to speak however, being a Forres Member, this defeated the purpose of highlighting that the reduction in the Museums Service is Moray-wide. Councillor Alexander further stated that, at the meeting, he had noted that the Convener of the Council was present however did not identify herself as such and he was of the view that this depicted poor leadership.

In response, Councillor Morrison advised that she was on annual leave when the invitation to the meeting was issued therefore was not in a position to talk at the meeting however she did attend and was happy to take questions however none were addressed to herself.



The Chair confirmed that the reduction in the Museums Service was Moray-wide and not just related to the Falconer Museum in Forres and confirmed that continued efforts were being made to re-open the service as quickly as possible.

Councillor Warren noted that the Council had been unsuccessful in securing Fisheries Local Action Group (FLAG) funding for the ice plant and chill facility at Buckie Harbour and queried whether any appeal had been made or other funding avenues pursued.

In response, the Transportation Manager advised that there was no appeals process for FLAG funding and that alternative funding sources were being pursued for the ice plant and chill facility at Buckie Harbour.






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**REPORT TO: ECONOMIC DEVELOPMENT AND INFRASTRUCTURE  
SERVICES COMMITTEE ON 21 JANUARY 2020**

**SUBJECT: SPEED INDICATOR DEVICES COMMUNITY PARTNERSHIP  
POLICY**

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

## **1. REASON FOR REPORT**

- 1.1 This report is to seek endorsement of a collaborative approach to managing vehicle speeds and the perception of speeding traffic in communities through the use of Speed Indicator Devices (SIDs).
- 1.2 This report is submitted to Committee in terms of Section III (F) (17) of the Council's Scheme of Administration relating to the management of traffic.

## **2. RECOMMENDATION**

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

- i) **note the best practice with regard to the criteria for the use of Speed Indicator Devices (SIDs); and**
- ii) **endorse the continuation and promotion of the current programme of SIDs deployment in response to community requests for permanently sited and community operated SIDs.**

## **3. BACKGROUND**

- 3.1 The Transportation Service and Police Scotland regularly receive enquiries and complaints relating to vehicle speeds and perceived speeding issues within built up areas and rural communities. More recently there have been a number of requests from communities for the permanent erection of Speed Indicating Devices (SIDs) at locations where traffic speeds are perceived to be higher than the speed limit.
- 3.2 This report seeks to address these requests by setting out the best practice for the use of SIDs and provides details of the recent changes in the deployment of the council operated SIDs, which is seeking to work more

closely with communities and Police Scotland through the introduction of a targeted deployment programme.

#### **4. TYPES OF VEHICLE ACTIVATED SIGNS (VAS) AND THEIR RESPECTIVE USE**

- 4.1 There are two types of traffic signs which light up as vehicles approach them, Vehicle Activated Signs (VAS) and Speed Indicator Devices (SIDs). Both are used to address speeding, or inappropriate traffic speeds on the approach to isolated road features, where there is evidence to support their use.
- 4.2 A VAS is a permanent sign used to address the problem of inappropriate speed where conventional signage has not been effective. They are installed to supplement existing signage, not to replace it. The conditions under which VAS can be used is set out in Traffic Advisory Leaflet 01/03 Vehicle Activated Signs. This document has been uploaded alongside the agenda to Committee Management Information System (CMIS) for information.
- 4.3 Traffic Advisory Leaflet 01/03 states that VAS should only be considered where:
- There is a collision problem at the site; and
  - The collisions are associated with inappropriate speeds.
- 4.4 There are two categories of VAS :-
- Speed enforcing signs that illuminate a speed limit roundel (e.g. '30') and may include an accompanying warning (typically 'SLOW DOWN'); and
  - Signs that give warning of a particular hazard, e.g. 'sharp bend', 'road narrows' etc., which by their nature highlight an issue that engineers have already deemed to be a risk either through accident records or engineering judgement.
- 4.5 SIDs are temporary signs which display the actual speed of an approaching vehicle. Sometimes the number displayed is accompanied by a smiling face for speeds under the speed limit or a frowning face for speeds which exceed the limit. The signs are installed for a limited period of time, generally to support a specific area based road safety campaign, or in response to community concerns related to traffic speeds.
- 4.6 There are two types of SIDs, those which are fixed to street furniture (normally a street lighting column) and mobile SIDs which are supported on a tripod. The sighting of temporary SIDs must take into account the safety of road users e.g. if located above a footway the bottom of the sign must be at least 2.1 metres above the level of the footway.
- 4.7 It should be noted that despite public perception, SIDs are not always effective in reducing vehicle speeds and in some locations can have the opposite effect of causing some vehicles to speed up (e.g. drivers who want to see how high the number will go).

## **5. BEST PRACTICE IN THE DEPLOYMENT OF SIDS**

- 5.1 SIDs can be effective when erected on a temporary basis which avoids drivers becoming complacent after the sign has been in place for some time and developing 'sign blindness'. National studies on the use of VAS and SIDs, such as TRL Report PPR 314 which looked into the effectiveness of SIDs in London, have confirmed that there tends to be an immediate effect in terms of a reduction in traffic speeds at sites where SIDs are installed but that this effect reduces over time. This document has been uploaded alongside the agenda to the Committee Management Information System (CMIS) for information.
- 5.2 In 2014 Angus Council reviewed traffic surveys undertaken before and after SIDs were installed on a temporary basis and found that the initial installation of the signs resulted in a marked reduction in traffic speeds. However later when signs were installed again at the same site results showed less of a reduction in speed over the passage of time. Officers at Angus Council concluded that the results of the surveys seemed to confirm the notion of complacency and 'sign blindness' as drivers were aware of the signs and their purpose and therefore tended to pay less attention to them.
- 5.3 In Wales the Trunk Road Authority has developed specific guidance on the use of VAS, including SIDs. This guidance set out a clear assessment criteria and path for the consideration of VAS or SIDs at locations where there is an observed or perceived issue of speeding traffic. Of particular interest is their approach to complaints of speeding received from the community, which is presented in the flowchart attached as **APPENDIX 1**.
- 5.4 The Welsh Government criteria to be met for implementing SIDs is:
- A record of complaints regarding speeding received by either the Roads Authority or the Police; and
  - 85<sup>th</sup> percentile speeds recorded at more than 10% over the speed limit (e.g. 15% of traffic is travelling at speeds of 33 mph or above in a 30 mph speed limit).
- 5.5 There is no similar guidance on the use of VAS/SIDs issued by Transport Scotland. However many local authorities use the above approach and criteria.
- 5.6 In England there has been a growing move towards community funded VAS and community funded and operated SIDs. The Local Authority retains the decision making process as to whether or not VAS/SIDs are suitable to address the community concerns. In the case of community operated SIDs there is a requirement for training on the erection and operation of the signs, insurance and for community groups to enter into a Memorandum of Understanding.
- 5.7 In Scotland the general approach to enabling communities to participate in addressing speeding concerns has been through the Community Speed Watch initiative. This is a national initiative where active members of local communities join with support of the Police to monitor speeds of vehicles

using speed detection devices. Vehicles exceeding the speed limit are referred to the Police with the aim of educating drivers to reduce their speeds.

## **6. COUNCIL VAS AND SIDS**

- 6.1 The council currently has nineteen VAS signs which are permanently installed at locations around Moray to reinforce the posted speed limit or make drivers aware of hazards. Eleven of these signs are speed roundel signs. Where these signs were installed to remind drivers of the posted speed limit it has been on the basis of evidence of traffic speeds above the limit, in keeping with best practice, e.g. on Morriston Road in Elgin, Findhorn Road in Kinloss.
- 6.2 The Council also has four SIDs which are installed on an ad hoc basis in response to concerns raised by communities. The SIDs are the type which are temporarily fixed to street furniture, generally a street lighting column. The Council does not have any of the mobile type of SIDs which are supported by a tripod.
- 6.3 There is one Speed Indicator Device which was paid for by a developer permanently sited in Archiestown. The sign was installed during the construction period of a nearby development and retained afterwards at the request of the community, against the advice from officers. The permanent installation of this device in Archiestown should therefore not be used as a precedent to erect other permanently sited SIDs.

## **7. SIDS DEPLOYMENT PROGRAMME**

- 7.1 Since October 2019, in response to community concerns about speeding traffic, and in discussion with Police Scotland, a programme for the deployment of the council's SIDs has been developed.
- 7.2 The first deployment of signs has been in the west of Moray in Rafford, Forres and Findhorn, where the local community councils have recently raised concerns. In the New Year, the signs will be deployed in the Speyside area at sites in Craigellachie and Dufftown, again in response to requests from the community.
- 7.3 The current programme for sign deployment runs until June 2020, after which there is an opportunity for more communities to request SIDs at locations where they perceive speeding issues. It is proposed that the programme is promoted to Community Councils through a presentation at a future Joint Community Council meeting. Communities will be able to request inclusion in the programme through an application form to be placed on the council website, **APPENDIX 2**.
- 7.4 As part of the programme, where there has been no previous information collected, speeds will be recorded and reported back to the relevant community council. Where the installation of a SID has been requested in an area where there is no current community council, the results of the surveys will be reported to the party who raised the speeding concern and the Local Ward members. If recorded speeds are found to be excessive, then further assessment will be undertaken against the criteria in Traffic Advisory Leaflet 01/03 to determine whether a permanent VAS would be required.

- 7.5 There is limited capital budget available for the purchase of additional SIDs signs and this would only be considered where there was demand over and above the existing provision and seen to be effective. Alternatively community funds could be used to purchase additional SIDs. However it is recommended that the SIDs funded by communities would be used as part of the deployment programme and not be available for permanent erection at a single location.

## **8. SUMMARY OF IMPLICATIONS**

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

This approach supports Moray 2023 Corporate Plan and the Community Safety and Antisocial Behaviour Strategy by promoting Safer Communities “Our communities will be safer places in which to live, work and travel” by identifying how the Council will positively engage with communities in response to concerns raised about traffic speeds.

**(b) Policy and Legal**

Enforcement of traffic speeds is undertaken by Police Scotland. Data collected is regularly shared with Police Scotland to assist them in any speed enforcement activities.

**(c) Financial implications**

There are no financial implications associated with this report as the deployment of SIDs is part of existing staff activities. The programme may identify areas where permanent VAS would be recommended to address excessive speeding and road safety issues. The costs of erecting such signage depends on site specific requirement e.g. location of power supply.

**(d) Risk Implications**

There are no specific risks associated with this report. There are however risks associated with the ownership and operation of Speed Indicator Devices by communities.

**(e) Staffing Implications**

There are no staffing implications associated with the current SIDs deployment programme as it forms part of existing duties.

**(f) Property**

There are no property implications arising from this report.

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

None

**(h) Consultations**

The Depute Chief Executive (Economy, Environment & Finance), Head of Environmental & Commercial Services, Legal Services Manager, Committee Services Officer (L Rowan) and Police Scotland, Norman Stevenson (Local Area Commander Moray).

## **9. CONCLUSION**

- 9.1 There are two types of illuminated road signs Vehicle Activated Signs and Speed Indication Devices. VAS are installed on a permanent basis at sites which meet the criteria set out in APPENDIX 1. SIDs are temporary signs which are used to remind drivers of their speed and encourage drivers to lower their speed if over the limit.**
- 9.2 A number of requests have been received from communities for SIDs to be installed on a permanent basis at locations where there is a perceived issue with speeding. This is against best practice and would undermine the effectiveness of the signage.**
- 9.3 The council has four SIDs and has recently commenced a programme for their deployment in response to community requests and in conjunction with Police Scotland, which follows best practice. The programme will be promoted to communities through the Joint Community Council.**
- 9.4 It is recommended that communities are directed to this programme when requesting permanent installation of SIDs.**

Author of Report: Diane Anderson, Senior Engineer Transportation

Background Papers:

Ref:



## 2 SCHEME DEVELOPMENT

### 2.1 PROCESS

2.1.1 The need for a vehicle activated sign or speed indicator device to address a speed related road safety problem shall be identified by the Welsh Government, or it's Trunk Road Agents following analysis of personal injury collisions, or from complaints raised by members of the public. The process for considering whether a vehicle activated sign or speed indicator device should be provided follows the same methodology, set out in the flowchart in Figure 1 below.

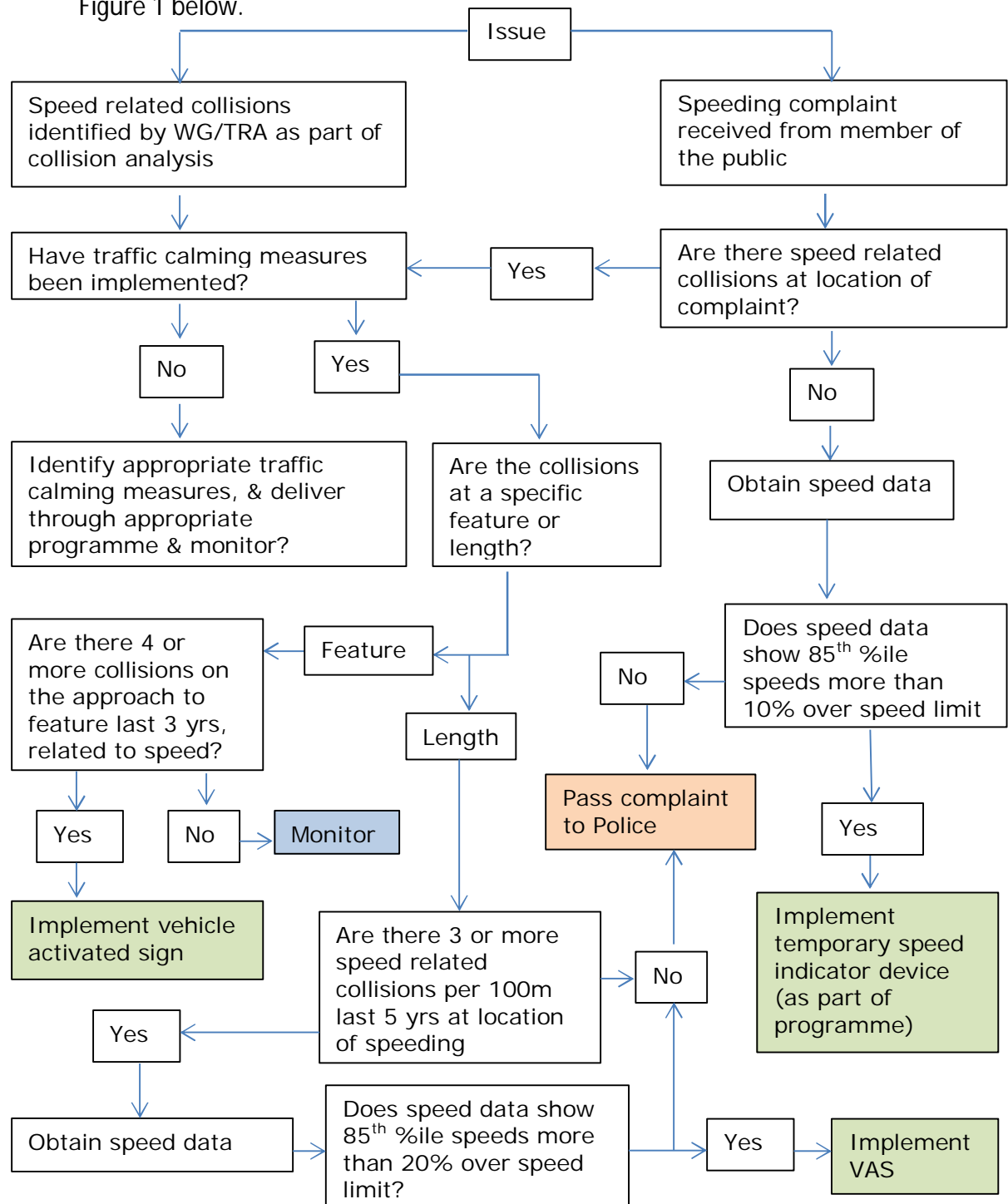


Figure 1 - Process for establishing whether a vehicle activated sign or speed indicator device should be provided at a location on the trunk road network



**Request for Inclusion in Speed Indicator Devices Programme**

Reason for Request		
Moray Officer Liaised with		
Proposed Locations	1	
	2	
	3	
	4	
Level of Support from Community		Consulted and Supportive
	Police Scotland	Yes/No
	Community Council	Yes/No
	Ward Councillor	Yes/No
	Residents	Yes/No

Request submitted by:- \_\_\_\_\_

Position Held (if appropriate) \_\_\_\_\_

Date \_\_\_\_\_

Please email this form [roadsafety@moray.gov.uk](mailto:roadsafety@moray.gov.uk) or post your request to:-

Request for SIDs Transportation Environmental and Commercial Services Moray Council PO Box 6760 Elgin IV30 9BX
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**REPORT TO: ECONOMIC DEVELOPMENT AND INFRASTRUCTURE  
SERVICES COMMITTEE ON 21 JANUARY 2019**

**SUBJECT: HARBOURS SAFETY MANAGEMENT SYSTEM**

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

**1. REASON FOR REPORT**

- 1.1 To inform the Committee with regard to a review of the Harbours Safety Management System in compliance with the Port Marine Safety Code (PMSC)
- 1.2 This report is submitted to Committee in terms of Section III (F) (25) of the Council's Scheme of Administration relating to the functions of Council as Statutory Harbour Authority (SHA).

**2. RECOMMENDATION**

- 2.1 **Committee is asked to consider and note the review of the Harbours Safety Management System, fulfilling their function as Duty Holder under the Port Marine Safety Code.**

**3. BACKGROUND**

- 3.1 Moray Council is the statutory harbour authority for six harbours (Buckie, Burghead, Cullen, Findochty, Hopeman and Portknockie), under the terms of s57 of the Harbours Act 1964, as conferred by the Grampian Regional Council (Harbours) Order Confirmation Act 1987.
- 3.2 As harbour authority the Council is committed to complying with the Port Marine Safety Code, which sets out a national standard for port marine safety. One of the key aspects of this is to have a Marine Safety Management System (MSMS).
- 3.3 The SHA must operate an effective MSMS which has been developed after consultation, is based on formal risk assessment and refers to an appropriate approach to incident investigation.

- 3.4 It is a responsibility of the Duty Holder to ensure that the key measures to secure marine safety are in place to the extent appropriate for their operations.
- 3.5 The PMSC specifies the MSMS should be operated effectively and revised periodically and states that the MSMS should incorporate safety policies and procedures to:
- ensure there is proper control of vessel movements by regulating the safe arrival, departure and movement within the harbour of all vessels
  - protect the general public from dangers arising from marine activities within the harbour
  - allow functions to be carried out with special regard to the possible environmental impact
  - prevent acts or omissions that may cause personal injury to employees or others
- 3.6 The MSMS should also:
- confirm the roles and responsibilities of key personnel at the organisation
  - outline present procedures for marine safety within the harbour or facility ( including the port approaches)
  - measure performance against targets (the organisation must have a database or system to record incidents, including near misses)
  - refer to emergency plans that would need to be exercised
  - be audited (internally) on an annual basis
  - be audited externally every 3 years
  - be formally reviewed every 5 years
- 3.7 The Harbours SMS was originally developed in 2002 by Jim Middleton, acting as a consultant to Moray Council on matters relating to compliance with the PMSC. The template used for the SMS at the time was widely adopted across a number of other harbour and port authorities. The document has been periodically reviewed in 2006, 2007, 2010, 2012, and 2017.
- 3.8 A review was carried out in late 2019 by the harbours management team. The current draft document, reflecting this review, is attached as **Appendix 1**. The MSMS is a living document which must reflect any changes in applicable legislation, port infrastructure, harbour activities, hazards to navigation, marine operations, organisational structure and key personnel.
- 3.9 The principal contents of the Harbour SMS are as follows:
- introduction including policy statement and applicable codes and regulations
  - an overview of the harbours managed by the SHA
  - risk management
  - emergency response procedures
  - performance and monitoring
  - conservancy
  - pilotage arrangements
  - incident and near miss reporting

- clarification of applicable legislation
- clarification of current governance structure
- update to job descriptions
- update to general training arrangements
- update to operating constraints for cargo vessels
- clarification of applicable environmental designations
- update to information relating to navigational aids
- update to pilot training requirements
- inclusion of Environmental Policy

Other minor changes to layout and wording have also been made.

- 3.10 The document was also reviewed in December 2019 by the appointed Designated Person (DP), Marex Marine & Risk Consultancy, Aberdeen, and the draft in Appendix 1 reflects their comments.

#### **4. CHANGES TO THE MSMS**

- 4.1 The format of the MSMS has been revised to remove duplication as well as to update a number of key areas, therefore a tracked change document is not practicable for review. The changes made (other than grammatical changes and changes to reflect latest updates such as Committee names etc) are as follows:
- 4.2 Update to the Duties, Powers and Responsibilities (s1.4) to reflect the current position, as clarified during the 2018 Port Marine Safety Code statement of compliance.
- 4.3 Update to the Responsible Persons (1.5) and Organisation Chart (1.6) to reflect changes to the structure of the harbourmaster's team – the introduction of an additional Assistant Harbourmaster and the deletion of the Burghead Harbourmaster post.
- 4.4 Update to the Qualifications and Training section (1.7) to reflect the National Occupational Standards and the Embarkation and Disembarkation of Pilots Code of Safe Practice.
- 4.5 Sections on Handling Dangerous Goods, ISPS and Port Waste Regulations have been moved to the main body of the MSMS from the Appendices to make them more prominent.
- 4.6 Section 9 on Conservancy has been moved to the main body of the MSMS from the Appendices to make it more prominent. It has been enhanced and updated with more detail on diving and salvage in particular.
- 4.7 Section 10 on Aids to Navigation has been moved from the Appendices and has been updated with the latest information including new lights.
- 4.8 Section 11 on Pilotage has been moved from the Appendices and updated, including greater detail on operating procedures.

- 4.9 Incident and Near Miss Reporting in Section 13 has been reviewed, and the role of the MAIB has been incorporated.
- 4.10 Section 14 on Permits to Work has been updated and has been moved from the Appendices.
- 4.11 Section 15 on recreational activities has been updated to reflect Cullen Sea School activities.
- 4.12 Section 16 on staff training has been updated.
- 4.13 A new appendix containing the Environmental Policy has been introduced, along with a new Drone Policy.
- 4.14 The emergency contact details have been reviewed and updated.

## **5. SUMMARY OF IMPLICATIONS**

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

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

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

Non-compliance with the Port Marine Safety Code could have legal implications as it would likely be a breach of Health & Safety legislation

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

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

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

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

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

Key personnel are to be trained, qualified and experienced.

### **(f) Property**

There are no property implications arising from this report.



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

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

**(h) Consultations**

The Depute Chief Executive (Economy, Environment and Finance); Head of Environmental & Commercial Services, Legal Services Manager, Principal Accountant, Committee Services Officer (L Rowan), and Equalities Officer have all been consulted and their comments incorporated into this report.

**6. CONCLUSION**

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

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

Background Papers:

Ref:





# HARBOURS SAFETY MANAGEMENT SYSTEM

Issue	Rev	Date	Purpose	Prepared By	Checked	Approved
A	0	Jan 02	For implementation	C J Middleton	K Stratton	
A	01	Oct 06	Minor revisions	C J Middleton	W Mackay J Mackay	K Stratton
A	02	Dec 07	Revised Burghead launch procedures	C J Middleton	J Mackay	K Stratton
A	03	Feb 10	Update Buckie Operating Constraint	W Mackay	C J Middleton	K Stratton
A	04	Apr 12	General review and update	C J Middleton	W Mackay J Mackay	K Stratton
A	05	Oct 17	General review and update	D Bremner	D Brown	N Moss
A	06	Jan 20	Comprehensive review and update	D Bremner	N Moss	

# DISTRIBUTION LIST

COPY NO	HOLDER	NOTE
1	Buckie Harbourmaster	
2	Burghead Harbour Office	
3	Buckie Harbour Office	
4	Harbour Operation and Development (DB)	
5	Transportation Manager (NM)	
6	Head of Environmental & Commercial Services (SC)	
7	Duty Holder – Members of Economy, Environment and Finance Committee	Electronic copy

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**ABBREVIATIONS**

ACOP	Approved Code of Practice
ALARP	As Low as Reasonably Practical
AHM	Assistant Harbourmaster
A To N	Aids to Navigation
CHA	Competent Harbour Authority
DG's	Dangerous Goods
DFT	Department for Transport
EPO	Emergency planning Officer
FV's	Fishing Vessels
GRT	Gross Register Tonnes
HSE	Health & Safety Executive
HSMS	Harbour Safety Management System
HSWA	Health & Safety at Work Act 1974
HM	Harbourmaster
IAL	Incident/Accident Log
ISPS	International Ship & Port Facility Security Code 2004
IMO	International Maritime Organisation
JSA	Job Safety Analysis
LOA	Length Overall
LSA	Life Saving Appliances
MAIB	Marine Accident Investigation Branch
MCA	Maritime & Coastguard Agency
MHWS	Mean High Water Springs
MPT	Marine Pilot training
MS	Merchant Shipping
NLB	Northern Lighthouse Board
OSRP(C)	Oil Spill Response Plan (co-operation)
OSROSC	Oil Spill Response On-scene Commander
PEC	Pilotage Exemption Certificate
PFSO	Port Facility Security Officer
PFSP	Port Facility Security Plan
PMSC	Port Marine Safety Code
PNSP	Port Navigation Safety Policy
PTW	Permit to Work
RA	Risk Assessment
RNLI	Royal National Lifeboat Institution
RV's	Recreational Vessels
SMS	Safety Management System
SOSREP	Secretary of State Representative
SPA	Special Protection Area
SSSI	Site of Special Scientific Interest
TWCP	The Workboat Code of Practice
UK	United Kingdom
UKHO	United Kingdom Hydrographic Office
VHF	Very High Frequency (Radio)

## **1.0 INTRODUCTION**

### **1.1 Purpose and Application**

This document demonstrates Moray Council's commitment to operate its Harbours in a safe and environmentally sound manner to the benefit of staff, vessels and their crews, users and the community at large. It gives guidance to staff and others involved in operations on best practice to achieve safe and efficient use of the Harbours, their approaches and environs.

It applies variously to all persons, vessels and craft using, providing services to or otherwise involved with commercial activities on waterways within the various harbour limits. It applies to the all areas and quaysides within the harbour limits, defined in the Byelaws and as shown in the Directory of North-East Council Harbours and to other areas over which Moray Council, as the harbour authority, may have jurisdiction from time to time.

### **1.2 Policy Statement**

Moray Council recognises its continuing responsibility to provide a healthy and safe working environment. Hence, they implement policies in line with provisions of the Health & Safety at Work Act 1974 and the Port Marine Safety Code 2015. Moray Council will:

- Carry out harbour and associated marine operations, in a manner which minimises effects on the environment and the community and which protects the safety and health of: employees; users; others with business in the harbour areas; the general public;
- Operate wherever practical to at least the standards required by law and regulation;
- Ensure that employees perform their duties in a manner consistent with these principles.

### **1.3 Applicable Codes and Regulations**

Below is a summary of the more relevant legislation. Individual documents should be consulted for detailed requirements and obligations.

#### **1.3.1 Port Marine Safety Code**

The Port Marine Safety Code, issued in March 2015, sets standards for the operation of UK Ports. It codifies Duties and Responsibilities of harbour authorities and requires that ports be operated on the basis of Risk Assessment and a Safety Management System.

The PMSC is complimentary to Health & Safety legislation discussed below. In broad terms, the interface is at the quayside.

Harbour operations should meet the standards of the associated Guide to Good Practice on Port Marine Operations, also revised in 2015.



### **1.3.2 Health and Safety at Work Act (HSWA) and Regulations**

The Health & Safety at Work Act 1974 and other health & safety legislation applies to dock operations including the loading and unloading of UK and foreign flag vessels at UK ports and to the handling of dangerous substances in ports and harbours. It does not apply to normal shipboard activities carried out by the master and crew of vessels but does form an interface with the Merchant Shipping (Health and Safety at Work) regs 1997. Port users including fishermen and fish sellers have a responsibility to comply. Harbour staff must abide by its provisions.

### **1.3.3 Pilotage Act 1987**

This legislation addresses Competent Harbour Authorities, Pilotage Districts and other pilotage arrangements. It facilitates overall administration of the pilotage service at Buckie although Moray is not a Competent Harbour Authority within the meaning of the Act

### **1.3.4 Docks Regulations 1988 and Approved Code of Practice**

Specific to quayside work, generally the responsibility of the port users. Harbour staff have an oversight duty to ensure safe practices within the Harbour Area and should have a general knowledge of the regulations.

### **1.3.5 International Ship and Port Facility Security Code (ISPS) 2004**

Applies to commercial harbours handling vessels on international voyages, in the case of Moray Harbours, to Buckie only. Requires an approved Security Plan, appointment of Port Facility Security Officers, arrival reports on security status and control of access to international vessels. Buckie complies in these respects.

### **1.3.6 Port Waste Facilities Management Regulations 2003**

Requires the reporting and recording of the landing of waste by ships and the provision of appropriate facilities by harbour authorities. The purpose is to eradicate the dumping of waste at sea.

### **1.3.7 Grampian Regional Council (Harbours) Order Conformation Act (1987) and Grampian Regional Council Harbour Byelaws (1990)**

The Grampian Regional (Harbours) Order Conformation Act is the legal document under which the harbours are run. The purpose of the order is to allow for better provision for the administration, improvement and regulation of the 6 Moray harbours. It also allows the harbours to create byelaws to further aid these goals.

### **1.3.8 Other Legislation**

The authority has obligations under the following legislation, some of which include express planning duties:

- Dangerous Substances in Harbour Areas Regulations 1987
- Control of Major Accident Hazard Regulations
- Merchant Shipping (Oil Pollution Preparedness Response & Cooperation Convention) Regulations 1998
- Merchant Shipping Act 1995
- Merchant Shipping (Prevention of Oil Pollution) Regulations 1996
- Dangerous Vessels Act 1985
- SOSREP – Sections 151 and 293 of MS Act 1995 and as amended by MS and Maritime Security Act 1997
- Merchant Shipping (Dangerous Goods & Marine Pollutants) Regulations 1990
- Merchant Shipping (Prevention of Pollution by Garbage) Regulations 1998
- Merchant Shipping (Port Waste Reception Facilities) Regulations 1997
- Aviation & Maritime Security Act 1990
- Civil Contingencies Act 2004.

A full list of relevant legislation is appended to the Guide to Good Practice on Port Marine Operations.

### 1.3.9 Consultation Process

Moray Council Harbour Authority's Safety Management System has been developed through a combination of the harbour teams experience and most importantly through risk assessment and consultation. Consultation is an ongoing process which is principally achieved through the Harbour Advisory Committees. The following groups and organisations are involved with the HAC.

- Moray Council Harbour Team
- Shipping Companies
- Shipping Agents
- Stevedoring Services
- Fishing industry
- Fish Selling Agents
- Forsyths and other smaller manufacturing companies
- Macduff Shipyard and other marine services
- Recreational Users
- 3 Harbours Association
- Findochty Water Sports Club

3 or 4 meetings (depending on how often each Committee has elected to meet) are held each year where updates are given on various projects, and views sought on a variety of topics. This gives the harbour team an opportunity to consult harbour users on a range of subjects, including aspects of this SMS.

Some subjects require more detailed harbour user input. On these occasions, email or post is used to consult all harbour users.

The Harbours Team remain in contact with the emergency services (i.e. Police Scotland, RNLI, Coastguard) and maintain good working relationships with all.

## 1.4 Duty Holders – Duties, Powers and Responsibilities

The Port Marine Safety Code defines the Duty Holder for a harbour authority as the Board of Management. In the case of local authority harbours the “Board” is the responsible council committee (See organigram). In the case of Moray Council the position of Duty Holder is the Economy, Environment and Finance (EEF) committee. They remain publicly accountable for the proper operation of the harbour(s).

Harbour authorities may entrust the operation of the harbour to professional people but board members are accountable and may not abdicate that accountability on the grounds that they do not have particular skills. They retain strategic oversight and direction of all aspects of harbour operations. They must ensure that powers are discharged but not exceeded.

Duties of a harbour authority include:

- To take reasonable care that, so long as the harbours are open for public use, that all who choose to navigate them may do so without danger to their lives or property;
- An obligation to conserve and facilitate the safe use of the harbours and a duty of care against loss caused by the authority’s negligence.
- Developing policies, plans, systems and procedures for safe navigation
- Ensuring assessments and reviews are undertaken as required to maintain and improve marine safety
- Ensure that the Harbour Authority seeks and adopts appropriate powers for the effective enforcement of their regulations and for setting dues at a level which adequately funds the discharge of all their duties.

The authority has the power to appoint Harbourmasters who in turn have powers to direct the operations of the ports so that they are carried out safely. They may also authorise pilots.

Board members will make the time to gain an appropriate insight and understanding of the port’s marine activities, marine safety management system and supporting systems.

The duties and responsibilities of harbour authorities are set out more fully in the Port Marine Safety Code.

## 1.5 Responsible Persons – Moray Harbours

### 1.5.1 Duty Holder

The Economy, Environment and Finance Committee (EEF), Moray Council is delegated as the Duty Holder. See section 1.3 for more details on role.

### 1.5.2 Head of Environmental & Commercial Services

The Head of Environmental & Commercial Services is responsible and accountable to the board for operational and financial control of the harbour authority. He advises the board on their powers and duties with input from the Harbourmaster and other officers; he oversees implementation of policy and decisions, has executive responsibility for safety of operations and staffing, oversees recruitment and training.

### **1.5.3 Harbourmaster**

Harbourmasters are appointed by the Duty Holder, they are responsible for the safety of navigation in the various harbours and for exercising the authority's powers in the ports and their approaches. Individually and via any staff, they are responsible for implementing powers of direction both general and local.

The Harbourmaster:

- Has powers of direction to regulate the time and manner of ships entry to, departure from and movement within the harbour waters, and related marine safety purposes.
- Ensures co-ordination and regulation of all vessels within the harbour and its approaches. He/She is also responsible for developing and implementing emergency plans and procedures, for regulating dangerous goods in transit on ships and for counter-pollution and waste disposal plans
- Has overall responsibility for the provision and maintenance of an aids to navigation

The Harbourmaster is based at Buckie and is responsible for the commercial, operational and safety management of the all 6 Moray harbours. There are two Assistant Harbourmasters – one who deals with the leisure harbours and one who is focussed on the commercial harbours of Buckie and Burghead. The Harbourmaster supervises the other harbour staff and advises the Head of Environmental and Commercial Services on harbour issues.

### **1.5.4 Designated Person**

The Harbour Authority appoints a suitably qualified person to act as the Designated Person. This person's function is to provide the Duty Holder with independent assurance that the Harbour Safety Management System is working effectively and to audit compliance with the Port Marine Safety Code.

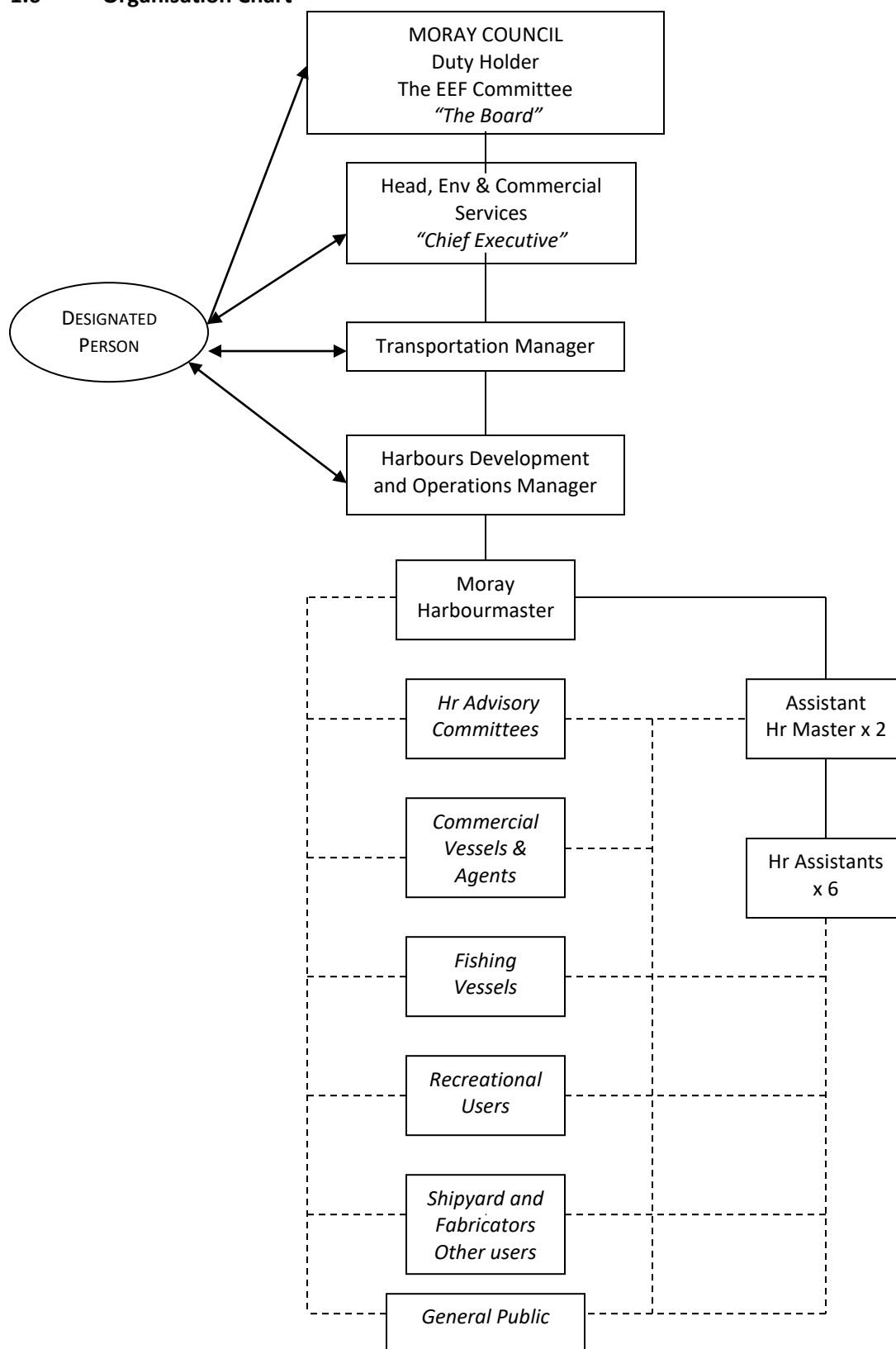
The Designated Person is appointed by the Head of Environmental & Commercial Services. He/she reports periodically on the operation of the SMS to the Head of Environmental & Commercial Services and thence to The Economy, Environment & Finance Committee. This role is currently fulfilled by Marex Marine.

### **1.5.5 Auditing and reporting frequency**

An initial audit will be carried out 6 months after implementation of the SMS or following any considerable changes. Audits will be carried out annually thereafter.

Intermediate audits and reports after a significant change to the operating parameters or after a serious incident.

## 1.6 Organisation Chart



## **1.7 Qualifications and Training**

Council maintain qualifications and training standards appropriate to the duties and responsibilities of all personnel. In the case of the Harbourmasters and harbour staff, these include appropriate marine qualifications and experience. The Harbourmaster, Harbours Development and Operations Manager and Transportation Manager will set out the required training.

In house training is completed on subjects such as the Mooring Manual or emergency response. There is also a training package for pilots and coxswains to complete which is in line with the training the National Occupational Standards and The Embarkation and Disembarkation of Pilots Code of Safe Practice 2017.

An electronic personnel training file is maintained at the Harbour Office for each person and with the HR department in Elgin. Further training required will be scheduled or booked for the person.

## **1.8 Document Control Procedures**

The Harbours Development and Operations Manager will issue numbered, controlled copies of this document to essential users as listed on page 2. He will initiate any required amendments to this document and issue these amendments to registered holders. Any uncontrolled copies are only valid at time of issue for a specific operation. Holders should check with the local Harbourmaster to obtain updates.

## **1.9 Review and Revision**

This document will be reviewed at regular intervals to ensure it remains current. An interim review will take place if there has been a significant change to operating parameters, legislation or other matters addressed in the document. The document will be reviewed thoroughly at three year intervals.

The Harbours Development and Operations Manager is responsible for initiating and implementing reviews.

## 2 OVERVIEW OF THE HARBOURS

### 2.1 Buckie

#### 2.1.1 Location and Layout

The Harbour is in position 56° 41'N, 02° 57'W, on the southern shore of the Moray Firth. It contains 4 basins with quays. Normally, vessels up to 87 metres LOA and 15 metres beam can be handled. The basins are protected by the North Pier and a narrow NW-facing entrance.

No1 Basin and the North Pier are used for cargo vessels loading/discharging bulk cargoes and fabricated items, Basins 2 & 3 for fishing vessels and the Buckie Shipyard is in Basin No 4. Recreational craft and recreational fishing vessels are normally berthed in Basins 3 or 4.

#### 2.1.2 Operating Constraints

Principal operating constraints are:

- Maximum LOA 90 metres
- Maximum beam 15 metres
- Maximum draft 4.5 metres (5.0 m on bigger tides to be discussed with the Harbourmaster and subject to risk assessment)
- Vessels ≥ 70 metres LOA – must have an operational bow thruster
- Vessels ≥ 80 metres LOA:
  - Wind strength ≤ Force 4
  - Not allowed to enter if significant sea/swell from north or north-east
  - Visibility at least 1 mile
  - Minimum 72 hours' notice of arrival to sufficiently clear No 1 Basin of other vessels.

Normally the port is closed for other vessels in Northerly winds over Force 5 or visibility < 0.5 NM.

Vessels which do not meet the above parameters will be subject to prior Risk Assessment involving Harbourmaster/Pilot and Master. Constraints may include limitations on timing relative to tidal flows and daylight entry.

Vessels of exceptional size, configuration or draft, bound to or from the shipyard are subject to an Unusual Event Risk Assessment. Vessels with high windage deck loads or other characteristics which adversely affect manoeuvrability are also subject to Unusual Event Risk Assessment.

In all cases, the Harbourmaster should be consulted.

#### 2.1.3 Port Control

Vessels entering and leaving Buckie are controlled by VHF radio – Ch 16 calling, Ch 12 working. Approaching vessels have priority over those departing.

The harbour office and VHF radio are manned 24 hours per day. The duty Watchman carries a portable radio when temporarily away from the harbour office to allow communication with vessels moving in the harbour.

Vessels departing or moving through the harbour will get permission from port control before letting go of any ropes.

Port closure due to bad weather is signalled by three vertical red lights at the entrance.

#### **2.1.4 Port Limits**

Port limits are specified in the Schedule to Grampian Regional Council Harbours Byelaws 1990 and the Grampian Regional Council (Harbours) Order Confirmation Act 1987. In broad terms harbour limits extend approximately 1,000 metres north, west and east of the harbour entrance.

#### **2.1.5 Approaches**

The approach to Buckie Harbour is relatively open from the north-west until passing The Mucks – rocky shoals about 0.25 miles north of the entrance. The approach is covered by the white sector of the shore light. This, in line with the Occ (occulting) R (Red) Pierhead light provides a clearing line of 125°/305°, west of The Mucks. West Muck is marked by a light beacon. Buckie pilots recommend using the FR (Fixed Red) and Occ R lights on the North Pier as a lead. Red and green lights mark the extremities of the piers in the entrance.

#### **2.1.6 Anchorages**

There is an anchorage, for vessels able to use Buckie, one mile North West of the harbour entrance, clear of The Mucks, in depths of > 10 metres. Harbourmaster's advice should be taken before anchoring. The anchorage is not recommended in northerly gales.

#### **2.1.7 Pilotage**

**Buckie** offers a pilotage service on demand, although it is not compulsory for any class of vessel. There are authorised pilots: the Assistant Harbourmaster and/or Harbour Assistants. Irregular commercial vessels should take a pilot on arrival, if unfamiliar with the port and for sailing if required.

The high speed pilot Boat allows boarding seaward of The Mucks. The normal boarding area is about one mile north-north-west of the harbour entrance

The Boat is manned by harbour staff.

#### **2.1.8 Controlling Depths and Drafts**

A minimum keel clearance of 1 metre in the channel is recommended, subject to weather.

The minimum depth below datum in the entrance channel is normally maintained at about 3 metres. A depth of some 2.5 metres below datum is available in basins 1, 2, 3. In basin No 4 the entrance depth of



2.0 metres shelves towards the shipyard slipways. Rise of tide varies between 3.2 metres at Neaps and 4.4 metres at Springs.

The controlling depth is over the bank at the entrance. Vessels up to 4.5 metres draft can be handled on all tides; up to 5 metres draft on larger tides subject to risk assessment, if in doubt ask the Harbourmaster or staff for advice. Throughout the harbour vessels deeper than 2.5 – 3 metres take the ground at Low Water. Deep drafted vessels bound for the shipyard are subject to special arrangements and agreement between the Harbourmaster and Macduff Shipyards management. In case of disagreement, the Harbourmaster's view prevails.

The harbour entrance and bed are soft but silt up regularly. Debris can be a problem, particularly abandoned/lost tyres and various plastics (bottles, bags etc.). The pilot Boat carries out regular surveys.

For all vessels with draft greater than 4.0 metres, the tide tables and latest channel survey must be checked by harbour staff.

Draft of deep drafted vessels sailing from the harbour must be checked by harbour staff to confirm sufficient depth of water in the channel at time of exit.

Vessels with draft deeper than about 2.5 metres in the harbour, take the ground at low water.

### **2.1.9 Traffic and Trade**

#### **2.1.9.1 Commercial Traffic**

Approximately 50 cargo vessels per year are handled at Buckie. Cargoes include bulk products, specialised loadouts of large or heavy items fabricated locally and occasional shipments of timber. Basin No 1 is generally kept clear for cargo vessels.

A variety of fishing boats, tugs, ferries and workboats are built and/or repaired at the Macduff Shipyards buildings at the east end of the harbour. Boats are lifted on one of 3 purpose built boat lifters/slip ways and transferred to the work areas, one of these involves taking vessels across the road to their building.

#### **2.1.9.2 Fishing Vessels**

About 10 fishing vessels are based at Buckie. Although fish landings are not as common as they once were, the prawn fishing sector has been growing recently. During the summer squid landings are more frequent with up to 35 boats fishing out of Buckie. About 6 part time creel boats operate out of Buckie. Fishing vessels can find their own berths unless the harbour is congested, when movements are controlled to the extent necessary.

#### **2.1.9.3 Recreational Craft**

A small number of recreational craft are based at Buckie including small passenger vessels. 30 – 60 passing yachts call at the harbour annually.

Recreational craft and the creel boats are normally berthed in Basin No 4.

An RNLI lifeboat is based in basin 4 at Buckie Harbour. The RNLI have provided the harbour with a pager, this allows the harbours team time to prepare for anything that may be required. The RNLI follow all the same procedures for entry/exit from the harbour as all other vessels, however, their movements will take priority.

#### **2.1.10 Environmental Factors**

##### **2.1.10.1 Tides**

Rise of tide above datum is approx 4.4 metres at Springs and 3.2 metres at Neaps. This allows vessels up to 5.0 metres draft and exceptionally 6.0 metres to be handled. Deep vessels take the ground at low tide.

Tidal heights are observed on the tide gauge and stonework of the North Pier.

##### **2.1.10.2 Currents**

Tidal streams along the Moray coast run generally east-west and do not exceed 0.6 knots. Currents are not significant when navigating into or out of Buckie.

##### **2.1.10.3 Wind and Wave**

Northerly gales and resultant swell make the entrance difficult and larger vessels are restricted in those conditions. Buckie is closed to vessels > 80 metres LOA in winds over Force 4 and/or heavy swell from northerly or north-easterly directions. It is closed to all vessels in winds over Force 5. Three vertical red lights indicate that the port is closed.

##### **2.1.10.4 Visibility**

When visibility is or is forecast between 1.0 and 0.5 NM, Pilot/Duty Harbourmaster and vessel Master will review whether it is safe for a commercial vessel to enter or leave harbour. The Harbourmaster's view will prevail in case of disagreement. Entry/departure is not recommended in poor visibility unless vessel has operating radar with short range settings.

If visibility reduces to < 0.5 NM, movements in and out of the Buckie harbour is not recommended except for fishing vessels and recreational craft with good local knowledge. If visibility falls below 50 metres, movements in/out and within either Buckie or Burghead harbours, is not recommended.

##### **2.1.10.5 Ice**

Icing may occur within the harbour in extreme conditions, particularly in Basin No 4. It may cause problems for small craft.

##### **2.1.10.6 SSSIs**

The entire Moray Coast is an environmentally sensitive area including: Special Areas of Conservation (SAC), SSSIs and Special Protection Areas (SPA). This is due to the resident and visiting cetacean populations and a number of visiting and resident birds of European Importance.

The sensitive areas are covered in detail in the Moray Coastal Pollution Plan.

#### **2.1.11 Navigation Aids**

Following aids are in use:

- Light beacon on West Mucks rocks, north of the harbour
- Sector light behind the harbour which, in line with pier head occulting red light provides a clearing line 125°/305° west of The Mucks; green sector marks the rocks to the west of the entrance
- Fixed red and green lights marks the extremities of the piers at the entrance.

Details are given in Appendix C Section 3.

The navigation aids are maintained by Moray Council staff. West Mucks light beacon is solar powered and the remainder by mains power. All the aids conform with the criteria in the NLB document “Instructions on the Provision and Maintenance of Aids to Navigation”.

#### **2.1.12 Deficient Vessels**

Based on Incident & Near Miss Reports the Harbourmasters keep a record in their logbooks of vessels which, due to deficient performance, crewing or equipment increase the hazards of the port or are otherwise unsuitable. The harbourmasters will take appropriate steps to restrict the operations of such vessels pending modifications or improvements. Actions taken will be recorded in the logbook.

The Harbourmasters have powers to issue Special Directions in respect of specific vessels or groups of vessels restricting their activities or requiring special provisions whenever such vessels use the ports. Such Directions may include lightening, restrictions to daylight or certain states of wind and/or tide – in extreme cases prohibition from the port.

## **2.2 Burghead**

### **2.2.1 Location and Layout**

Burghead Harbour is located at 57° 42' N, 03° 29' W on the southern shore of the Moray Firth. The entrance faces SSW and is exposed to SW winds.

The harbour consists of:

- the entrance some 18 metres wide
- a spend and turning basin
- an inner basin, some 200 metres long with quays either side with widths varying between 40 and 24 metres.

### 2.2.2 Operating Constraints

Draft is the principal constraint, although beam and length are also relevant, on which the Harbourmaster should be consulted. Draft is limited to the rise of tide less an allowance depending upon the size of the vessel. Rise of tide is some 3.3 metres at high water Neaps and 4.4 metres at Springs.

The entrance channel is subject to silting depending on the weather and season. There is a channel suitable for fishing and recreational vessels with a minimum depth at about chart datum along the North Pier. Maximum draft of about 3.8 metres can be accepted at Spring tides and 2.7 metres at Neaps. Any larger vessel movements should be planned on the basis of rise of tide less 0.6 metres, in consultation with the Harbourmaster. Depths between chart datum and 0.6 metres below datum are available in the Inner Basin. Deeper vessels take the ground at low water.

The Harbourmaster at Buckie should be consulted for available depths.

### 2.2.3 Port Control

There is no port control at Burghead, vessel operators make their own weather decisions based upon local knowledge. When larger vessels use the port they should contact the Harbourmaster at Buckie by telephone to discuss the operation.

Apart from such larger vessels, whose arrival is planned in advance, there is no active control over navigation into and within the harbour. The Harbourmaster visits the harbour daily and maintains contact with users, allocating berths, dealing with any queries or problems which occur. Berths are arranged for regular vessels according to needs, priorities and availability. Space is normally available for visiting yachts, berth usage by recreational vessels is policed as necessary.

### 2.2.4 Port Limits

Port limits are specified in the Schedule to Grampian Regional Council Harbours Byelaws 1990 and the Grampian Regional Council (Harbours) Order Conformation Act 1987. In broad terms harbour limits extend approximately 500 metres south, west and north of the harbour entrance.

### 2.2.5 Approaches

Approach is from west-north-westerly directions towards the beacon passing close south of the pier head where the harbour entrance opens. From here, depths shoal rapidly eastwards to where they dry out. The actual alignment of the channel varies with silting, recent weather and the season. Local advice should be sought if depths are critical. Once past the North Pier beacon, the channel remains close to the pier and through the narrow entrance. A 90° turn is required on entering the spend basin.

### 2.2.6 Anchorages

Anchorage in depths > 10 metres is available 0.5 to 1.0 miles West of the pier head. Holding ground is good. The anchorage is used principally by vessels which are bound elsewhere than Burghead. It not recommended when gales from between west and north are forecast.

### **2.2.7 Pilotage**

There is no Pilotage available for vessels entering Burghead.

The Harbourmaster is based at Buckie Harbour, he will give advice by radio or telephone if requested.

### **2.2.8 Controlling Depths and Drafts**

Depth in the entrance is maintained to about chart datum. Rise of tide is between 3.3 metres at high water Neaps and 4.4 metres at Springs. Hence the controlling depth is the rise of tide plus an allowance to give a bottom clearance in the entrance of at least 0.6 metres. Lesser clearances can be accepted for small vessels. Within the basin depths between chart datum and 0.6 metres below datum are generally available. Deeper vessels take the ground – soft silt, at low water. In all cases, for advice on available depths, the Harbourmaster should be consulted.

### **2.2.9 Traffic and Trade**

#### **2.2.9.1 Commercial Traffic**

There is no commercial trade to Burghead, the last cargo vessel having called in September 1999.

#### **2.2.9.2 Fishing Vessels**

Up to 30 fishing vessels operate from Burghead year round and this increases during the summer. They catch prawns primarily but often move to squid during the summer and land locally. The authority prioritises facilities for fishing vessels. There are other suitable harbours nearby which offer extensive facilities for recreational craft.

#### **2.2.9.3 Recreational Craft**

There are about 15 locally based boats: part-time creel boats, yachts and launches. A variety of recreational craft use the harbour including about 30 visiting yachts per year.

### **2.2.10 Environmental Factors**

#### **2.2.10.1 Tides**

Rise of tide varies between 3.3 metres at Neaps and 4.4 at Springs.

Painted boards form a tide gauge within the harbour.

#### **2.2.10.2 Currents**

Tidal streams along the Moray Coast generally run east-west and do not exceed 0.6 knots at Springs. Tidal currents are not a significant factor in operation of the port.

### **2.2.10.3 Wind and Wave**

The entrance to Burghead faces just west of south and hence is sheltered from northerly winds. South-westerly gales affect the entrance.

Northerly swells are refracted into the entrance and cause difficult surges in the spend basin. Sustained northerly gales are common in certain seasons.

At Burghead there are no fixed parameters. In the case of larger vessels, a decision is made based upon judgement of conditions at the time. Local fishermen are aware of the weather induced hazards.

### **2.2.10.4 Visibility**

Poor visibility occurs from time to time caused by fog (frontal & radiation), rain and snow blizzards.

### **2.2.10.5 Ice**

Due to its location, icing is rare at Burghead.

### **2.2.10.6 SSSI's**

The entire Moray Coast is an environmentally sensitive area including: Special Areas of Conservation (SAC), SSSIs and Special Protection Areas (SPA). This is due to the resident and visiting cetacean populations and a number of visiting and resident birds of European Importance.

The sensitive areas are covered in detail in the Moray Coastal Pollution Plan.

### **2.2.11 Navigation Aids**

An occulting white light is located at the south-western corner of the North Pier. Red and green lights mark the extremities of the North and South piers respectively either side of the entrance channel. The beacon on the southern extremity of the groyne on the east side of the channel is marked by a flashing green light. Details are given in Appendix C Section 3.

The Aids to Navigation are maintained by Moray Council staff. All the aids conform with the criteria in the NLB document "Instructions on the Provision and Maintenance of Aids to Navigation".

## **2.3 Recreational Harbours**

These are at Hopeman, Findochty, Portknockie and Cullen. There is no active management of vessel movements. There is heavy demand for recreational craft berths, with waiting lists for all harbours. The current waiting list can be found on the harbour noticeboard and in the Harbours section of Moray Council website.

Port Limits are established per the Schedule to Grampian Regional Council Harbours Byelaws 1990 and the Grampian regional Council (Harbours) Order conformation Act 1987.

No pilotage service is offered at the recreational ports but the Buckie Harbourmasters will arrange for advice if requested.

**Hopeman** is used by over 100 craft including part time creel boats, yachts and launches. A sailing school is established there. The entrance is exposed to the north-west and much of the harbour dries out at low water. Depths of at least 2 metres are available at high water and the target depth in the channel when dredged is about one metre above chart datum. Swell dissipates in the outer spend basin. The inner basin contains about 50 pontoon berths and 60 wall berths, the harbour is well sheltered. Vessels arrive and leave at will when there is sufficient water. Leading lights can be seen lining up the harbour entrance. The Harbourmaster maintains contact with the regular users. Hopeman is managed from Buckie Harbour Office

**Findochty** is a busy recreational harbour managed from Buckie. The outer basin absorbs the swells. The Middle Pier protects the inner basin which includes pontoons, forming a marina. Almost 100 recreational craft are based there and more call there each year. A few creel boats are based at Findochty. Regattas sometimes occur in the summer months and are planned in advance. Findochty Water Sports Club (FWSC) is based at the harbour and operates 2 rowing boats which are launched several times a week and nearly always at the weekend, they enter and exit the harbour frequently during that time.

Most of the harbour dries out at low water. There is no active management of navigation and the generally small vessels enter and leave at will, subject to weather conditions and available water. There are numerous rocky shoals in the approach from the north and the entrance is exposed to gales and swell from the north and west quarters. Leading lights can be seen lining up the harbour entrance. The Harbourmaster maintains regular local contacts. Findochty is managed from Buckie Harbour Office.

**Portknockie** is also exposed to the north-west, although the entrance is more sheltered. 3 pontoons are installed in the inner basin. A number of yachts, launches and part time creel boats are based locally. Most of the harbour dries out at low water. Vessels enter and leave at will, subject to depths and weather. Leading lights can be seen lining up the route past the breakwater, when past the breakwater a 90° turn is made to Port for the harbour entrance. The Harbourmaster maintains regular local contacts. Portknockie is managed from Buckie Harbour Office.

The entrance to **Cullen** harbour faces west but the bay is exposed to northerly gales and swell. The outer spend basin contains little more than a beach and some quay space. The inner basin contains a pontoon for recreational craft. Almost 30 yachts, small pleasure boats and part time creel boats are based at Cullen and moor in the inner basin. Most of the northerly swell dissipates but some enters the inner basin. Most of the entrance and harbour dry out at low water. Vessels enter and leave at will according to draft and weather. Cullen Sea School is operated from a building behind the harbour and part of the activities they offer is going out in the rowing boat, using their paddle boards and kayaks. The rowing boat is launched regularly, usually at the weekend, and enters and exits the harbour frequently during that time but can be launched at any time if they want. A single sector navigation light opens up as the entrance to the harbour becomes visible. The Harbourmaster maintains regular local contacts. Cullen is managed from Buckie Harbour Office.

**Harbour Advisory Committees** are established for each of the harbours to provide the Authority with a ready means for consulting with users and the local community. The committees meet approximately 4

times a year at intervals chosen by the committee. Membership is drawn from users, various clubs associated with the harbour and community councils. Each Harbour Advisory Committee has its own constitution.

## **2.4 Principal Hazards**

The principal hazards of the Moray Harbours are their exposure to northerly winds, sea and swell and the resultant difficulties in entering the harbours. The approach to some of the harbours is made more hazardous by physical features such as rocky shoals in the approach and narrow, shallow entrances.

On fine days there is considerable small craft activity at the recreational harbours. With visibility partially obscured by the piers, there are risks of collision between small craft, but the consequences are likely to be minor. Jumping into the harbours from the piers remains a popular local pastime, despite the risks. One fatality occurred at Findochty in 2009. Collision between small craft and swimmers is reasonably foreseeable and the consequences could be serious however, maintaining a sensible slow speed while transiting through the harbours will minimise the risk

Hence the principal risks are:

- Commercial or fishing vessels grounding or foundering whilst trying to enter the harbours in bad weather;
- Small craft grounding or foundering whilst trying to enter a harbour in bad weather with the potential for loss of life;
- Collisions between small craft in the approaches or within the recreational harbours;
- Persons jumping into the harbours and misjudging either the depth or their trajectory;
- Personal injury due to a small craft running down a swimmer.

These are reviewed generically in Section 3.10



### 3 RISK MANAGEMENT (taken from Moray Council SMS 4.2)

#### 1. Introduction

Risk assessment is the basis on which you decide how you will act in any given situation. Hazards and risks are present in all walks of life. At work, we now have a specific duty to define the hazards to which people are exposed and assess the risks they pose. We do this taking into account any legal requirements, which relate to the hazards in question.

#### 2. Purpose

2.1 To define how we handle our risk assessment duties under various pieces of legislation.

#### 3. Scope

3.1 All known hazards to Health and Safety created by or during our operations or those of other people, both to our own employees and to other people.

#### 4. Responsibilities

4.1 -- **Managers** - Ensure that risk assessments are carried out and that action is taken to eliminate or control significant risks. Also to review the assessments as necessary.

4.2 **Risk Assessors** - Will carry out the risk assessments to the best of their abilities.

4.3 **All Employees** - To assist in the risk assessment process and comment on its adequacy.

4.4 **Contractors** - To carry out their own assessments in consultation with Moray Council, detailing how their work may affect the employees and how we may affect them.

4.5 **Clients** - To give contractors information to enable them to comply with the above.

4.6 **Senior Health and Safety Adviser** - To devise an appropriate system for risk assessment, train people in its use, give advice and support during the process of risk assessment and monitor its effectiveness.

#### 5. Procedure

5.1 A suitable and sufficient risk assessment must be carried out on all jobs within the Council. The risk assessment will be either job based or task based dependent on the type of work being assessed. It should also be considered that before a new project is undertaken, a risk study can be carried out to look at the potential risks and actions needed to design them out.

5.2 The risk assessments are best carried out by a team consisting of a management representative, a safety representative and a person carrying out the job with input from the health and safety section as required.

- 5.3** If the job involves contractors the duty rests with all concerned to co-operate in carrying out the assessment, and to co-ordinate the activities which arise from it.
- 5.4** A risk assessment should contain the following elements :-
- a)** A breakdown of the job into its main parts. (SMS Form 8.3) and a detailed look at each task in relationship to a standard list of hazards and hazardous tasks.
  - b)** A record of the assessment (SMS Form 8.4) giving :-
    - i)** details of hazards encountered.
    - ii)** their current control, if any.
    - iii)** the magnitude of risk they pose (using a system where probability and severity are given a numeric value and then combined to give a risk rating).
    - iv)** comment on additional controls as necessary.

A simple guide has been produced for new users of the system. (SMS GN 7.22)

- 5.5** Once the general risk assessment is complete, it must be passed to all people in the area and also to the area management and safety representatives. They will be given the opportunity to comment on the assessment and whether all hazards in the area have been adequately covered. All comments must be fed back to the risk assessment team.
- 5.6** For certain activities, it is appreciated that the same risks are being faced in a multitude of different areas. In these situations the principle of generic assessment will be used to make the task of assessment more manageable. This must be done with great care to ensure that no specific area hazards are missed. Generic assessments must be tailored when being applied to different areas, to pick up these differences.
- 5.7** More detailed assessment of certain types of hazard will be required in some situations. Please refer to the specific procedures for more detail. This includes manual handling, chemicals, noise, fire and display screen equipment (DSE) use.
- 5.8** The assessment should be used as a means of prioritising the action within departments to ensure people's health and safety. A plan of action should arise from the assessment with the highest scoring items being addressed first.
- 5.9** The points raised in an assessment must be addressed in one of the following ways.

<b>ELIMINATE</b>	the hazard
<b>SUBSTITUTE</b>	for a lesser hazard
<b>CONTROL</b>	the hazard (e.g. by things such as guarding, safe systems of work, information, training or supervision and finally personal protective equipment).
<b>RETAIN</b>	agree that the hazard is not significant or is acceptable in the given situation.

- 5.10** A final assessment must be made once the measures agreed on are implemented and the residual risk assessed and defined.
- 5.11** All risk assessments must be reviewed on an agreed frequency or if circumstances in an area change. If an accident or dangerous occurrence happens in the area covered by an assessment, it must be reviewed to find out why the hazard leading to the incident was not adequately controlled and whether the assessment findings are valid. Any changes necessary must be made and further control measures implemented.

## 6. Definitions

<b>Hazard</b>	Something with the potential to cause harm.
<b>Risk</b>	The likelihood of that harm occurring taking into account probability and severity.

## 7. Tool Box Talks

A Tool Box Talk is a simple, informal risk assessment carried out by the personnel involved. It ensures that the task and its potential hazards are understood, that correct and adequate equipment is in place, that personnel understand their responsibilities and that contingency plans have been discussed and are understood.

All routine operations involving potential hazards should be preceded by a Tool Box Talk. Such routine operations may include:

- mooring/unmooring operations,
- harbour launch operations,
- pilot Boat operations,
- Aid to Navigation maintenance,
- manoeuvring large vessels in and out of the harbours
- unusual quayside operations
- before each shift of an exceptional hazardous operation which has undergone risk assessment.

The Pilot/Master interface in Section 4.4 of the Marine Operating Procedures is an example of a “Tool Box Talk”. Further examples are given in Appendix D.

The particular task leader is responsible for implementing tool box talks.

At the end of each task, a debrief will be held with all those who took part in the task. During the debrief, questions such as ‘What went well and what didn’t go so well?’ should be asked so that any lessons learned are captured and communicated to others.

## 8. Unusual/Exceptional Operations

All and any non-routine operations should be subjected to a Risk Assessment. Depending upon the potential hazards and complexity of the task it can vary from a simple tool box talk to a formal Risk Assessment Workshop. The fact that a risk assessment has been carried out and its conclusions will be recorded in appropriate detail, in the harbour logbook.

Examples of such unusual operations include:

- Vessels of unusual size or configuration
- Dredging
- Diving
- Refloating a grounded/stranded vessel
- Vessel towage
- Salvage
- Removal of derelicts.

## 9. Contractor Compliance

External contractors and agencies that utilise the port facilities are required to comply with local health and safety directives and all statutory health and safety regulations. As such, all vendors must comply with Moray Council's third party acceptance checks and submit a signed letter of conformation confirming their commitment to carry out all port operations in a safe and efficient manner, in line with local and statutory regulations.

## 10. Generic Review of Hazards

No	Hazard	Potential Causes	Risks	Risk Level	Control Measures
1	Fire & Explosion	Vessel collisions.  Handling fuel (rec. craft)  Handling gas bottles (rec. & fishing vessels)	Personal injury or death.  Harbour closed or obstructed	Moderate To Substantial	Commercial & fishing vessels use diesel.  Small quantities petrol & gas.
2	Grounding Stranding	Unexpected shoaling. Loss of power. Loss of control in onshore (Nly) gales.  Crew error	Vessel damage.  Loss of life.  Harbour blocked.  Adverse publicity.	Tolerable To Moderate	Local knowledge.  Published advice & recommended routes.  Awareness and caution.
3	Collision - Commercial harbours	Mechanical failure.  Crew error.	Vessel damage.  Pollution.	Tolerable	Low traffic levels.  Local knowledge or advice from harbour staff/pilot

4	Collision - Recreation al harbours	Poor visibility around piers.  Crew error.  Running down swimmer.	Vessel damage (minor).  Loss of life.  Adverse publicity.	Trivial To Tolerable	Speed limits.  Harbourmasters follow up with irresponsible boat operators.
5	Pollution	Fuelling vessels.  Pumping bilges.  Vessel damage.  Crew error.	Environmental damage.  Slippery ladders and potential drowning.  Injury to personnel  Adverse publicity	Moderate To Substantial	Enforce bunkering procedures. Encourage oilsorb in FV bilges. Response equipment available. Waste Oil collection point at office Staff training on pollution response Good housekeeping maintained
6	Personal injury.	Line handling.  Harbour/Pilot launch operations.  Crew/operator error.  Public access/ jumping into harbours.	Loss of life.  Drowning.  Serious injury  Adverse publicity.	Tolerable To Substantial	Tool box talks. Suitable training with staff Awareness & caution. Youth and visitor education on hazards of harbours. Enforce byelaws. PPE.

## 4 EMERGENCY RESPONSE PROCEDURES

### 4.1 Relevant Emergency Response Plans

#### Working in Partnership

The foundation of emergency planning is cooperation between partners. The Grampian Local Resilience Partnership (LRP) is the local forum for emergency planning and includes Police, Fire, Ambulance, HM Coastguard, SEPA, NHS, Moray, Aberdeen City and Aberdeenshire Councils. Grampian LRP is part of the North of Scotland Regional Resilience Partnership (NSRRP).

The LRP aims to maintain effective local liaison and co-ordination, through developing and managing a local work program. Resilience Partnerships aim to protect the people, economy and environment by building resilience and having effective arrangements in place to deal with emergencies. Resilience Partnerships work closely with the Scottish Government, other Scottish Resilience Partnerships and specialist advisors in responding proportionately to emergencies, minimizing their impact and promoting recovery as quickly as possible.

#### Emergency Planning in Moray

Co-ordination of emergency planning across the three local authorities in Grampian is delivered by a joint team: Grampian Emergency Planning Unit. An Emergency Planning Officer is based in Elgin. The Unit provides a 24hr 365 days a year, first line of Council response, for any major emergency affecting any part or all of the Grampian area.

As emergency situations arise, other Council officers are brought in to co-ordinate the Council's response and to provide expert advice and assistance. The arrangements detailing the Council's response to the effects of major emergencies whatever their cause is contained within the Emergency Planning Policy and Procedures.

<http://www.moray.gov.uk/downloads/file86131.pdf>

#### Oil Pollution Arrangements

In addition to the general arrangements contained in the Emergency Planning, Policy and Procedures document, a plan detailing specific arrangements to deal with pollution of the Moray coastline, including the Buckie and Burghead Harbours has been prepared. A copy is held by the Harbourmaster.

Copies of relevant plans are maintained at individual Harbour Offices.

All spill kit equipment can be found in the harbour stores. Buckie - West of the office and Burghead - underneath the office. If the incident occurred at a recreational harbour then equipment will be used from these sites.

### 4.2 Review and Updates

These plans are reviewed for currency at regular intervals, normally between one and three years.

Grampian Emergency Planning Unit issue updates.

### **4.3 Exercise and Drills**

All harbour staff shall review the plans periodically and be familiar with their layout and content.

The Grampian Emergency Planning Unit arranges for desk-top and hands-on exercise based on the various Emergency Plans. The Harbourmaster will maintain a log of all the drills and exercises carried out.

## **5 PERFORMANCE MONITORING**

### **5.1 Periodic Review and Reporting**

- a) Incident and Near Miss Reports are reviewed periodically to identify any trends of concern and to focus on necessary safety improvements.
- b) The logbook records plus Incident and Near Miss Analysis will be reviewed and analysed at regular intervals, normally annually. Trends and proposed improvement actions will be identified. The Harbourmaster will report on these topics to the Harbour Development and Operations Manager and thence to the Chief Executive.
- c) The periodic analysis of Incidents and Near Misses, trends and proposed actions will be made available to harbour staff and users.

### **5.2 Auditing**

Periodically, at one to two year intervals, the Designated Person (see Section 1.5.4) will commission an audit of the overall Safety Management System. He/she will then report to the Duty Holder on the effectiveness and performance of the system.



## 6 HANDLING OF DANGEROUS GOODS

Under the Dangerous Goods in Harbour Areas Regulations, vessels intending to use the port that have DGs onboard either for discharge or remaining in transit must advise the Harbourmaster of details 24 hours before arrival. This will be done in writing or if agreed with the Harbourmaster, another form of communication such as email.








The Harbourmaster will decide where the vessel will be berthed after taking into consideration the cargo and how it may affect other vessels in the area. The emergency plans for the area should be reviewed and an amendment made if it is required. Depending on the potential outcome should there be an incident with the substance; local emergency services will be informed.

Gas cylinders and small quantities of flammable liquids are handled onto and off fishing and recreational vessels at all the harbours. Harbour staff must encourage vessel operators to take proper precautions when so doing. Neither empty nor full containers will be left unattended on the quays.

High flash-point oil fuel is handled at all the harbours from road tank wagons. Pollution due to spillage is the principal risk from such operations.

Importing of DG's into the harbours is rare. Occasional containers of high flash point oil products are received at Buckie.

If there are any DG's which have to be stored on the quayside, either for import or export, then the Harbourmaster will dedicate an appropriate area as a Dangerous Goods Bay after consulting the storage guidelines on the SDS. This bay will be cordoned off. If there are 2 or more types of chemicals then all the storage guidelines will be consulted and the compatibility chart below will be used to ensure that there are no incompatible chemicals being stored together.

CLASS		1	2	3	4	5	6	8
Chemical Segregation By Chemical Group								
Explosive	1.0 Explosive	Segregate From	Segregate From	Segregate From	Segregate From	Segregate From	Segregate From	Segregate From
Compressed gases	2.1 Flammable	Segregate From	Keep Apart	Segregate From	Segregate From	Segregate From	ISOLATE	Keep Apart
	2.2 Non Toxic	Segregate From	Keep Apart	Keep Apart	Segregation may not be necessary	Segregation may not be necessary	Segregation may not be necessary	Keep Apart
	2.3 Toxic	Segregate From	Segregate From	Segregate From	Keep Apart	Segregation may not be necessary	Segregation may not be necessary	Keep Apart
Flammable liquids		Segregate From	Segregate From	Segregate From	Segregate From	Segregate From	ISOLATE	Segregation may not be necessary
Flammable solids	4.1 Readily combustible	Segregate From	Segregation may not be necessary	Keep Apart	Segregation may not be necessary	Segregation may not be necessary	Segregation may not be necessary	Segregation may not be necessary
	4.2 Spontaneously combustible	Segregate From	Segregation may not be necessary	Segregation may not be necessary	Segregation may not be necessary	Segregation may not be necessary	Segregation may not be necessary	Segregation may not be necessary
	4.3 Dangerous when wet	Segregate From	Segregation may not be necessary	Segregation may not be necessary	Segregation may not be necessary	Segregation may not be necessary	Segregation may not be necessary	Segregation may not be necessary
Oxidising substances	5.1 Oxidising substance	Segregate From	Segregation may not be necessary	Segregation may not be necessary	Segregation may not be necessary	Segregation may not be necessary	Segregation may not be necessary	Segregation may not be necessary
	5.2 Organic peroxide	Segregate From	ISOLATE	Segregation may not be necessary	ISOLATE	Segregation may not be necessary	Segregation may not be necessary	Segregation may not be necessary
Toxic		Segregate From	Keep Apart	Segregation may not be necessary	Segregation may not be necessary	Segregation may not be necessary	Segregation may not be necessary	Segregation may not be necessary
Corrosive		Segregate From	Keep Apart	Keep Apart	Keep Apart	Segregation may not be necessary	Segregation may not be necessary	Segregation may not be necessary

## **7 INTERNATIONAL SHIP AND PORT FACILITY SECURITY CODE (ISPS)**

Buckie handles international commercial vessels and hence is subject to ISPS. This requires a Port Facility Security Plan, duly trained Security Officers, and Security Declarations by arriving vessels on international voyages and restricted access to the quayside for such vessels, including a pass system. The Harbourmaster and Deputy Harbourmaster will normally be the designated Security Officers and are responsible for implementation of the Code according to guidance issued by Department for Transport (DfT).

## **8 PORT WASTE RECEPTION FACILITIES REGULATIONS 2003**

All Moray Harbours are subject to these regulations with an emphasis on Buckie and Burghead being commercial harbours this requires:

- the reporting, documentation and correct disposal of ship generated waste;
- a published charging regime.

The Consolidated European Reporting System for ship's waste also applies to certain vessels visiting Buckie.

Before entry into the harbour, as part of the pre-arrival documentation, all cargo vessels will have already provided the port with the waste figures. The paperwork should arrive 24 hours prior. All other vessels use the general waste bins at the recreational harbours or if at Buckie or Burghead, the recycling bins which are available. Waste oil collection is also carried out at Buckie and Burghead. Any waste will be segregated

## **9 Conservancy**

### **9.1 Shoaling**

The entrances to all the harbours – commercial and recreational silt regularly. Depths are surveyed regularly and dredged as outlined below.

### **9.2 Surveys**

Harbour beds and approaches will be surveyed at least annually for the commercial harbours two yearly for the recreational harbours. Intermediate surveys may be carried out after major storms if significant changes are suspected.

Level surveys are carried out in areas which dry out at low water. Areas not accessible on foot are surveyed by echo sounder mounted on the Buckie pilot Boat.

Echo sounder records have an accuracy of +/- 0.2 metres and the level surveys +/- 0.1 metres. Results of surveys are plotted on 1:500 charts which are available at harbour offices and the Roads Office at Elgin.

Any hazards noted are promulgated via local notices to mariners and/or via UKHO.

### **9.3 Inspections**

Harbour fittings and equipment will be inspected:

- Weekly by harbour staff;
- Annually at random by Moray Council Safety Officer;
- Annually by a Council Engineer or Civil Engineer and divers.

Weekly inspections follow separate lists for the commercial and recreational harbours. Similarly, separate report forms are submitted by the harbourmasters to the Harbours Development and

Operations Manager. Any serious deficiencies must be reported immediately through the Harbour Asset Management System WDM.

Annual safety inspections can cover any aspect of the harbours including condition of quays, fixings, equipment facilities or the operation of the harbour. Any items for improvement or remedial action are reported to the Civil Engineering Technician and recorded through the Harbour Asset Management System WDM.

Annual formal inspections cover accessible areas above MHWS. The complementary diving inspection covers authority facilities below MHWS. Defects and obstructions are reported and plotted on a 1:500 chart, using photographs if appropriate. Urgent defects are reported to the responsible harbourmaster or Harbours Development and Operations Manager.

Additionally, steel ladders are inspected bi-annually at Low Water Springs, for safety and general condition. Any necessary repairs are actioned by the Harbours Development and Operations Manager. A plan showing the positions of all ladders at each harbour is maintained.

Bi-annual inspection of lighting & electrical fittings by the Lighting Section of Roads Services includes navigation lights, pier lights and power boxes.

#### **9.4 Dredging**

The Harbour Authority carries out maintenance dredging of the harbour basins and identified high spots in the approaches to maintain target depths. Frequency depends upon need, survey results and availability of Moray Council owned dredger “Selkie”. The frequencies are approximate:

- Buckie Entrance annually, other areas as required
- Burghead Entrance as required when dredger is available, basin, infrequently
- Recreational Harbours As required

Any dredging operation is considered to be an unusual event and hence is subject to a prior Risk Assessment involving the dredger skipper and Harbourmaster. See Section 5.4 of this appendix.

Any capital dredging to improve the channels or increase the controlling depths would be a special project requiring:

- Justification based upon need and detailed hydrographic survey
- Approval of the Crown Estates
- Risk Assessment - particularly in respect of traffic movements during the project
- Determination of whether an Environmental Impact Assessment is required under the Harbour Works (EIA) Regulations 1999.
- Approval of capital expenditure

If spoil is to be disposed of in tidal waters consent is required from Scottish Government. If disposal is at sea a license is required from Marine Scotland.

Any dredging contractor operating within the Moray Harbours will be required to:

- Demonstrate its experience and competence for the particular project;

- Employ personnel who are properly qualified, experienced and trained for the type of project;
- Operate a risk based safety management system.

Before any dredging operation, the Harbourmaster and Dredger Master will:

- Carry out a risk assessment of the operation;
- Develop any necessary special harbour procedures for the duration of the operation, these must address the question of vessels manoeuvring in the vicinity of the dredger;
- Issue necessary warnings and notices.

## 9.5 Wrecks

Under general powers and specific powers in the byelaws, the Harbourmasters may order or arrange the removal of any wreck, abandoned vessel or other derelict obstructing the navigable channels or other public areas of the harbours. The wreck location may be marked until it is raised, removed or destroyed. The authority has general powers under the 1987 GRC Confirmation Order and harbourmasters have specific powers under the Byelaws.

Harbour staff will try to identify the owners of any such derelict and require them to arrange removal. If ownership cannot be established in a reasonable period, or if the derelict is seriously impeding traffic, the authority may arrange removal.

Harbour staff will ensure that any such operation is properly planned taking account of safety, the environment, traffic and recreational aspects. Any contractors must operate under a risk based Safety Management System. The operation will be subject to an unusual event Risk Assessment involving all concerned parties.

## 9.6 Mooring/Unmooring

Mooring and unmooring of commercial vessels at Buckie is normally carried out by the duty Watchman. Fishing vessels normally handle their own mooring lines but may request assistance.

Operators of craft at the recreational harbours are responsible for handling their own moorings and any issues with the mooring arrangements noted while carrying out harbour checks will be communicated to the boat owner for rectification.

Harbour staff employed in mooring/unmooring operations will wear appropriate Personal Protective Equipment (PPE), as per the Mooring Manual. They should set a good example to others so employed. The Harbourmasters are responsible for implementing this policy and for the safety of harbour personnel. Staff should ensure that members of the public and other personnel keep a safe distance from the mooring/unmooring operations at the commercial harbours. All harbour staff complete the Mooring Manual training.

Procedures including safety and PPE standards are contained in Appendix D, Section 1.

## 9.7 Towage

No routine towage services are available at the Moray Harbours. The commercial and fishing vessels visiting the harbours are equipped with bow thrusters or are otherwise able to manoeuvre adequately. The Buckie pilot Boat may be used to assist in berthing/unberthing a vessel.

Any tugs of more than 5 tonnes gross operating in harbour areas must be licensed by the Harbour Authority. No such tugs currently operate.

Any towage for specific purposes, to assist an unusual vessel/craft or to assist a disabled or grounded vessel will be planned with the Harbourmaster in advance. It will be subject to an unusual event Risk Assessment involving concerned personnel. Any additional control measures indicated by the risk assessment must be implemented. The contractor must satisfy the Harbourmaster that the proposed towage vessel:

- Is of sufficient power and manoeuvrability for the vessel to be assisted and the confines of the harbour
- Is adequately and competently manned
- Has all critical equipment operational
- Is operated in accordance with a risk based safety management system, either formal or specific to the operation.

If the towage vessel is unsuitable for these or other reasons, then operations will not proceed until suitable arrangements are in place.

## **9.8 Salvage**

Any salvage operations within the Moray Harbours must be carried out by a competent contractor, operating a risk based safety management system.

A formal risk assessment is required prior to commencing the operation. Any specific controls or risk reduction measures identified as being necessary must be implemented. Tool box talks are essential before each shift or phase of the operation.

Procedures for the operation must be produced by the contractor and cover:

- Methodology;
- Required equipment and personnel;
- Exclusions/limitations on other harbour activities;
- Other risk reduction and control measures required;
- Parameters for suspending and aborting the operation;
- Contingency plans.

Harbourmasters will implement necessary and appropriate exclusion zones whilst the operation is being carried out. Other users should be kept advised of progress for any salvage operations.

## **9.9 Diving (Harbour Works and Vessels)**

The Authority has a responsibility to ensure that any diving works within the Harbour Area is carried out safely, by competent divers, in accordance with HSE Guidance.

Recreational diving and swimming is regulated by the Byelaws.

Any diving works on behalf of Moray Council will be carried out by competent diving contractors, operating a risk based safety management system, in accordance with the Direct Services Safety Procedure “Diving Operations in and around Moray Council Controlled Waters/Sites/Installations”. Contractors must provide evidence of their competence and SMS at the time of tendering. Refer to the above Safety Procedure.

Any required diving on vessels within the Harbours must also be carried out by a competent diving contractor or otherwise be in compliance with HSE Guidance for Diving on Fishing Vessels. No such diving may take place without prior consultation with the Harbourmaster.

In general, for any diving operations:

- The diving system/vessel must be properly equipped and manned;
- Weather and tidal conditions must be suitable;
- Necessary warnings must be displayed and broadcast;
- Other vessels, vehicles and persons not involved in the operation must be kept at a safe distance;
- Diving must be suspended when there are increased risks from passing vessels or other activities in the harbour, or when other conditions change significantly;
- Is subject to a Diving Permit (see the Direct Services Diving Safety Procedure) and a harbour permit.

The Harbourmaster may order the cessation of diving if any of the above are not met or the operation appears otherwise unsafe.

#### **9.10 Navigational Warnings**

If Moray Council (Harbour Authority) become aware of any navigational hazard that is not present on marine charts or other published navigational information, it will, having verified any reports, publish a suitable warning through the use of a Local Notice to Mariners. The Notice to Mariners must be appropriate to the hazard and distributed accordingly. Such navigational warnings may include (but are not limited to) –

- Adverse Weather Conditions
- Shipping movements
- Changes in charted depths
- Damaged or malfunctioning AtoN
- Wrecks or abandoned vessels
- New or temporary exclusion zones
- Works in harbour area
- Miscellaneous safety warnings.

If the navigational hazard is not of a temporary nature, changes to nautical charts and published information will be made if considered necessary by the UK Hydrographic Office.

Tide tables are posted in the noticeboards at all the harbours.



## 10. AIDS TO NAVIGATION

### 10.1 Procedures

The Authority maintains a suite of navigation aids, listed below, to mark the harbour entrances and in some cases hazards in the approach. The General Lighthouse Authority – Northern Lighthouse Board sets standards for aids to navigation and must be kept advised of any defects to the principal ones. These meet criteria set in the NLB document “Instructions on the Provision and Maintenance of Aids to Navigation”. Navigation lights at Cullen, Findochty and Portknockie are for local assistance. None the less, they are included in the report to NLB.

Maintenance of all Aids to Navigation is carried out by authority staff.

Harbour staff inspect navigation lights for operation at least weekly. At Buckie, the Watchman confirms operation each night. Any defects are advised immediately to the Streetlighting team in Elgin for action and reported through the Harbour Asset Management System WDM. At Buckie and Burghead, any relevant defects are advised to vessels in port. Availability reports are prepared and forwarded by the Harbourmaster then submitted through the online report form to NLB.

All local lighthouse authorities – including harbour authorities which maintain navigation aids, are required to report annually to NLB. The report covers the status and downtime of the aids and is submitted via email once generated from the AtoN online system. Refer to NLB document “Instructions on the Provision and Maintenance of Aids to Navigation”.

### 10.2 List of Navigation Aids

#### (i) Buckie

- |                            |  |
|----------------------------|--|
| ▪ Qk Fl R 5 sec, 5m 7M     | Marking West Muck rocks  |
| ▪ Iso WG 2 sec 20 m 16/12M | White light, in line with the North Pier light provides a clearing line 125°/305°, west of The Mucks;<br>Green sector marks the rocks to the west of the Entrance; |
| ▪ Occ R 10s 15m 15M        | North Pier   |
| ▪ 2 FR vert 7m 11M         | (North) Pier head  |
| ▪ 2 FG vert 4m 9M          | Extremity of West Pier   |

#### (ii) Burghead

- |                    |  |
|--------------------|--|
| • Occ 8 sec 7m 5M  | South-western corner of the North Pier                 |
| • Qk Fl R 3m 5M    | Extremity of the North Pier and channel                |
| • Qk Fl G 3m 5M    | Extremity of South Pier and channel                    |
| • Fl G 5 sec 2m 1M | Southern extremity of groyne, east side of the channel |

#### (iii) Hopeman

- |                  |   |
|------------------|---|
| • Occ G 4s 8m 4M | North-west corner of the West Pier                |
| • FR 3 & 4m      | Leading lights marking the entrance channel 081°. |

**(iv) Findochty**

- Unlit beacon on the north-west corner of the West Pier.
- Fixed red leading lights marking the approach channel.

**(v) Portknockie**

- Flashing green leading lights marking the approach channel.

**(vi) Cullen**

- Unlit beacon on the south-west corner of the North Pier.
- Flashing green light marking the entrance channel.

## 11 PILOTAGE ARRANGEMENTS

**11.1 Buckie** offers a pilotage service on demand, although it is not compulsory for any class of vessel. Commercial vessels unfamiliar with the port are encouraged to take a pilot on arrival and may request a pilot for sailing.

Pilots normally board at least one mile north-north-west of the entrance and always to seaward of The Mucks. Pilots land outside the harbour entrance at a point agreed with the master. Once onboard the Captain and Pilot will go through the Pilot/Master Interchange card before continuing entry/exit.

The harbour authority employs and authorises the pilots and has in place appropriate qualifications and training requirements (see below). All hold recognised certification and have appropriate seagoing experience and local knowledge.

No pilotage is available at **Burghead**. The Harbourmaster at Buckie will give advice if requested.

No pilotage service is offered at the **recreational ports** but the Buckie harbourmaster will arrange for advice if requested.

### 11.2 Training & Qualifications

Candidates for consideration as Pilot at Buckie should meet the following standards:

- Experience working on commercial vessels, particularly in the bridge
- Be medically fit with good hearing and sight, able to differentiate between colours (ENG1)
- Familiarity with approaches to the harbour, position and nature of the approach lights and local hazards
- Must be willing to complete the in-house Pilot Training Scheme
- Minimum of six training trips, with an experienced pilot on a representative selection of vessels of which
  - a) 3 trips should be inward
  - b) 3 trips should be at night
- Satisfactory examination by the Harbourmaster and/or experienced pilot.

Any Pilot who has not carried out the duty within the previous 4 months will be given a full brief by the other Pilot on anything that may be new. The briefing will revalidate the Pilots authority to pilot for Buckie Harbour

Training is in line with the National Occupational Standards (NOS) for Marine Pilotage. As part of the in-house training a competency assessment has been generated using the key points from the NOS and can be seen below. The Pilot Training log allows trainee pilots to log all lessons learned during their training and therefore ensure that those lessons are passed on to future pilots.

A Pilot Continuous Professional Development (PCPD) programme has been set up for pilots. The purpose of this is to allow the Buckie Harbour pilots the opportunity to continue developing their skills gained during the initial training. It will focus on 3 elements, professional evaluation, knowledge and

skills and emergency response. If this is not completed over the 3 years from gaining approval as a pilot then the authority to pilot vessels for Moray Council will be removed.

### 11.3 Competency Assessment

Competency Standard	Completed (date)	Assessor	Signature
Acquire the relevant factual information regarding the vessel, including defects and if the vessel has been to Buckie before.			
Consult charts, tidal and hydrographic information and weather forecasts. Know how these will affect your duties			
Clarify any other factors which may affect the passage or berthing such as other vessel movements within the harbour.			
Prepare the Port Passage Plan using the pre-arrival documentation and anything else it is felt should be obtained			
Monitor the data that helped form the plan and amend as required			
Recognise and act upon changed circumstances (i.e. weather or emergencies)			
Provide satisfactory descriptions/definitions for numerous nautical terms related to pilotage duties (i.e. Hydrodynamics) and Harbour specific terms (i.e. coastal topographical features)			
How to assess the levels of stress and fatigue and the potential impact of stress and fatigue on individual capability			
Safely embark and disembark the vessel			
Assess the standards on the vessel			
Work and communicate effectively with the bridge team			
Maintain effective communication with the port			
Ensure safe movement in harbour and approaches			
Respond to problems and emergency situations			

The Authority may restrict a new pilot to certain vessel dimensions or characteristics for a probationary period. The Authority may also restrict pilotage of certain vessels with specialised or unusual features to certain pilots with appropriate training and experience.

#### 11.4 Pilotage Exemption Certificates

As pilotage is not compulsory, there are no provisions for Pilotage Exemption Certificates (PEC's).

#### 11.5 Pilot/Master Interface

Effective communications between the pilot and the master of the vessel are essential. Each must brief the other before the transit commences.

- (i) The Master should provide the Pilot with all relevant information concerning the vessel and its equipment, relevant to the proposed operation in written or diagrammatic format. This should include draft, dimensions, confirmation that all critical equipment is operational and any limitations or peculiarities of the vessel or its manoeuvring capability. This will be noted onto the Pilot Card.
- (ii) The Pilot will advise the Master verbally of all information relevant to the operation including depths of water, tidal conditions and status of navigation aids. The master and pilot will agree decision points on the passage, abort plans and necessary equipment and personnel to be available. This is on the Passage Plan.
- (iii) The Master will report on any polluting or hazardous materials to the Pilot.
- (iv) The Pilot will report any deficiencies in the performance of the vessel or in the information exchange to the Harbour Authority. If performance of the vessel or personnel is sufficiently downgraded the Pilot shall consider aborting the passage. The Pilot and Harbourmaster shall consider whether serious deficiencies require a report to MCA. In the first instance Aberdeen Coastguard should be contacted and asked for advice on the correct person to speak to
- (v) The Pilot will complete a report for any Incident or Near Miss per the Moray Council format. The Pilot and Harbourmaster will also consider whether this should be reported to the MAIB

#### 11.6 Pilot Boat

**Buckie** operates a high speed pilot boat, with good seakeeping characteristics, with which to board pilots to seaward of The Mucks. The Boat is manned by at least two harbour staff in addition to the pilot. The harbour office is manned when the pilot Boat is deployed during office hours but not out of hours. Pilotage Operations Procedures are given in Appendix D.

The Boat is equipped with echo sounding and navigation equipment and carries out depth surveys at Buckie, Burghead and areas of the recreational harbours which do not dry out. It should be crewed by at least two staff for survey operations.

Generally, harbour Boat operations are carried out in line with the MCA Code of Practice on the Safety of Small Workboats and Pilot Boats. The Buckie Boat is surveyed periodically by approved consultants for the SWB2 Document of Compliance.

A Tool Box Talk risk assessment will be carried out before each Boat operation to identify the tasks, the particular hazards involved, each person's responsibilities, protective equipment to be used and contingency plans in the event of an incident.

#### **11.7 Pilotage Operations Procedures**

- a) Duty Watchman to check lights and run pilot Boat engine prior to operation.
- b) Nominated 2 man crew, Pilot & Duty Harbourmaster muster 20 minutes before estimated arrival/sailing time.
- c) Harbourmaster confirms that sufficient depth of water for the operation, given vessel's draft and weather conditions.
- d) Harbourmaster liaises with Pilot to ensure weather conditions suitable for the operation to proceed safely.
- e) Aborting the operation whilst in progress is at the discretion of the pilot.
- f) Whether to go alongside the vessel is at the discretion of the nominated pilot Boat coxswain.

**Notes:** The Boat is operated in compliance with the MCA Small Workboats and Pilot Boats Code of Practice, under which Buckie Pilot Boat is considered a pilot boat vessel for operation within 3 miles of a safe haven

## 12 OTHER HARBOUR CRAFT

Any other small craft used for harbour services should be operated to the same safety standards as for the harbour launches.

Any small craft used for harbour and associated works, including pilot boarding/landing and harbour surveys, whether operated by the harbour personnel or by contractors must:

- Be suitable, and certified where appropriate, for the task, the working area and the environmental conditions;
- Be crewed by at least two competent persons;
- Be aware of larger vessel movements which may affect the operation;
- Have an alternate means of propulsion to the primary engine;
- Maintain watch on VHF and be in constant radio contact with a designated person onshore;
- Carry lifejackets, a torch, flares and other means of attracting attention;
- If proceeding out with the enclosed harbour, be fitted with an operating compass.

The crew must wear life vests and safety lines, properly fastened, when on exterior decks or when in an open craft. Single operators must wear a life vest and safety line at all times when in the craft.

The crew and their onshore supervisor must carry out a “tool-box talk” before commencing the operation, at the least this should cover:

- All required tools and equipment for the task available;
- Sufficient, competent crew for operation, task requirements understood;
- Weather and tidal conditions, present and expected, checked and suitable;
- Marine craft safety and communications equipment in place, usage understood by crew;
- Communications procedures and methods agreed and understood;
- Parameters for aborting the operations agreed;
- Contingency/escape plans agreed and understood in the event of problems or incident.

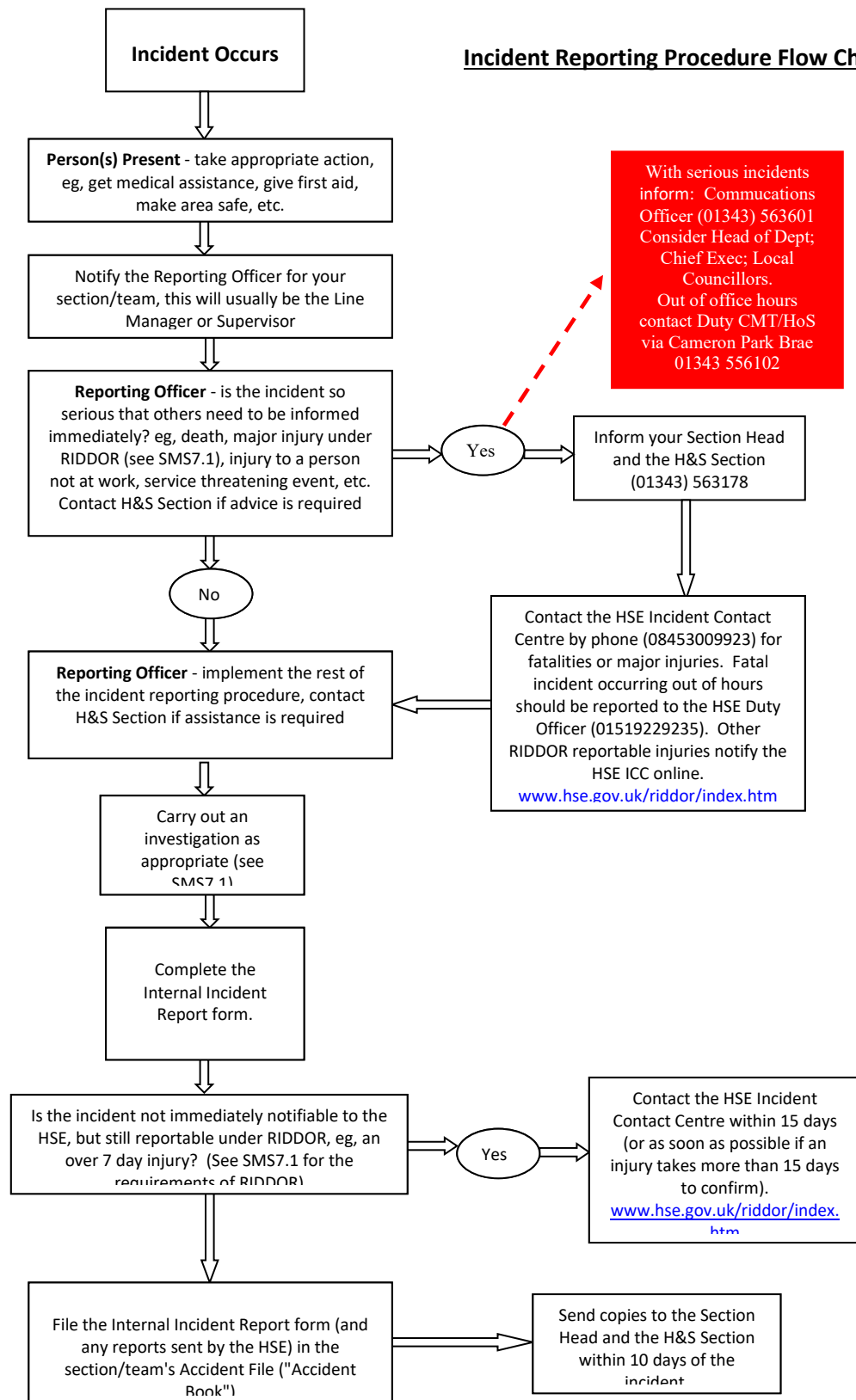
A full debrief will be held when back in the office looking at what went well and what could be done better to ensure any lessons learned are fully communicated to the team.

### **13. INCIDENT & NEAR MISS REPORTING**

#### **Reporting and Follow-up Flowchart**

The following flowchart summarises the incident reporting and follow up system.



**Incident Reporting Procedure Flow Chart**

## 13.11 INCIDENT & NEAR MISS REPORTING

### 1. INTRODUCTION

The Moray Council seeks to prevent undesirable incidents from occurring as a result of its activities and has instituted a pro-active safety management system to ensure they are avoided where possible. That said, errors and mistakes do occur and these can result in harm to people or damage to property and equipment. This procedure covers how such incidents should be dealt with so that lessons are learned and repeat occurrences prevented.

### 2. PURPOSE

To provide a system for recording, reporting and investigating relevant incidents so that deficiencies and adverse trends in safety performance can be highlighted and addressed.

### 3. SCOPE

- 3.1. This procedure covers the following events should they occur in the course of Council activities:
- Injuries to persons
  - Occupational illnesses resulting from specific events or activities
  - Dangerous occurrences and near misses that could have resulted in harm or material damage
  - An environmental incident
- 3.2. It applies to anyone involved in, or affected by, work activities undertaken by the Council, eg, staff, clients, service users, contractors and members of the public. Violent and aggressive incidents, however, are not covered by this procedure.
- 3.3. At the all of the harbours there are other marine specific potential hazards to consider such as:
- Groundings, strandings, foundering
  - Collision or contact with other vessels or craft, navigation aids, other fixed objects, significant debris or persons in the water
  - Hard landings against quays, damage to quays and/or vessels
  - Injury to personnel, falling into water, drowning, other fatality
  - Significant equipment or propulsion failure on vessels
  - Other damage to vessels, or property, including wash damage
  - Other incidents which may result in loss or litigation.
  - Close quarters situations with other vessels/craft or persons in the water
  - Vessel equipment or propulsion failure with the potential to cause an incident
  - Personnel errors with the potential to cause an incident.

#### 4. **RESPONSIBILITIES**

- 4.1. Directors - implement procedure; monitor implementation; monitor incident data and take appropriate action.
- 4.2. Section Heads - designate staff with responsibility for reporting and investigating incidents; ensure designated persons are aware of their responsibilities; monitor procedure implementation; investigate serious incidents (as necessary); monitor incident data and take appropriate action.
- 4.3. Harbourmaster/Assistant Harbourmaster - inform staff of their responsibilities; report and record all relevant incidents; investigate incidents (as necessary); monitor incident data and take appropriate action.
- 4.4. All Harbour Employees/Visitors - report any incident they are involved in or witness to the Harbourmaster or Assistant Harbourmaster.
- 4.5. Senior Health & Safety Adviser - monitor procedure implementation; investigate serious incidents (as necessary); monitor incident data and take appropriate action.

#### 5. **PROCEDURE**

##### **Incident Occurs:**

- 5.1. The first priority for those present should be to take appropriate emergency action, eg, administer first aid, get medical assistance, make the area safe, etc. The objective should be to ensure that no further harm is incurred.
- 5.2. The incident should then be reported to the appropriate line manager so that this procedure can be activated, unless the line manager is already present and can take the necessary action. (See above for a flow chart illustration of the procedure).
- 5.3. With incidents occurring to staff outside of normal office hours, each service should have a contact manager who can deal with any incident reporting, immediate investigation requirement or other actions that cannot be delayed.

##### **Immediate Notification of Serious Incidents:**

- 5.4. The initial response of the reporting officer must be to consider if others need to be told about it immediately.
- 5.5. The Section Head and the Health & Safety Section (01343 563073) must be informed as soon as possible after a serious incident occurs, ie, a death, serious notifiable injury or any other incident that could be considered significant to the operation of a service. In addition, the Head of Service and the Communications Officer (01343 563601) should be contacted.

Depending on the severity and type of incident the Head of Service should consider notifying the Chief Executive and the Local Councillors.

- 5.6. The HSE will also need to be notified immediately under RIDDOR where a death or serious notifiable injury occurs. This must be done as soon as possible after the incident by phone (0345 300 9923, Monday to Friday 0830-1700). The MAIB should also be informed for any serious incident involving a vessel or personnel on board a vessel by calling 023 8023 2527.
- 5.7. If an incident occurs outside these hours the HSE Duty Officer should be contact by phone (0151 922 9235):
- following a work-related death;
  - following a serious incident where there have been multiple casualties;
  - following an incident which has caused major disruption such as evacuation of people, closure of roads, large numbers of people going to hospital etc.
- All other out of office hours incidents are to be reported on line ([www.hse.gov.uk/riddor/index.htm](http://www.hse.gov.uk/riddor/index.htm)) (<http://www.hse.gov.uk/riddor/report.htm#online>)
- 5.8 When out of hours incidents detailed in paragraph 5.7 have occurred, it is important that a member of the Council's SMT is notified, the duty senior officer can be contacted via Cameron Park Brae on 01343 556102.
- 5.9 The harbourmaster or his assistant who observes or is made aware of any event involving a discharge or probable discharge of oil, or the presence of oil in the sea shall without delay report the event or presence of oil to HM Maritime and Coastguard Agency (MCA).
- 5.10 In the first instance contact should be made with the MCA in Aberdeen to inform them on 01224 597900.
- 5.11 Second stage is to complete a Post Incident Report on the MCA form and submit to the Counter Pollution and Salvaging Officer for Scotland and Northern Ireland. A blank Post Incident Report Form is stored electronically in the incident file.

## **6. Internal Incident Reporting**

- 6.1. All incidents that come under the remit of this procedure must be formally reported by completing an Internal Incident Reporting form.
- 6.2 An Internal Incident Report form (SMS8.1) must be completed as soon as possible after the event so that an accurate account of what happened can be gained. Copies should then be sent to the Section Head and the Health & Safety Section within 10 days.
- 6.3. These forms can be found on the Intranet homepage under the Forms link. Forms should be completed by the relevant line-manager unless the incident involves a minor injury or near miss, in which case it may be done by the affected person.

## **7. RIDDOR and other agencies**

- 7.1 Deaths, notifiable serious injuries and injuries involving more than 7 days off work are reportable under RIDDOR where staff are involved, as are certain injuries to non-employees, some occupational diseases and particular dangerous occurrences. (See **SMS7.1** for guidance)
- 7.2 Incidents involving people not at work may also be RIDDOR reportable, if they are (1) injured as a result of something the Council has or has not done, and (2) needed to be taken to hospital as a result. (See **SMS7.1** for guidance)
- 7.3 All non-fatal / major injury RIDDOR reportable incidents must be reported to the HSE's Incident Contact Centre, on line ([www.hse.gov.uk/riddor/index.htm](http://www.hse.gov.uk/riddor/index.htm)).
- 7.4 RIDDOR incidents involving contractors must be reported by their own employer and not the Moray Council. Where a self-employed person is working under the control of the Moray Council, however, that person should be treated in the same manner as a member of staff for the purposes of this procedure.
- 7.5 Accidents, including serious injuries, should be reported to the MAIB by the quickest means possible. This is so that the MAIB can decide whether to investigate the accident without delay, and to prevent evidence of all types being lost or decaying. MAIB should be called on 023 8023 2527 in the first instance and followed up with the online Accident Report Form ([https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/494276/AccidentReportForm-ElectronicFormV2.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/494276/AccidentReportForm-ElectronicFormV2.pdf))
- 7.6 The MAIB (Marine Accident Investigation Branch) are an independent unit within the Department for Transport with 4 investigation teams and they investigate marine accidents involving UK vessels worldwide and all vessels in UK territorial waters. They do not apportion blame or liability but look for ways to prevent further avoidable accidents from occurring.
- 7.7 The MAIB should be notified if anyone dies as a result of an accident, suffers an injury or is lost or falls overboard. If the incident involves a vessel and causes loss of life, major injury, material damage, is abandoned, damaged by fire, has a collision, is disabled, causes serious pollution or is involved in a near miss then it should be reported. This list is not exhaustive and if further clarification is required the MAIB should be contacted.
- 8. Record Keeping**
- 8.1 Original copies of incident forms must be kept within the office from which they were sent. They should be stored within a secure Incident Reporting file, which constitutes the unit's "Accident Book".
- 8.2 The HSE will send reports of incidents that they have been notified about and these should be appended to the corresponding Internal Incident Report form.
- 8.3 Original copies of incident reports must be kept on file for at least 3 years. Note that incident reports involving children must be kept for at least 3 years after their 18<sup>th</sup> birthday.

- 8.4 Section Heads need to be able to monitor incident trends and should therefore collate details of incidents that occur within their area of responsibility. These details can be kept electronically rather than in the form of stored paper records.

## 9. Investigation

- 9.1. All incidents must be investigated. The extent of the investigation should be in direct proportion to the seriousness of the occurrence. (See **SMS7.1** for guidance)
- 9.2. The Health & Safety Section can decide to undertake an independent investigation if they believe the circumstances warrant this, as can the HSE if they receive a RIDDOR report that gives them particular concern. Staff affected should provide all necessary co-operation should this occur.
- 9.3. Investigations will be carried out by suitably trained personnel including area/equipment specialists if required. The aim of all investigations will be to find the systems failure that created the situation and to ensure that suitable remedial actions are taken to ensure that the incident does not happen again.

## 10. DEFINITIONS

- 10.1 INCIDENT: An unplanned, unpremeditated happening which leads to injury or loss, or could have led to injury or loss. Examples include:
- Groundings, strandings, founderingings
  - Collision or contact with other vessels or craft, nav aids, other fixed objects, significant debris or persons in the water
  - Hard landings against quays, damage to quays and/or vessels
  - Injury to personnel, falling into water, drowning, other fatality
  - Significant equipment or propulsion failure on vessels
  - Other damage to vessels, or property, including wash damage
  - Other incidents which may result in loss or litigation.
- 10.2 ACCIDENT: An incident, which causes injury and/or damage.
- 10.3 DANGEROUS OCCURRENCE: A serious occurrence which does not necessarily result in a reportable injury, but which has the potential to do significant harm.
- 10.4 NEAR MISS: An occurrence which does not result in injury or loss, but which has the potential to do so.
- Close quarters situations with other vessels/craft or persons in the water
  - Vessel equipment or propulsion failure with the potential to cause an incident
  - Personnel errors with the potential to cause an incident
- 10.5 OCCUPATIONAL ILLNESS: Illness or medical condition caused by factors within the workplace.
- 10.6 RIDDOR: Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995.

- 10.7 ACCIDENT BOOK (BI 510): HSE book for recording the details of accidents in the workplace. It is not a requirement to use a BI 510 Accident Book to record accidents in the workplace. However, if one is not used, the information recorded in it must be recorded in an alternative manner. The Moray Council's Internal Incident Report Form, when completed fully, meets this requirement and storing it in a secure file constitutes an "accident book".

## 11 Incident and Near Miss Summary

[illegible]

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## 14 PERMIT TO WORK

### Introduction

In order for us to create a safe working environment for all our staff and contractors at Buckie Harbour, a Permit to Work System has been developed to control certain types of hazards and risks. The contents and elements of this system reflect the principles and intent as laid out by the Health and Safety Executive.

### Scope

This permit to work system is applicable to all works being carried out at any of our harbours (Burghead, Hopeman, Buckie, Findochty, Portknockie and Cullen) and by all personnel including Moray Council staff and contractors.

### Responsibilities

**Person in Control of Work** – This is the person in charge of the work. On some occasions the person in charge will be the task supervisor but other times it will be the project leader. An individual who is named in the appropriate section of the permit, and approved by an authorised person is the designated Person in Charge, and is responsible for ensuring that work is undertaken safely and efficiently within the limits of the permit, including:

- accurate completion of the permit form
- obtaining the appropriate level of authorisation
- understanding of the work and associated Company procedures
- compliance with all written precautions
- adherence to safe working practices at all times
- informing all affected persons before the start of the work
- ensuring the work area is left in a safe, clean condition at each stop, shift change, or on completion
- clearing all tools and equipment from the work area on completion
- properly briefing those who will continue the work at a shift change with regards to the work, necessary precautions, procedures and requirements of the permit
- accurate completion of the form when the work is finished and the return of the permit to the harbour office.

**Harbourmaster** – The Harbourmaster (including the Assistant) is the authorised person who will give the approval for the work to be carried out. They will ensure that the PTW is filled in correctly and that there is a copy of the JSA, Risk Assessment or Method Statement and proof of Third Party Liability Insurance with the permit. The Harbourmaster will note down any potential conflicting operations that will be taking place within the harbour that day. When possible the Harbourmaster or his appointee will inspect the worksite prior to signing off the permit to ensure it has been left in a safe and tidy condition.

**Harbour Assistants** – In the absence of the Harbourmaster, the Harbour Assistants (sometimes referred to as Watchmen) take on the role of authorised person with the same responsibilities to ensure that

there are no conflicting operations and that the PTW and JSA etc. are in place and correct. Harbour Assistants can sign off a permit which was signed on by the Harbourmaster.

**Contractors** – All contractors will be vetted by their own company for suitability to carry out the task safely prior to arrival on site, including the appropriate level of training and competence. It is the contractor's responsibility to ensure that they are following their own company's rules and those of the harbour. The person in charge will brief the Harbourmaster on the task and safety considerations to ensure that all risk has been minimised.

**Harbour Users** – All harbour users are subject to this same procedure for safe work. Where work is being undertaken on a vessel alongside, it may not be appropriate to issue a PTW. Each case will be risk assessed individually.

#### When a permit is required

Prior to undertaking any work, personnel must determine if a permit is required. This is determined by reference to the section below but may also be required by the Harbourmaster even if it is not listed.

#### Work Which Requires a Permit

Work requiring a permit falls into two basic categories as defined below:

1. **HOT WORK:** Work involving open flames or other sources of ignition, or which may have a potential source of ignition.
2. **COLD WORK:** Other work listed in this section and work that presents a significant hazard, but no source of ignition

Work considered "**Hot Work**" that requires a permit includes, but is not limited to:

- work involving open flame
- grinding
- electric arc welding
- any work involving explosives
- use of powered wire brushes or work that can cause sparks
- needle gunning
- shot blasting, grit or high pressure water blasting
- work involving high voltage electrical equipment
- work on "live" electrical equipment including switching, testing, fault finding or other work exposing personnel to live cables, connections or exposing equipment to a hazardous atmosphere
- work that may cause an unintended or uncontrolled hydrocarbon release, including disconnection of pipework or equipment that contains or has contained hydrocarbon, flammable or hazardous materials

Work considered "**Cold Work**" that requires a permit includes, but is not limited to:

- handling of any substance that could be hazardous to health, including toxic chemicals, radioactive sources, asbestos, etc. This would not include normal routine operations such as painting.
- removals of handrails, where an individual could fall 6 feet or more onto the ground or into the sea
- diving operations
- work requiring entry into a confined space, tank or vessel
- any work which affects the operation of safety and emergency systems, including work on detection systems, protection systems
- work required above an area where others will continue to work normally
- heavy or unusual lifts by a crane, which are defined as anything over 50% of the total lifting capacity of the crane or defined as a complicated or complex lift
- isolation of energy sources

#### Work Which Does Not Normally Require a Permit

It is impracticable and unnecessary to have all work covered by a permit. Therefore, work not listed above would not normally require a permit unless there is a deviation from the normal procedures or the harbourmaster requests a permit to assist control of the work. A properly completed JSA, Risk Assessment or Method Statement should usually reveal the necessity for a permit.

#### Authorisation

The Harbourmaster (including the Assistant) is the only one who can authorise a permit and issue a permit number.

However if the Harbourmaster is not on shift at the time then a Harbour Assistant/Watchman can authorise the permits apart from:

- Diving
- High Voltage Isolations
- Work on life saving equipment
- Working in an Asbestos contaminated building
- Any task where there is a risk to personnel undertaking the work and others in the immediate vicinity.
- Any task where there are members of the public likely to be affected

#### Planning

This is the most important aspect in ensuring efficient control of the work and communication between all personnel involved in the work or affected by the work. Planning and preparation should be made in advance, meetings held, and all aspects of the work, including policy, safe working practices, procedures, precautions and methods identified, before a permit is obtained. Planning and preparation of work requiring a permit must ensure all hazards have been identified, eliminated or controlled, and risks minimised to as low as reasonably practicable.

#### Identification and tracking of forms

All permits will have a unique identifying number written on to the top left hand corner of the PTW form. This unique number will consist of the first 3 letters of the harbour name, the last 2 digits of the year and then a sequential number. This would mean that the first permit for a task at Buckie Harbour would be BUC/16/01. Regardless of the harbour the sequential numbers continue so the second permit issued for a task at Findochty this time would be FIN/16/02.

Permits for Burghead and Hopeman will be administered from Burghead and for Buckie, Findochty, Portknockie and Cullen they will be administered from Buckie. A permit log of what is happening and where it is taking place will be maintained from these locations.

#### Changes to the permit

Once a permit has been approved no changes can be made without the authorisation of the Harbourmaster. These changes should be discussed with the Harbourmaster prior to being written onto the form where the Harbourmaster will initial his approval onto the form.

#### Validity of the Permit

Permits are can be validated for a period of no longer than 7 days. After that time a new permit will be raised and approved. If a permit was taken out for a period shorter that 7 days and it looks like that task will run on, approval can be given to extend the permit but only up to 7 days from when it was issued.

#### Temporary stoppage or suspension of work

On occasion it is necessary to stop the work being carried out, this may be due to the weather conditions, waiting for parts or many other reasons. If the work is stopped for more than an hour, the Person in Control of the work is responsible for letting the harbour office know of the suspension of work. If the suspension is for more than one shift, the permit should be returned to the harbour office.

#### Lock, Tag and Try

**Electrical Isolations** – Electrical isolations can only be carried out by an approved electrical engineering company. Moray Council has designated Campbell and McHardy as the company to deal with electrical engineering issues at the harbours. Moray Council electrical team deal with the other electrical items such as street lights and Navigation lights. They must at all times follow their company procedures for isolations

**Mechanical Isolations** – Mechanical Isolations are not commonly carried out around the harbour but would include such things as isolating the water supply to a pier. These can be carried out by any approved person, approval will be given as part of the PTW process.

When populating the Lock, Tag and Try part of the permit, write in a clear description of the piece of equipment that is to be isolated and if possible where the isolation point is. The Harbourmaster will then approve the isolation. The isolation is to be carried out prior to the permit being authorised fully. Once the item has been locked out it is important to tag the item so that others can see the isolation point, the piece of equipment isolated should then be tried to ensure that there is no residual power going to it. Failure to do so could result in any of the following hazards:

- Electrical shock
- Chemical exposure
- Skin burns
- Lacerations or amputations
- Fires or explosions
- Chemical releases
- Eye injury
- Environmental Incidents
- Death

Any de-isolation has to go through the same process as the isolation, write down the details on the permit and get the de-isolation approved prior to de-isolating then closing the permit.

If it is only a partial de-isolation this must be noted on the PTW and initialled as authorised by the Harbourmaster.

Permit Form Completion (consider numbered bullet points or sections)

The PTW document is pretty self-explanatory. The top section is all about the people carrying out the work. The Person in Charge of the Task will note down his/her name and some contact details as he/she will be the main point of contact. The project site / location or vessel name is to be noted down then any of the other contractor supervisors whom may need to be contacted about the task. The start and finish times are the validity period so they can be no more than 7 days apart.

Next decide which type of permit you require and tick the appropriate box.

Under the job description put down as much details as you can regarding the task. There will be an associated JSA, Risk Assessment or Method Statement for the job and as a minimum the headings from each of those should be noted down.

Note down all the equipment that will be used throughout the task. 'Hand Tools' is not an adequate description- please list all the tools required.

Conflicting or simultaneous operations will be noted down by the Harbourmaster and discussed with the person in charge.

Ensuring adequate protection for members of the public is one of our main priorities in any task, therefore it is important that site controls are considered during this process and will be discussed between the Harbourmaster and Person in Charge.

Tick any of the appropriate boxes for safety equipment and PPE section. Think carefully about the requirements and ensure that any extra equipment required is noted down.

On the right hand side of the form is the authorisation section. It is important that if the task is complete, the box is ticked. The permit is neither authorised nor closed if the appropriate Harbourmaster signature is not there.

When the permit is authorised, a photocopy will be taken and given to the Person in Charge to be kept at the worksite. The original will be kept in the Harbour office.



## Permit to Work Buckie Harbour

Permit Number - \_\_\_\_\_

Person in Control of Task: Contact Number:		Project Site / Location and Vessel Name:		Contractors & Contact Number(s):		Start Time & Date: Stop Time & Date:	
Permit(s) Required: (the appropriate permit type)		<input type="checkbox"/> Diving <input type="checkbox"/> Confined Space <input type="checkbox"/> Working at Height <input type="checkbox"/> Painting and Preparation <input type="checkbox"/> Over-Water <input type="checkbox"/> Hot Work <input type="checkbox"/> Construction/Excavation <input type="checkbox"/> Heavy-Lift/Crane <input type="checkbox"/> Electrical Work <input type="checkbox"/> Hazardous/Dangerous Goods				PTW Completed by (Print and Sign): ..... .....	
Job Description: (attach method statement, plan(s), permissions & photos if applicable)						PTW Authorised by (Print): ..... Harbour Master Signature .....	
Equipment being used:						Date.....	
Conflicting or Simultaneous Operations:						Task Complete    Yes <input type="checkbox"/> No <input type="checkbox"/>	
Site Controls Required:		<input type="checkbox"/> Cones & Signage (around work area) <input type="checkbox"/> Traffic Management <input type="checkbox"/> Lock-Out Device(s) <input type="checkbox"/> Other (specify)				PTW Extended, Authorised by: .....	
Safety Equipment and PPE Required: (Tick)		<input type="checkbox"/> Hard Hat <input type="checkbox"/> Safety Boots <input type="checkbox"/> Hi-Viz Jacket <input type="checkbox"/> Overalls/Gloves <input type="checkbox"/> Eye Protection <input type="checkbox"/> Hearing Protection <input type="checkbox"/> Dust Masks/Respirator <input type="checkbox"/> Fall Protection <input type="checkbox"/> First Aid Kit <input type="checkbox"/> Fire Hose/Extinguisher(s) <input type="checkbox"/> Lifejacket/Vest <input type="checkbox"/> O <sub>2</sub> , H <sub>2</sub> S, CO & LEL Gas Detector <input type="checkbox"/> Breathing Apparatus <input type="checkbox"/> Other (specify) .....				PTW Closed by: .....	
Lock, Tag and Try:		Piece of equipment to be isolated: ..... Approved By: ..... Primary lock: ..... Craft Lock: ..... Piece of equipment to be de-isolated: ..... Approved By: .....				Closure Authorised by: ..... Harbourmaster Time and Date: .....	
Mechanical - <input type="checkbox"/>							
Electrical - <input type="checkbox"/>							

## 15 RECREATIONAL ACTIVITIES

All the Moray Harbours are used for recreational boating. At the four smaller harbours it is the principal activity. Buckie being principally commercial is the least active, with only passing yachts stopping in for 1 or 2 nights at a time. Burghead was becoming more of a recreational port dealing with larger yachts and launches but in recent years there has been an increase in the number of trawlers based at the harbour catching prawn/shellfish. This has meant that the number of recreational vessels has been reduced. At the other four harbours recreational boating includes use of sailing craft, launches and part time creel boats. Findochty and Portknockie have three pontoons each of varying length whereas Cullen has one pontoon and they are for small craft. There is one long pontoon at Hopeman. All harbours have some pier side berthing. Areas of the harbour estate at Burghead, Findochty, Portknockie and Hopeman are used by private individuals to maintain and repair boats.

At all the harbours there is traditional, open, public access and a variety of water related activities take place. These include line fishing, beach swimming, boating and using the piers as jumping off points – a traditional summer time activity for local children.

The three easternmost harbours are used by speed boats, jet skis and water skiers. The Byelaws place restrictions on such craft and require all users to proceed at such speed as not to endanger others. A maximum speed of 3 knots applies within all the harbours.

The exposed approaches to all the harbours make the possibility of a small vessel stranding or foundering in bad weather, a foreseeable event. There is no practical means of implementing port closures for the recreational harbours, as small craft may already be at sea.

The Byelaws contain adequate powers to control recreational activities although with limited resources locally, enforcement has to be by good example and promoting a culture of safe, considerate boating.

Within the recreational harbours, small craft and swimmers may be obscured by the piers. Hence, harbour staff must encourage caution among boat operators to avoid collisions or running down a swimmer.

Regattas, races and public events involving a number of craft within the harbours require 28 days advance notice and consultation with the Harbourmaster. In reviewing such proposals the Harbourmaster will consider:

- Potential interference with other port activities
- Any interaction with anticipated commercial traffic
- Provision of safety equipment and safety boats
- Contingency planning in case of bad weather or an incident
- Competence and safety culture of the organisers.
- Is a suitable and sufficient risk assessment in place
- Is there suitable insurance in place

Cullen Sea School operate from Cullen harbour. They run a variety of activities which includes both training and recreational use on paddleboards, kayaks and sailing dinghies. All the training is carried out by suitably qualified members of Cullen Sea School and all activities are supervised by suitably trained

volunteers. Cullen Sea School also run Wild Swimming Schools where people from around the world come and swim our coastline, this again is all supervised and ran by suitably qualified personnel. In their base, they carry out a variety of training courses for locals including traditional boat building and some RYA courses. Cullen Sea School have 2 RIBs which they use as safety boats during their activities.



**16 HARBOUR STAFF TRAINING REQUIREMENTS**

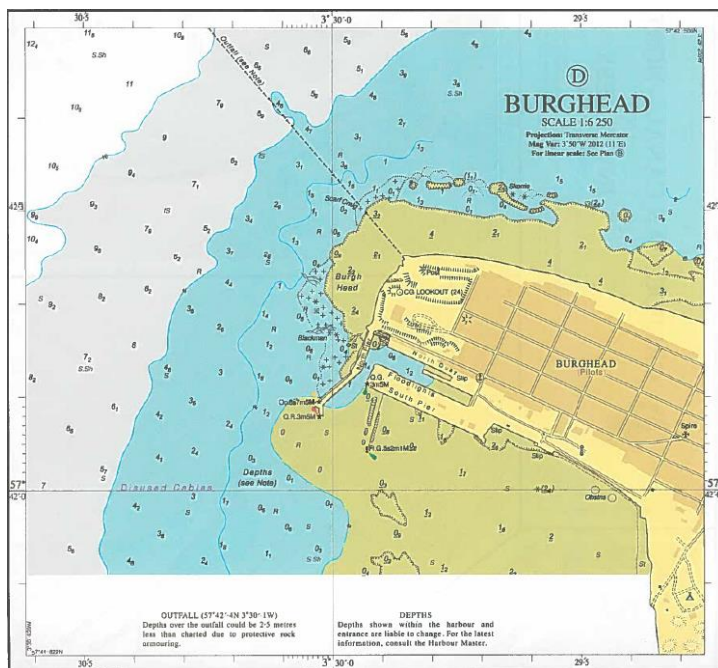
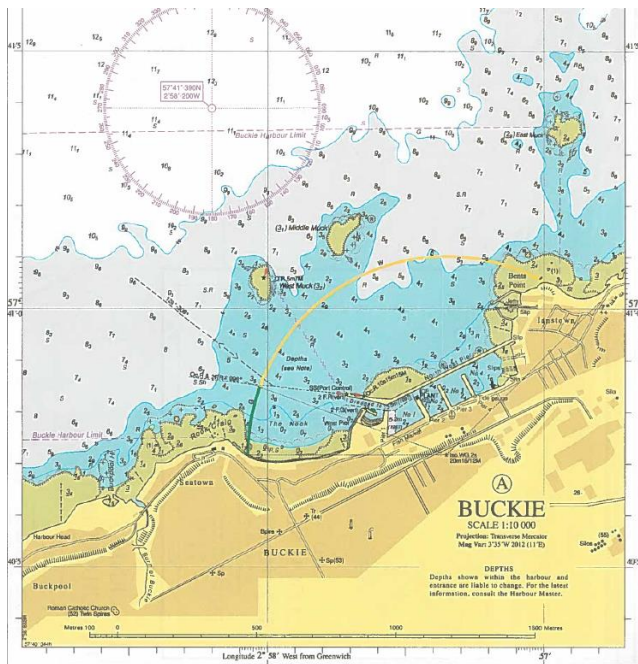
Staff	PFSO	Oil Spill Res p	First Aid (RYA)	Boat man (min)	Small Craft	VHF Radio	Risk Assess't & Safety Aware's	Working in or near Water	Manual Handling
HM - Buckie	X	X	X	X		X	X	X	X
Assistant HM – Commercial	X	X	X	X		X	X	X	X
Assistant HM – Leisure		X	X	X		X	X	X	X
Harbour Assistant - Buckie			X	X		X		X	X

British Ports Industry Training has developed Vocational Standards for Port Personnel.  
The harbour has developed a series of in-house training courses which staff have to complete.

## APPENDIX A. PASSAGE PLANNING

A passage plan will be produced and presented to the master of a vessel during pilotage tasks.

Admiralty chart 1462 is for the Harbours on the North and East Coasts of Scotland and covers Buckie, Burghead and Hopeman.



**APPENDIX B. MORAY COUNCIL PROCEDURES**

There are many subjects covered throughout the SMS including the standardised forms to be used. All the following topics can be found by looking on Moray Council Intranet site available on all council owned computers.

- 5.1 – Hazardous substance Control
- 5.2 – Personal Protective Equipment
- 5.3 – Manual Handling
- 5.5 – First Aid
- 5.6 – Driving Safely
- 5.7 – Lone Working
- 5.8 – Hand Arm Vibration
- 5.14 – Working at height
- 5.15 – Confined Spaces
- 5.18 – Display Screen Equipment
- 5.19 – Promotion of Mental Health and Wellbeing (Stress Prevention)
- 5.20 – Musculoskeletal Disorder Management
- 5.21 – Asbestos Management
- 5.22 – Blood Borne Viruses
- 7.10 – Ladders and Stepladders
- 7.15 – Noise
- 7.16 – Office Safety
- 7.20 – Dealing with work related violence
- 7.27 – Toolbox Talks Explained

This list is in no way exhaustive and all the documents are living documents. If there is an improvement that could be made to procedures then contact the Health and Safety department to discuss.

## APPENDIX C. MORAY COUNCIL HEALTH AND SAFETY POLICY

## THE MORAY COUNCIL

## Safety Management System



Section: 2.0  
 Title: **HEALTH AND SAFETY POLICY STATEMENT**  
 Date: March 2013  
 Revision: 3.0

**AWARENESS--ASSESSMENT--ACTION--ACCOUNTABILITY**

To enable the Council to achieve its stated outcomes, we will operate a sensible and proportionate health and safety system. The system will be founded on the principles of keeping people safe and healthy, improving services, and stopping losses of any kind. This policy and all attendant procedures and guidance, apply equally to all staff and service users.

**PRINCIPLES**

- The assessment and then elimination or control of risk is vital to the wellbeing of employees and service users and the overall efficiency of the Council.
- Sensible and proportionate risk management is what we require.
- Working safely is a condition of employment.
- Everyone's input is vital in preventing accidents and ill health but it is accepted that all levels of management play the major role in ensuring that control of risk is maintained.
- Adherence to the procedures and standards which support this policy are critical to its success. All employees are required to actively participate and co-operate in its operation.

**APPROACH**

- Risk assessment of all significant risks must take place and suitable controls must be defined, implemented and monitored.
- Awareness of roles and responsibilities will be given and accountability defined and managed.
- Active engagement will be used in dealing with significant health and safety issues and will be based on trust, respect, and joint problem solving.
- All accidents, dangerous occurrences, hazardous situations or work related health effects must be reported, and action taken when necessary to control risks highlighted.
- Training, knowledge and information will be provided to employees on relevant hazards, risks and controls in a form that satisfies their needs.
- The effectiveness of the policy will be regularly monitored by both proactive and reactive means, and where necessary it will be developed, reviewed and improved.

  
 Chief Executive

  
 Leader of the Administration

Date: 2nd May 2013

Date 03 05 2013

2-0-1



## **APPENDIX D. HARBOURS ENVIRONMENTAL POLICY**

### **GENERAL POLICY**

Moray Council harbours team are committed to protecting the environment and will conduct all operations in a responsible manner in compliance with the applicable environmental laws and regulations. Moray Council Harbours recognise their environmental responsibility and will work proactively at all times to minimise environmental impact and prevent pollution and the effects that its activities can have on the environment. Scottish National Heritage has designated areas of the Moray Firth as a Special Area of Conservation (SAC) due to the population of dolphins and porpoises within and some other areas are classed as a Special Protection Area (SPA) due to the number of birds with European importance.

### **OBJECTIVES**

- Continual improvements of our environmental habitat
- Foster environmental awareness and responsibility in employees, contractors, suppliers and other harbour users.
- Train employees appropriately to raise awareness of environmental issues and utilise their support in improving the performance of the team.
- Manage waste to minimise the impact on landfill sites and encourage all vessels to do the same
- Consult with the local community and community groups and organisations on their programmes to ensure environmental considerations are in place
- Audit and monitor the management of environmental issues to identify opportunities for improvement
- Maintain procedures and methods which aim to reduce the risk of accidental spills, emissions and discharges
- Maintain emergency response procedures and methods for environmental protection

Moray Council Harbours team recognise that to achieve the goal of operating environmentally sound involves all employees and harbour users working together. We all have the responsibility both morally and legally to conduct activities with the protection of the environment as a priority.

**APPENDIX E. DRONE POLICY**

The operation of flying drones at the port of Buckie must only be done in compliance with the Civil Aviation Authority ([CAA website](#)) requirements and the [Dronecode](#) which sets out the regulations in brief. This code confirms that drones with cameras must not be flown within a specified distance of people, vessels or structures and cannot be flown over congested areas.

In addition, Buckie Harbour must also be contacted and informed in advance of any activity involving drone flying.

Drone activity on a commercial basis requires the operator to be licensed by the CAA, Buckie Harbour must be provided with prior confirmation and evidence that a licence is held, liability insurance is in place and a risk assessment has been carried out.

**APPENDIX F. EMERGENCY PHONE NUMBERS**

<b><u>Emergency Contact Details</u></b>	
Doctors Surgery (Ardach Health Centre)	0345 099 7200
Seafield Hospital	01542 832081
Dentist (8 to 8)	01542 833087
Dentist Emergency	0845 4565990
Police Scotland	Emergency – 999 Non-Emergency - 101
Any Emergency	999
Coastguard (Aberdeen)	01224 592334





**REPORT TO: ECONOMIC DEVELOPMENT AND INFRASTRUCTURE  
SERVICES COMMITTEE ON 21 JANUARY 2020**

**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, and how it compares with the 2016 condition modelling forecast.
- 1.2 This report is submitted to Committee in terms of Section III (F) 15 of the Council's Scheme of Administration relating to the function of the Council as Roads Authority.

## **2. RECOMMENDATION**

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

- (i) **notes the latest road condition indicator (RCI) results for Moray Council, and our position when compared nationally; and**
- (ii) **recommends that the RCI results continue to be monitored and reported back on an annual basis to this committee.**

## **3. BACKGROUND**

- 3.1 The road network represents the Councils' single largest asset and therefore regular and adequate maintenance is vital to ensure it does not deteriorate or become dangerous, and that considerable past investment is not lost. Roads maintenance covers those activities aimed to preserve the existing roads asset and have recently been valued at over £1.667 billion.
- 3.2 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 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. This leads to increased costs of complying with statutory duties; however this has not been recognised by a corresponding increase in budget allocation.
- 3.3 In simple terms, the base allocation needs a similar enhancement if standards are to be maintained.

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 ensure 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.

3.4 On 11 February 2014 Moray Council made the decision to allow Moray's road condition to deteriorate, with a target to be at mid-point in the national table across the network as a whole by the end of the following 5 year period (paragraph 3 of the Minute refers). A reduced capital investment since then has caused our network condition to deteriorate.

3.5 We monitor the deterioration in our road network via the Scottish Road Condition Maintenance 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). The Road Condition Indicator in Scotland is the proportion of the network falling within Red and Amber. Therefore the higher this percentage is, the worse the road network's condition is in.

3.6 This report summarises the latest road condition indicator (RCI) & rankings and presents a number of investment options for our road asset. The scenarios presented and the issues raised are designed to assist with the budget setting process.

#### **4. LATEST ROAD CONDITION INDICATOR (RCI) & RANKINGS (2018/20)**

4.1 Following the completion of the road condition surveys undertaken in 2019, we have now received our latest RCI % figures. Table 1 below details the current RCI % figures and ranking position in comparison with other Scottish Authorities.

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

Network	2015-17		2016-18		2017-19		2018-20	
	RCI	Ranking	RCI	Ranking	RCI	Ranking	RCI	Ranking
Whole Network	26.9%	4	27.9%	4	29.1%	4	30.6%	8
A Class	25.2%	17	25.9%	15	28.6%	21	29.2%	20
B Class	22.8%	8	23.5%	7	25.6%	13	25.8%	12
C Class	21.9%	5	24.9%	5	28.1%	8	25.2%	7
A,B,C Class	22.9%	5	24.6%	5	27.3%	9	26.2%	8
Unclassified	31.4%	5	31.6%	5	31.1%	6	35.5%	16

- 4.2 The above table shows our current RCI % figures against each road classification type. It is clear that these figures are now increasing more aggressively than in previous years. Moray's road network is now deteriorating at a pace which will likely result in us being either at or below mid table before the end of the revised 5 year period, which commenced in April 2017.
- 4.3 The information provided to the Council also reports that Moray have the highest shift change in RCI, (worsening condition of our roads) in comparison with other Scottish Authorities over the past 6 years. During this period 20 Authorities have improved their RCI and 10 have deteriorated. Moray has had the largest network deterioration during the last 6 years.
- 4.4 It can be noted that our A class roads have already surpassed the mid - table point and we are now placed 20<sup>th</sup> and a steady % increase is noted of 0.6% from the previous condition surveys. It is clear that additional investment on A Class roads will be necessary over the next few years to arrest that deterioration and maintain the current condition.
- 4.5 B class roads have also deteriorated with a 0.2% increase this year. Despite that deterioration our national ranking has improved from 13<sup>th</sup> place last year to 12<sup>th</sup> place this year, which is still close to the targeted 16<sup>th</sup> place mid - table position.
- 4.6 Our C class roads have seen a 2.9% decrease in the RCI. This has moved our national ranking for these from 8<sup>th</sup> place last year to 7<sup>th</sup> place this year. This improvement may be due to the investment we made in C class roads in 2018-19 using Scottish Timber Transport Scheme grant funding.
- 4.7 The biggest change following this year's survey is a significant 4.4% increase to our unclassified network RCI which resulted in a national ranking move from 6<sup>th</sup> place last year to 16<sup>th</sup> place this year. This is the most volatile indicator as just 10% of the unclassified network is surveyed each year. Each year's RCI includes the last 4 years surveys so are based on just 40% of the overall unclassified network, which could be the best or worst 40%.
- 4.8 Our whole network ranking has cumulatively risen by 1.5% and has resulted in the Council moving from 4<sup>th</sup> place last year to 8<sup>th</sup> place this year in the national rankings.

- 4.9 The latest RCI results will be used to influence the works programmes that are currently being developed for 2020/21 with greater spend allocated to address the deterioration in the road network, in particular the A and U classification roads.
- 4.10 A detailed breakdown of the current RCI % against each road classification type is highlighted in **APPENDIX B**.
- 4.11 There are 32 local authorities, so the mid-table target is considered to be a ranking of 16<sup>th</sup> place. It is important to note that the mid-table position is a moving target as other authorities roads will constantly be improving or deteriorating depending upon how they are prioritising investment in their road network.

## **5. FINANCIAL MODELLING PROJECTIONS**

- 5.1 As members will be aware, the Council commissioned a modelling exercise to project the condition of our road network over a 10 year period from 2016/17 through to 2025/26
- 5.2 WDM limited, who are our current asset management system supplier and also the survey contractor for the SRMCS, were commissioned by Moray Council in 2016 to project the condition of our carriageway network over a five-year period from 2016/17 through to 2021/22. The object of the task was to determine the effect on condition indicators derived from the latest SRMCS surveys for different budget scenarios.
- 5.3 The results of this were presented to this committee on 19 February 2019 and it was agreed that capital funding be continued at £2,042m for 2019/20 (paragraph 11 of the Minute refers). The overall analysis from the modelling exercise undertaken suggests that this strategy would allow the network to deteriorate beyond the mid-table position in the table over 5 years.
- 5.4 The modelling further suggests that when our road condition reaches the targeted mid-table point after 5 years that a significant investment will be necessary from Year 6 onwards to maintain that condition.
- 5.5 The WDM condition modelling carried out in 2016 reported that a budget of around £6.7m would be required in Year 6 (2022/23) to arrest any further deterioration, rising to around £11.5m by Year 9 (2025/26) as shown in **APPENDIX C**. The predicted 'steady state' budget between Years 6 and 10 averages at just under £9.1m.
- 5.6 The graph in **APPENDIX D** shows our actual budget and network RCI over recent years against those of the 3 modelled scenarios, and also the Scottish Average RCI.
- 5.7 Members should be aware that while our Capital budget for carriageway works has been £2.04m, that a successful bid to the Strategic Timber

Transport Scheme (STTS) resulted in an additional £700k being invested in our road network, of which almost £394k was funded by STTS. Without this additional funding it is likely that our C classification and unclassified roads would have deteriorated further. It should also be noted that the amount of grant funding available is considered on an annual basis without any guarantee that this funding will continue for future years.

- 5.8 The STTS funding is ring-fenced for agreed forestry routes, and included a range of different works including carriageway recycling, edge strengthening, construction of new passing places and drainage provision.

## **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.

A Growing, Diverse and Sustainable 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.

Building a better future for children and young people in Moray encouraging active travel options of walking and cycling require well maintained, and adequately treated during the winter months, facilities.

Empowering and connecting 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 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.

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

(c) **Financial implications**

Approved reduced revenue maintenance budgets as part of the Councils financial savings options approved for 19/20 will have a significant impact on the repair of potholes and overall condition of the road network.

(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) **Consultations**

The Principal Accountant, Legal Services Manager, the Equal Opportunities Officer and L Rowan, Committee Services Officer have been consulted and any comments taken into consideration.

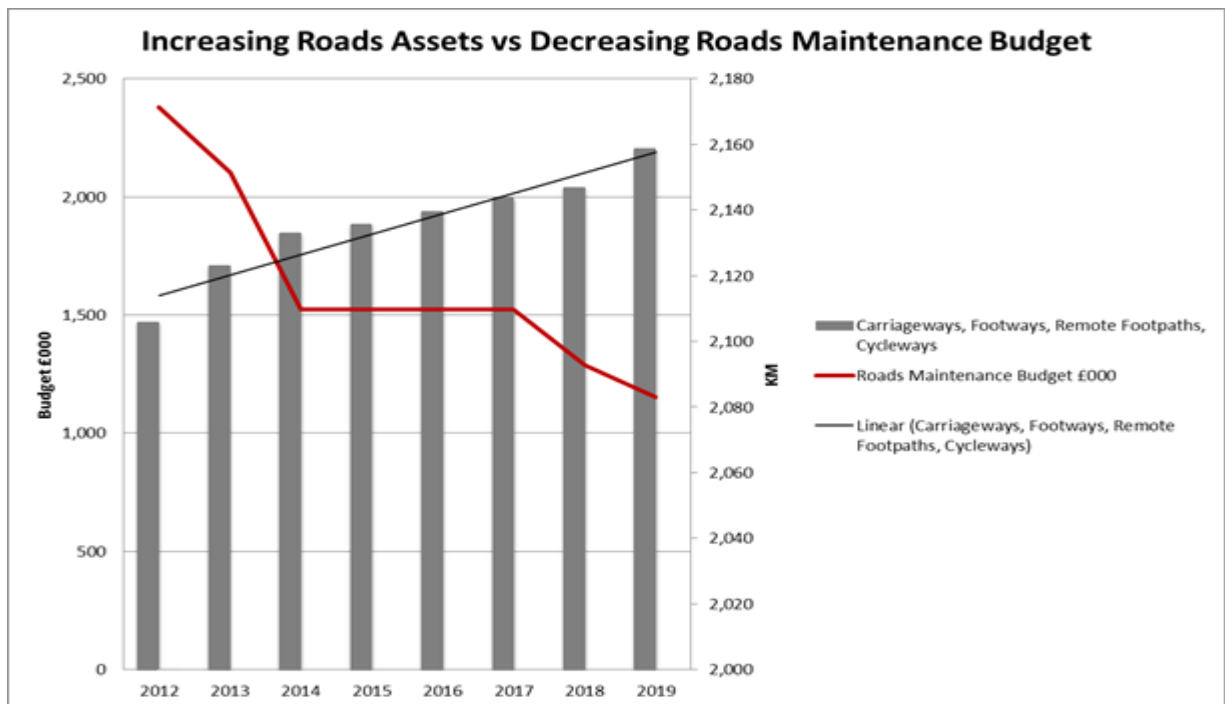
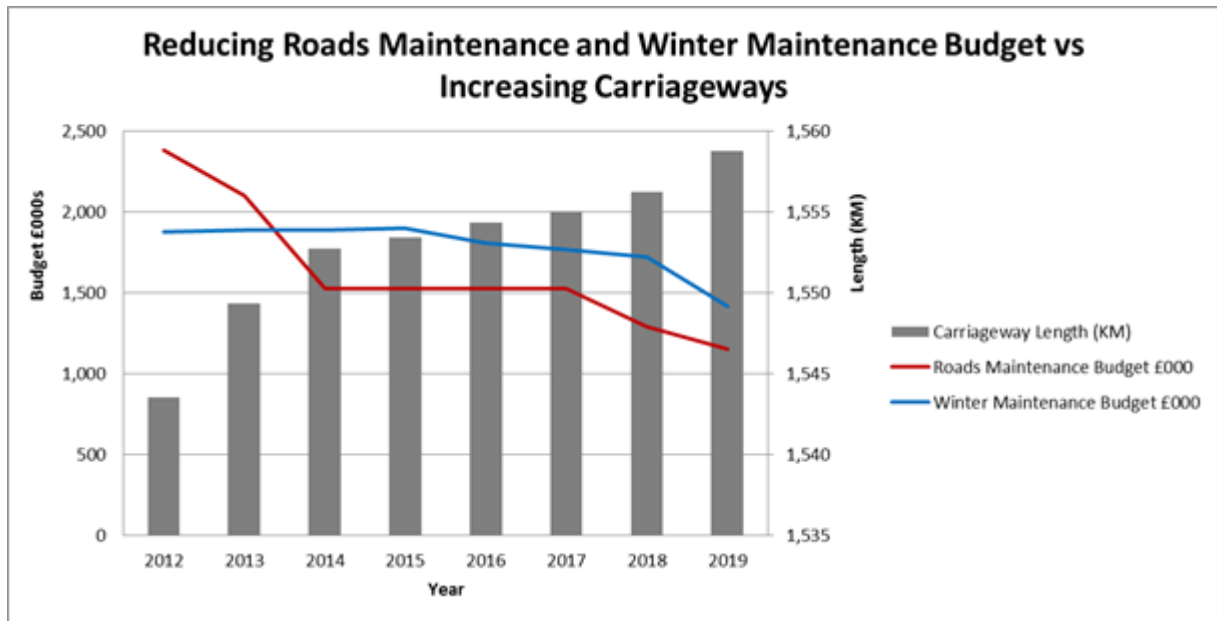
## **7. CONCLUSION**

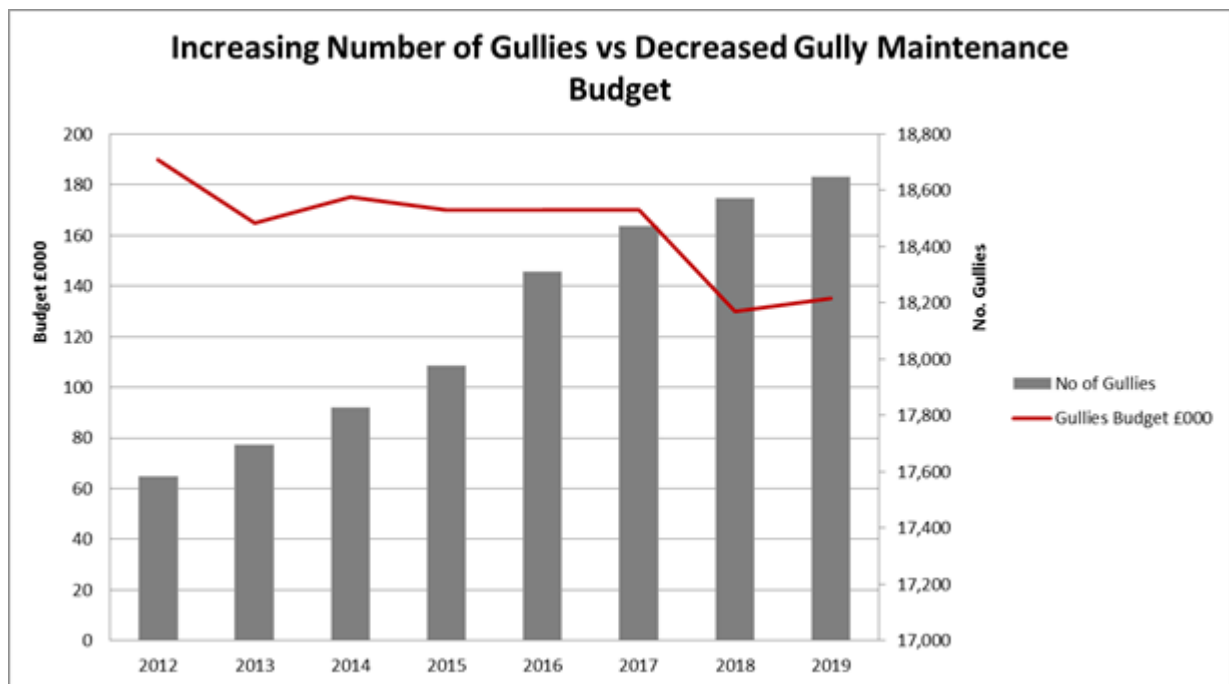
- 7.1 The report highlights that reduced capital investment into the roads network is having an impact on the Council's road condition index (RCI) and our ranking position in comparison with other Scottish authorities. It is clear that the road network is deteriorating and we are on target to be at mid table position at the end of period (2021-22).**

Author of Report: Mark Atherton, Roads Maintenance Manager  
Background Papers:  
Ref:

## APPENDIX A

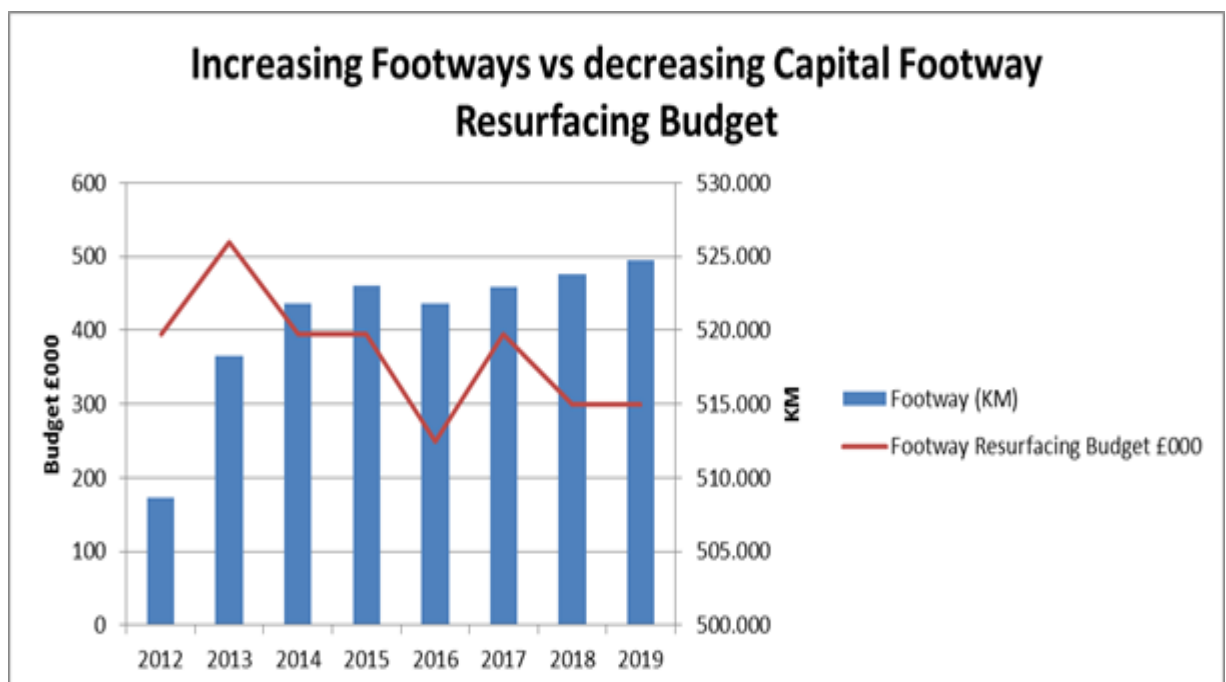
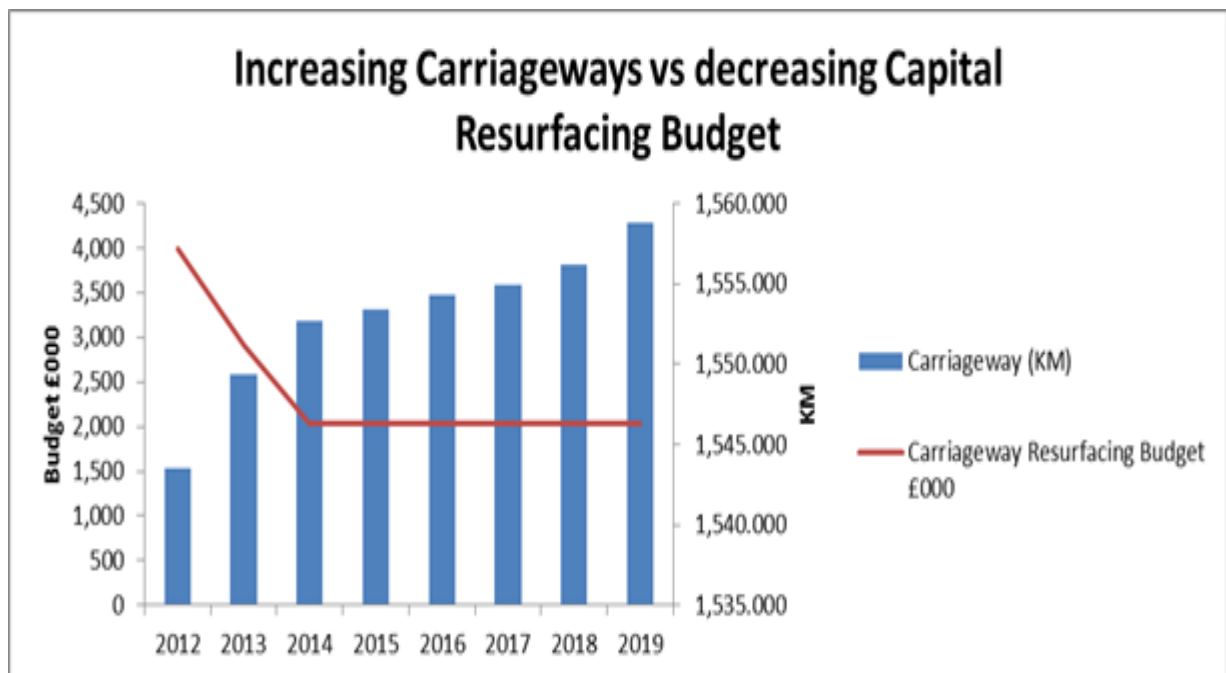
### Revenue budget charts:





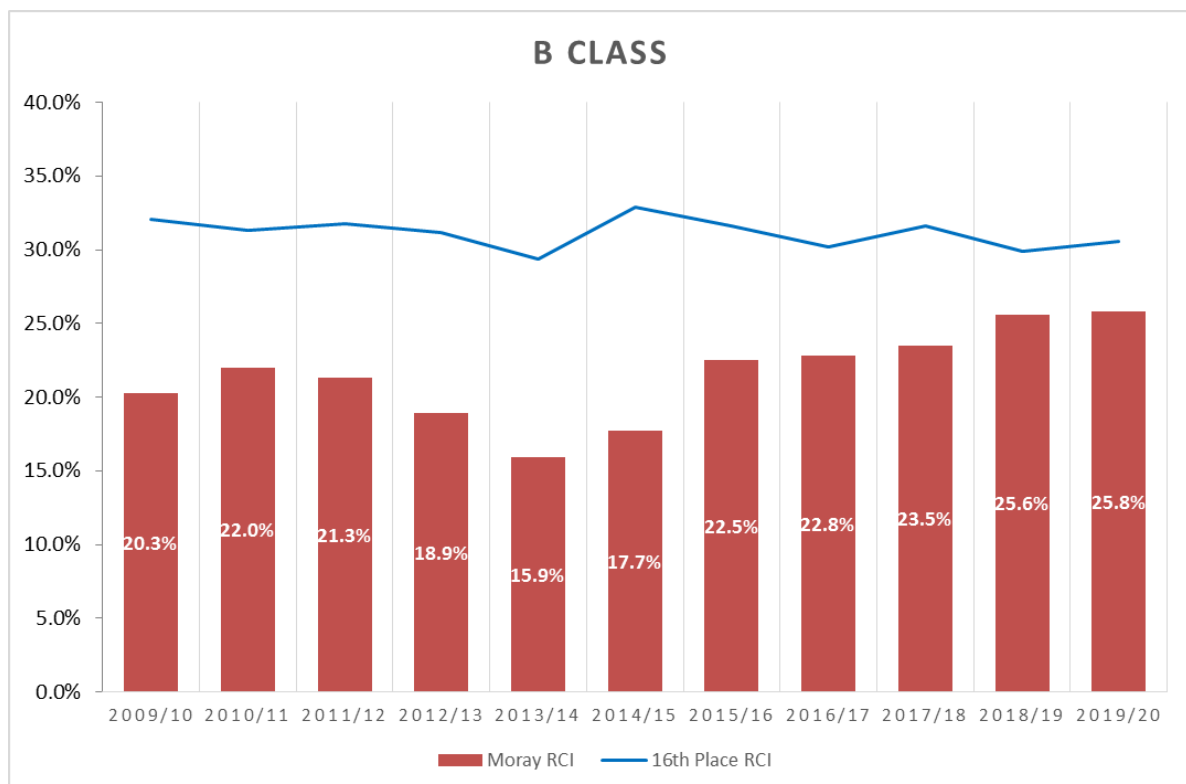
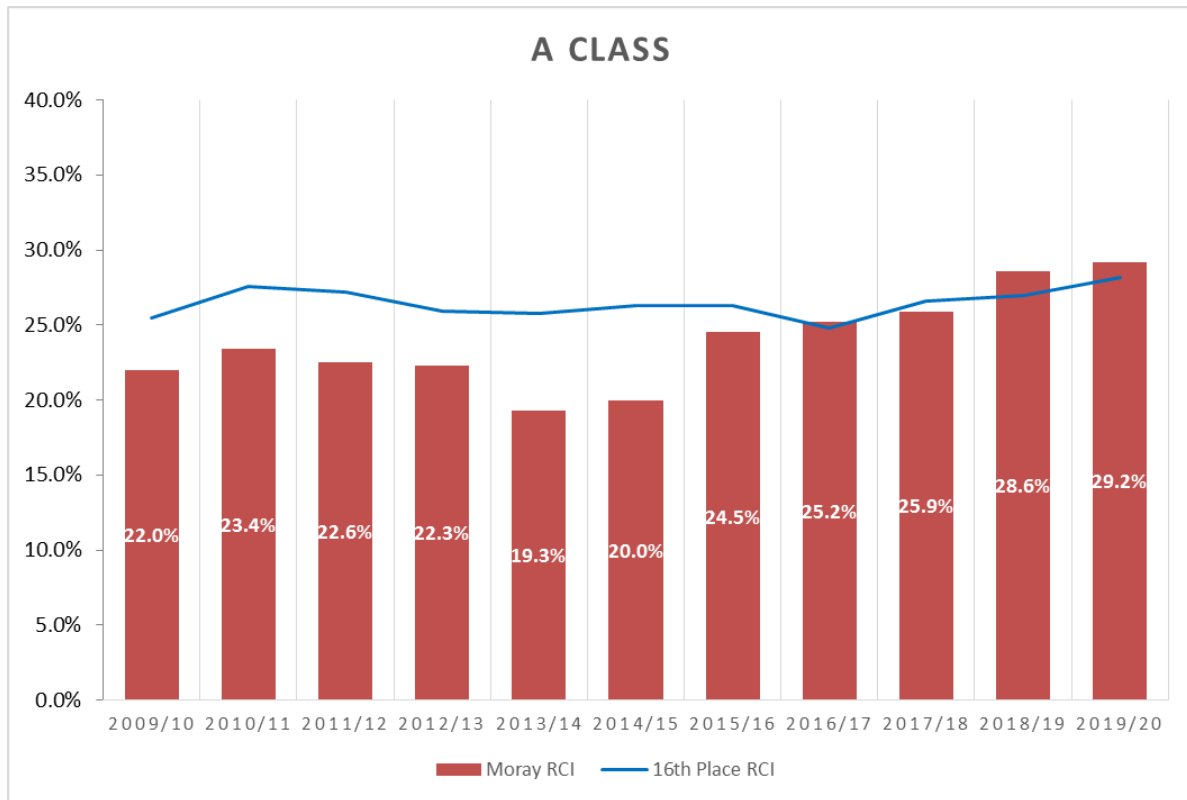


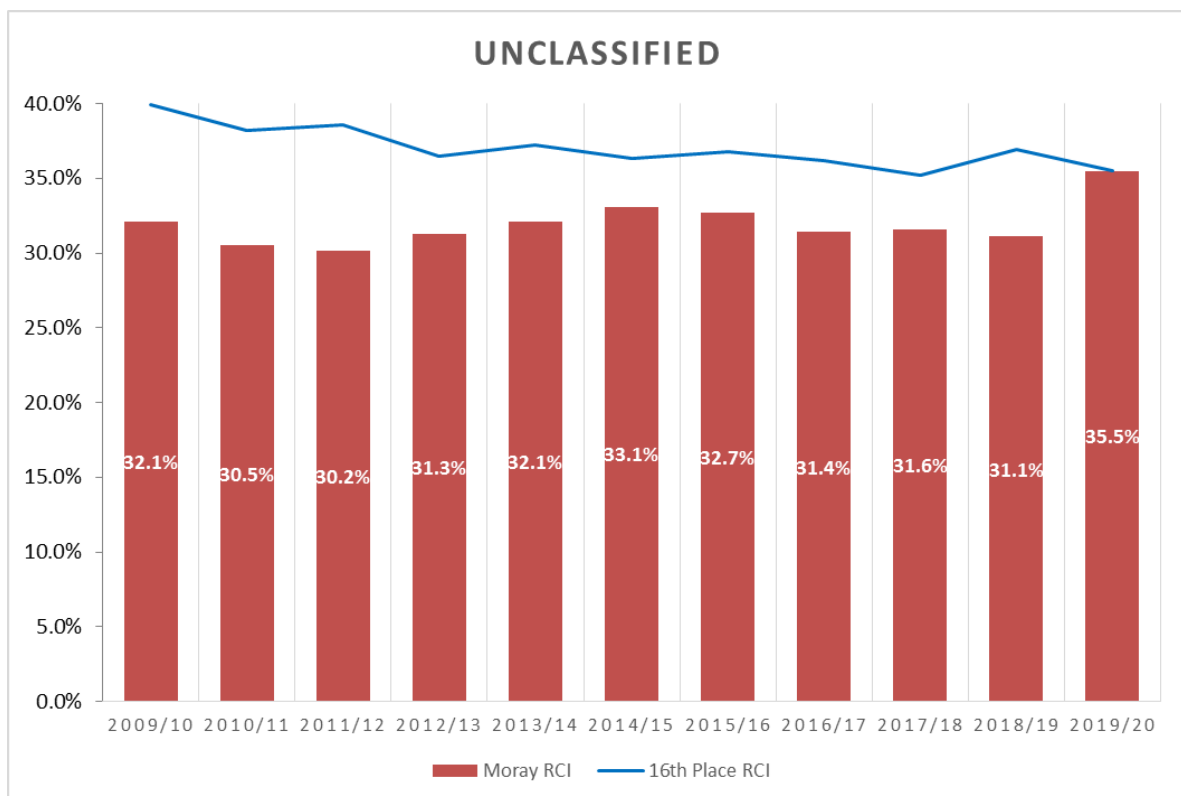
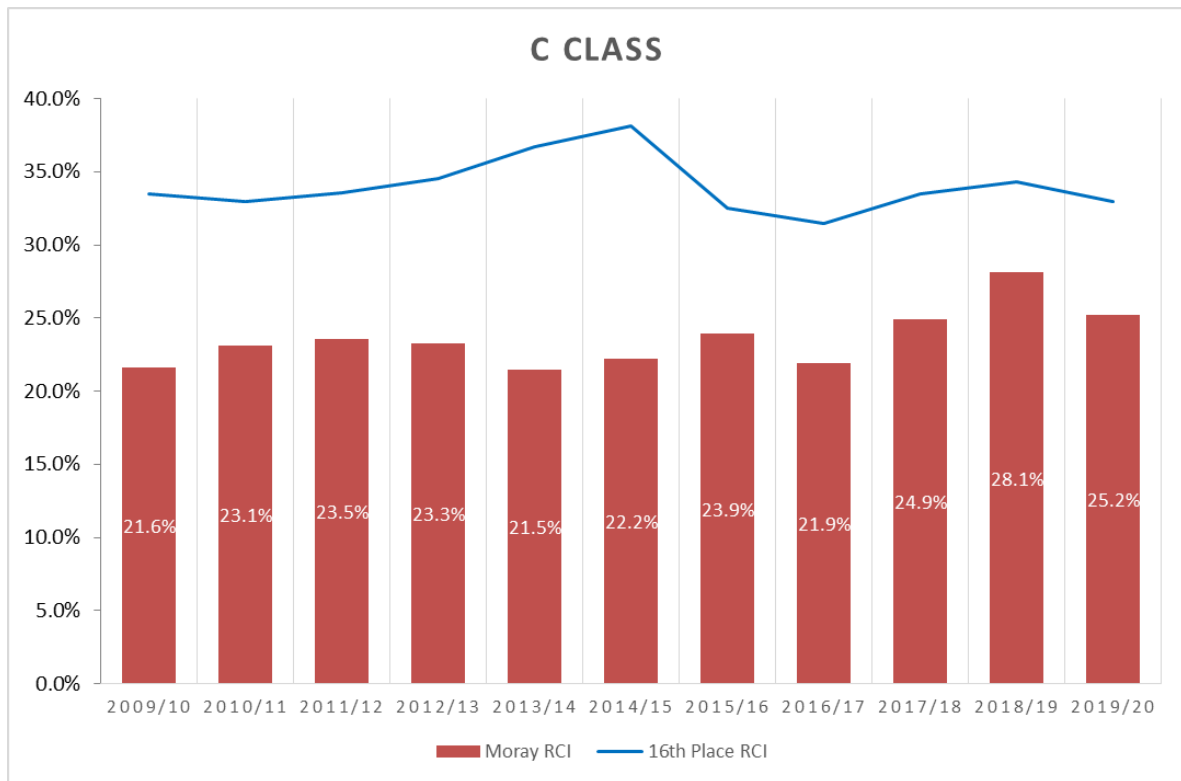
**Capital budget charts:**



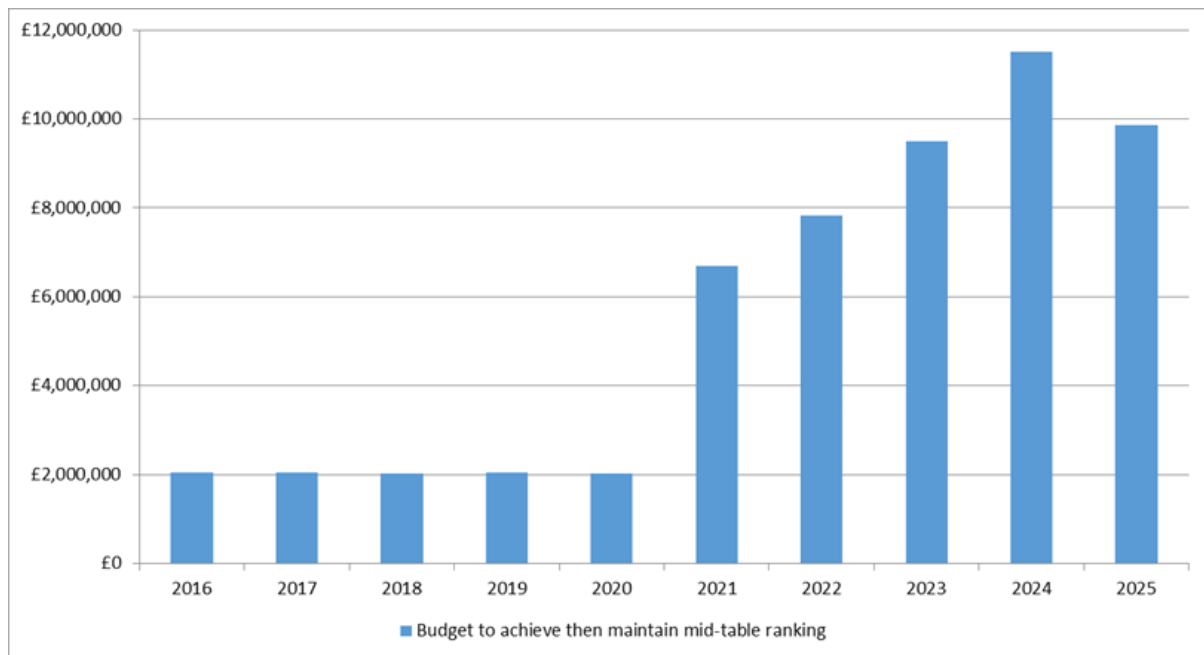


## APPENDIX B – Moray RCI & 16<sup>th</sup> Place summary





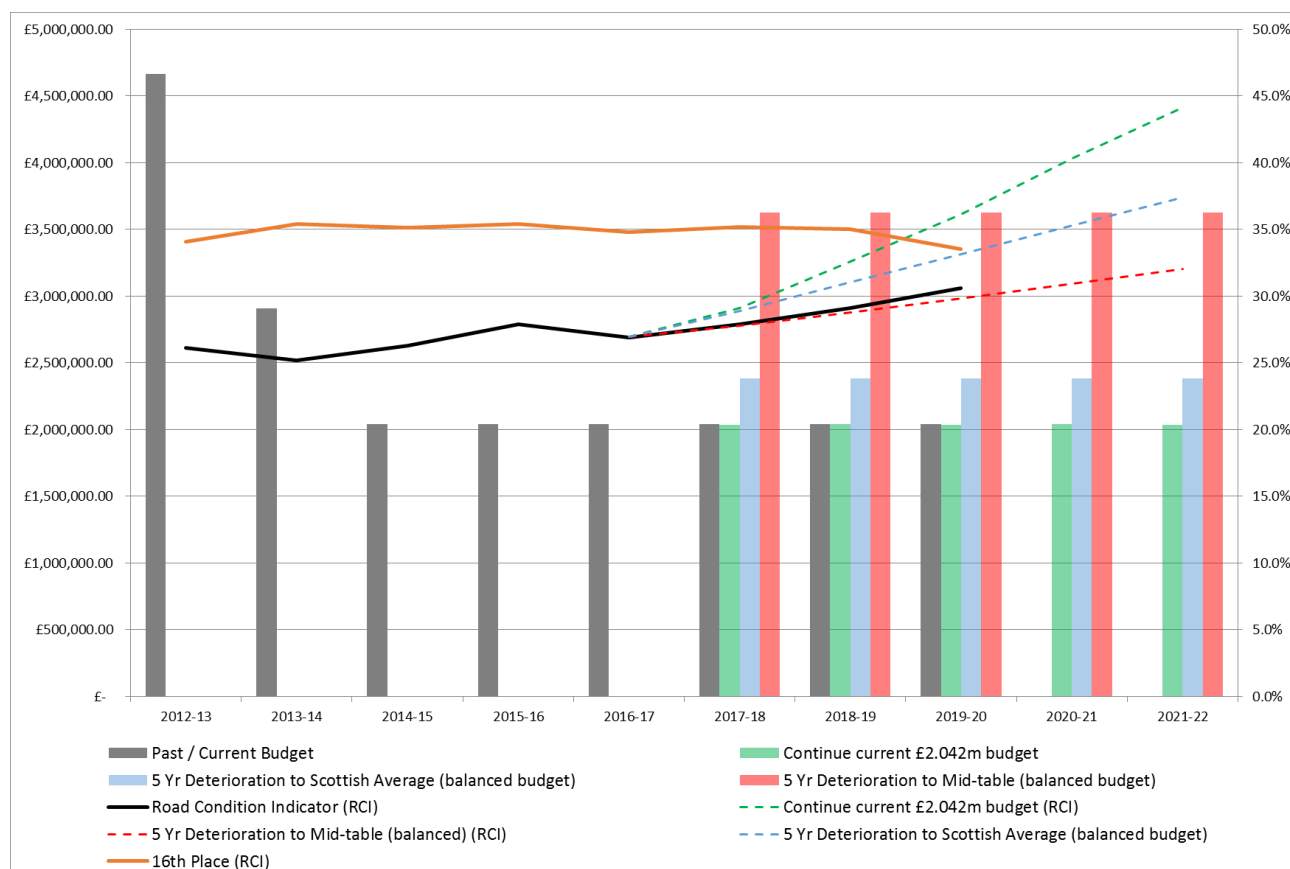
## APPENDIX C – Future budget to maintain mid - table ranking



	Total	Source
2016	£2,035,948	WDM Modelling £2.04m per annum
2017	£2,038,973	
2018	£2,035,424	
2019	£2,038,104	
2020	£2,035,609	
2021	£6,691,707	WDM Modelling mid-table steady state
2022	£7,821,053	
2023	£9,497,050	
2024	£11,513,699	
2025	£9,857,962	



## APPENDIX D – RCI Result against modelling predictions



- Budgets are represented by columns (grey=actual, red, blue & green = modelling scenarios)
- Network RCI is represented by dashed lines (grey = actual, red, blue & green = modelling scenarios)

In simple terms, the modelling predicted that the green (or lowest) budget would result in the green (or worst) road condition, the blue budget would result in the blue condition and the red (or highest) budget would result in the red (or best) road condition.

The Council's aim is to be mid table (16<sup>th</sup> place) nationally which, as explained within this report, is a moving target.

This year's network RCI of 30.6% is now above the red (mid table) modelling scenario so it would appear that the green budget, supplemented by STTS funding, is on track to achieve the targeted condition result at the end of 21/22.

It is also suggested that the desired 16<sup>th</sup> place is likely to be achieved during 20/21, if the current trend lines of our overall % RCI and national 16<sup>th</sup> place continue in the same form.







**REPORT TO: ECONOMIC DEVELOPMENT AND INFRASTRUCTURE  
SERVICES COMMITTEE ON 21 JANUARY 2020**

**SUBJECT: DORENELL WIND FARM – FINANCIAL CONTRIBUTION TO THE  
MORAY COUNCIL FOR USE ON MORAY’S CORE PATHS**

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

## **1. REASON FOR REPORT**

- 1.1 To ask that the Committee approve the Strategic Framework Document (**Appendix 1**) as the blueprint for the range of outputs and activities relating to expenditure of the Dorenell Windfarm Financial contribution to be spent on Core Paths in Moray over a 25 year period to 2044.
- 1.2 This report is submitted to Committee in terms of Section III (F) (7) of the Council’s Scheme of Administration relating to exercising the statutory functions of the Council under the Land Reform (Scotland) Act 2003.

## **2. RECOMMENDATION**

### **2.1 It is recommended that the Committee agree:**

- i) **the Strategic Framework Document as the blueprint for the range of outputs and activities on which the £ 50k annual Dorenell Windfarm financial contribution for Moray’s Core Paths can be spent over the next 25 years until 2044, as set out in Appendix 1 of the report;**
- ii) **to homologate the spend of £120k from the Dorenell Fund over 3 years 2019 to 2022 as outlined in paragraph 4 of this report**
- iii) **to allocate £30k to provide temporary staff to carry out a baseline audit as outlined in paragraph 5.3 and;**
- iii) **the preparation of a 3 year rolling Action Plan as outlined in paragraph 5.4 of this report to be submitted for approval in 2022.**

## **3. BACKGROUND**

- 3.1 In 2016 an Access Management Strategy was prepared for the Dorenell Wind Farm as a result of a condition applied to the planning consent. The Strategy was produced by developer EDF Energy in consultation with the Moray

Council Access Manager and The Moray Local Outdoor Access Forum. A major output of this Strategy is a commitment by EDF to an annual contribution to the Moray Council of £50k per annum (£1.25m for the 25 year life span of the wind farm). This is to be used by the Council solely for the development and management of the Core Paths Network across the whole of Moray identified in the Moray Core Paths Plan. It can however also be used on paths that once developed would meet the criteria to qualify for Core Path status. This equates to a sizable sum of money and it is important to carefully consider how this resource should be used in a planned way rather than just being reactive to immediate demands and desires arising at any given time.

- 3.2 The first £50k was received by the council from windfarm operators EDF in June 2019 when the facility became fully operational. A suspense account has been set up by the council to receive this money over the 25 year period to 2044 which will allow funds to be carried over from year to year as required.

#### **4. CURRENT ALLOCATION**

##### **4.1 Speyside Low Carbon Hub**

4.1.1 The sum of £40k of this year's contribution (2019 to 2020) has already been allocated to the Speyside Low Carbon Hub Project, specifically towards the upgrade of the Speyside Way (a Core Path), to a cycle path standard between Craigellachie and Carron.

4.1.2 Approval was sought by the Head of Environment and Commercial Services from Group leaders to secure essential seed funding required within the short time frame of the funding bid deadline. This work now nearing completion will make this section of the Speyside Way multi-accessible to a wide range of users.

4.1.3 It was necessary for this money to be allocated immediately to secure the available external funding from the Low Carbon Travel and Transport Fund and ensure the project was realised. The project budget is £610k which represents a 15:1 match funding ratio. Homologation of this spend is sought in the recommendations section of this report.

##### **4.2 Speyside Way Phase 2**

4.2.1 A further £80k has been allocated from the Dorenell fund for seed funding towards Speyside Way phase 2 improvements from Carron to Cragganmore for financial period 2020 to 2022. This will unlock external funding for the project estimated to cost £800k representing a similar match funding ratio. Should the application for funding be successful which we should know by March 2020, leaves a balance of £30k to be carried forward from the Dorenell fund over the 3 years to 2022.

4.2.2 Approval was sought by the Head of Environment and Commercial Services from Group leaders to secure essential seed funding required within the short time frame of the funding bid deadline.

#### 4.3 Requirement for Homologation

4.3.1 While the decisions on the 2 projects outlined in paragraph 4.1 and 4.2 were made by the Head of Environmental and Commercial Services , in consultation Group Leaders the Council's Financial Regulations require that where such decisions have been made for reasons of urgency that the matter must be submitted for homologation at the next relevant Committee meeting.

### 5 FUTURE SPEND

- 5.1 To ensure there is a planned and programmed approach to spending the financial contribution beyond 2022, a Strategic Framework Document has been prepared and is included as **Appendix 1**. This Strategic Framework Document sets down for the long term as to how the Dorenell contribution should be used, responding to identified priorities and making best use of scarce resources. This Framework also looks to ensure that opportunities are explored to use the funding to secure added value where possible for example by providing seed money to secure external funding for specific Path Projects.
- 5.1 The Document has already been approved by the Moray Local Outdoor Access Forum at their meeting of 4 June 2019. The endorsement of the Forum is important as it has been set up as a requirement of legislation to provide advice on matters relating to the Council's statutory outdoor access duties including Core Paths.
- 5.3 It is proposed that the current projected balance of £30k, which is the amount available over the next 2 years following allocation to Speyside Way Phase 2 project outlined in paragraph 4.2, is used to fund temporary staff to carry out the initial path audits referred to in para 5.4 and, because of obsolete technology issues, to upgrade the Moray Ways website, which promotes the Core Paths.
- 5.4 It is recognised the funding is not nearly enough to allow us to do everything identified so an **Action Plan** will be developed that will focus on priorities. The prioritised Action Plan will be derived from the full range of outputs and activities as contained in Table 1 of **Appendix 1**. The initial focus will be on establishing essential base outputs starting with auditing the Core Paths and establishing what needs to be done to improve, manage and promote routes which will be contained in a Development and Management Plan for the whole network. The Action Plan will be prepared as a 3 year rolling programme the first version of which should be approved by the Moray Local Outdoor Access Forum and this Committee in 2022 once the Speyside Way project is complete.

### 6. SUMMARY OF IMPLICATIONS

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

Ensuring people can enjoy their access rights, unimpeded and free from obstruction, accommodating active leisure opportunities contributing to achieving the aim of healthier citizens.

**(a) Policy and Legal**

The Council have a duty to prepare a Core Paths Plan but not to manage, develop or promote the routes. The Moray Core Paths Plan was however agreed as Council Policy inclusive of a commitment contained within policies in the document to make the overall network as accessible as possible through planned improvements, management and promotion. The Strategic Framework Document sets the context as to how the policies contained in the Core Paths Plan can be implemented and the Dorenell financial contribution provides the necessary resources.

**(b) Financial implications and risks**

The annual £50k windfall sum for Core Paths places no additional financial burden on the Council as this has been secured from an external source. Risks are low with the fund constituting an additional source of revenue allowing the Council to carry out works on Core Paths that would not be otherwise funded from within existing Council budgets. There is no legal obligation placed on EDF Energy to provide this funding although this is likely to continue as it is part of a community contribution which is standard industry practice for windfarms.

The Dorenell fund will help to offset Access and Countryside revenue budget savings of £13K as future maintenance will be reduced as the core path network will be improved using the Dorenell funding.

Most of the envisaged work carried on the Core Paths is likely to be small scale surfacing and drainage works to worn out paths where future liability placed on the Council will be low. Such low grade works on Core Paths do not require owner consent. Occasionally more substantial works may be carried out to upgrade accessibility on paths involving some structures including bridges and culverts. Where the Council do not own the path landowner consent will be required and any agreement will address the issue of liability on a case by case basis.

**(c) Staffing Implications**

The delivery of the Strategic Framework Document will be the overall responsibility of the Moray Access Manager. Additional personnel will be required to assist in achieving the identified activities outlined in paragraphs 5.3 and 5.4. Such personnel may include volunteers, contractors, consultants or staff employed for temporary periods to assist the Moray Access Manager delivers some of the identified activities where workload demands require such input. All costs relating to any additional personnel will require to be wholly sourced from the Dorenell Core Paths fund subject to input from HR.

**(d) Property**

The Dorenell Core Paths fund will assist the Council in improving and managing those routes which are part of the Council's property portfolio notwithstanding that many of the routes are in private ownership.

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

Improvements to the Core Paths network resulting from the Dorenell fund will improve the overall accessibility of the paths; collectively providing for all non-motorised users....people of all genders ages and backgrounds. All Core Paths are free to use for everyone.

**(f) Consultations**

Head of Environmental and Commercial Services; Depute Chief Executive ( Economy, Environment and Finance; Diane Anderson, Senior Engineer; Transportation Manager; Sustainable Transport Officer;; Legal Services Manager; Paul Connor, Principal Accountant; Equal Opportunities Officer; Gary Templeton, Principal Planning Officer; Alex Burrell, Estates Surveyor and Lissa Rowan, Committee Services Officer have been consulted and their comments integrated into the report.

**7. CONCLUSION**

- 7.1 The Strategic Framework Document (Appendix 1) is proposed as the blueprint for the range of outputs and activities on which the £50k annual Dorenell Windfarm financial contribution for Moray's Core Paths can be spent over the next 25 years until 2044.**
- 7.2. Further reports shall be submitted relating to a prioritised 3 year rolling Action Plan for spending the Dorenell financial contribution.**

Author of Report: Ian M Douglas, Moray Access Manager

Background Papers: Economy, Environment and Finance Committee Report  
21st January 2020



**DORENELL WIND FARM FINANCIAL CONTRIBUTION TO THE MORAY COUNCIL FOR USE ON MORAY'S CORE PATHS.  
STRATEGIC FRAMEWORK DOCUMENT 2020**

## **1. INTRODUCTION**

In 2016 an Access Management Strategy was prepared for the Dorenell Wind Farm as a result of a condition applied to the planning consent. The Strategy was produced by developer EDF in consultation with the Moray Council Access Manager and The Moray Local Outdoor Access Forum. A major output of this Strategy is a commitment by EDF to an annual contribution to the Moray Council of £50000 per annum totalling £1250000 for the 25 year life span of the wind farm. **This funding is to be used by the Council solely for the development and management of the Moray Core Paths network.**

This equates to a sizable sum of money and it is important to carefully plan how this resource should be used in a prioritised way rather than just being reactive to immediate demands and desires arising at any given time.

This Strategic Framework Document sets the scene for the full range of outputs and activities on which the Dorenell Fund can be spent related to the Moray Core Paths Network. It clarifies for the long term as to how the Dorenell contribution should be used; how to respond to identified priorities and make the best use of scarce resources. This Framework also looks to ensure that opportunities are explored to use the funding to secure added value where possible for example by providing seed money to secure external funding for specific Path Projects. The Dorenell fund should where possible be matched against Developer Contributions set aside to pay for mitigation measures to ameliorate any negative impacts from new developments on paths and public access. This pooling of financial resources will result in more being able to be done to make a more meaningful difference on the ground.

The Document has been developed under the umbrella of the Moray Core Paths Plan (CPP) and will focus on the following objectives contained in the CPP:

- a) To provide a basic framework of Core paths sufficient for the purpose of giving the public reasonable access throughout the Moray area.*
- b) To facilitate a co-ordinated and planned approach to the development, management and promotion of the whole Moray paths network including identified Moray Core Paths.*
- c) To maximise the social, health, economic and environmental benefits to the Moray Area consolidating the limited resources available.(See **APPENDIX 1** of this document)*
- d) To minimise any impact on the environment that may result from improvements to Moray's paths infrastructure reducing motorised journeys, creating and maintaining an active travel infrastructure network and raising awareness of active travel.*

**Further to the CPP objectives this Strategic Framework Document has the specific aim of ensuring that all activities and work relating to Core Paths be focussed on maximising accessibility along the routes and providing for multi-use within the context of the natural limitations and physical constraints of the path terrain. Inherent in this approach will be to remove physical barriers to access to make paths available to as wide a range of users as possible.**

## 2. EXPECTED PAYMENT TIMESCALE

The first £50000 receipt to the Moray Council from EDF was in March 2019 when the wind farm became fully operational. A suspense account has been set up to receive this money over the 25 year period to 2044 which will allow funds to be carried over from year to year as required.

## 3. RELATIONSHIP TO THE MORAY CORE PATHS PLAN

The Moray Core Paths Plan (CPP) was adopted in 2011 produced by the Moray Council as a statutory requirement of the Land Reform (Scotland) Act 2003. A review of this is currently taking place which proposes some additional Core paths and amendment of existing routes. This will result in a revised Plan being adopted sometime in 2020. There is no duty placed on the Council to develop or manage the Core Paths network and consequently this has not been a priority for the Council particularly in light of the financial austerity of recent years.

As a responsible access authority the Moray Core Paths Plan does however aspire to improve and manage and promote the existing Core Paths network to make it as much as possible fit for multi-use reflected in policies 1,3,4 and 6 of the CPP (See APPENDIX 2). Policy 2 is also relevant with its aim of expanding the network through development of Aspirational Core Paths. These CPP policies have however been implemented up to now on an ad hoc basis responding sporadically to resource opportunities as they arise to develop, manage and promote the Core Paths Network. This 'make and mend' approach has predominated given the low priority given to the Core Paths Network by the Council.

The Dorenell Wind Farm financial contribution gives a real opportunity for the first time to be proactive in implementing the CPP policies. This Strategic Framework Document will therefore focus on how to realise the aspirations of these policies in a practical and meaningful way.

## 4. CORE PATHS NEEDS AND DEMANDS

The Moray Core Paths network exists as a variety of paths which collectively meet the legislative need of, *"providing a basic framework of Core Paths sufficient for the purpose of giving the public reasonable access throughout the Local authority area."* This effectively means that the Moray Core Paths network as a whole provides for the needs of all access users.

On an individual basis each Core Path is however not the same. Some are in excellent condition existing as part of the road network and are well maintained for multi-use. Many of the off road paths are however deteriorating over time due to lack of capital investment and poor or non-existent maintenance. Many of the paths originally created for multi-use are now failing due to lack of adequate maintenance. It is true to say that the rough nature of some of the paths is acceptable given the environmental sensitivity of the location or the physical landform constraints. Other Core Paths however would benefit from investment to institute improvements that would make these paths more accessible to a much wider range of users. This is particularly true for the paths within or near to settlements.

The Moray Way is Moray's premier promoted path incorporating The Dava Way and parts of the Speyside Way and the Moray Coast Trail, all designated Core Paths and three of Scotland's nationally recognised 'Scotland's great Trails'. This route is currently underutilised and has great potential to realise multiple benefits to Moray such as health, tourism, social inclusion and active travel. A feasibility study was undertaken in 2018 which highlights a range of measures and projects to



develop the route to maximise its use for a wide range of users and thereby realise the multiple benefits.

Whilst some Core Paths are signed, many are not and often have a confusing variety of signage formats. There is a need to develop a comprehensive scheme to ensure all the Core Paths are signed in a consistent manner in line with the stated government objective. Much of the promotional infrastructure on the Core Paths is degrading and is not being upgraded or replaced. This includes a range of map boards and interpretation panels which are important to raise public awareness of the network and communicate messages to encourage use of the paths. Additionally 21<sup>st</sup> Century information technology now provides a much wider range of ways to source information about the paths network thereby encouraging greater interest and usage. So far such innovative measures have scarcely been developed along Moray's Core Paths.

## 5. SETTING A BLUEPRINT

The aim of this Strategic Framework Document is to lay down the blueprint for a programmed approach to maximise the added value to be derived from the Dorenell Core Paths financial contribution. The main components of this document are shown in **TABLE 1** along with indicative timescales. These components are grouped into **essential base outputs** to be achieved before rolling out a **range of implementation activities**. It is worth noting that in the first few years opportunities for 'quick spend' may materialise and these should be pursued even although the base outputs have not been completed. This will ensure that such opportunities when they arise are not lost. It is important to make the money work hard to release other resources both within the Council and externally. This will be achieved through setting priorities for the development, management and promotion of the Core Paths network with the aim of maximising accessibility to all users within the given practical constraints.

**TABLE 1. Dorenell Core Paths Financial contribution – Strategic Framework Document. Main Components and indicative timescales.**

ESSENTIAL BASE OUTPUTS	Indicative timescale
Core Path Baseline Survey	by 2022
Development and Management Plan	By 2023
Prioritised Action Plan	By 2023
RANGE OF GENERAL IMPLEMENTATION ACTIVITIES	
Physical Improvements to the Core Paths Network	ongoing
Maintenance of the Core paths Network	ongoing
Core Paths Volunteer Maintenance Scheme	from 2021
Core Paths Signage Programme	ongoing
Interpretation Infrastructure Programme	from 2021
Community Paths – seed funding	ongoing
Innovative Soft Promotion Measures	from 2021
The Moray Way	from 2021
Monitoring Measures	From 2021

## 6. ESSENTIAL BASE OUTPUTS

A complete picture is needed of the state of the Core Paths network to ensure informed choices are made about what needs to be done. Before moving forward, site surveys of the paths are needed to collect information to devise a comprehensive baseline on the condition of each path and related infrastructure, the intended users, the required work that would be needed to maximise the accessibility of each path and what would be needed on an ongoing basis to always keep each path as accessible as possible. Information is also required on existing signage and promotional infrastructure and what is still required. From this information, targeted prioritisation can thereafter be formulated; devising criteria to target the areas of greatest need and where efforts would bring the greatest benefits. Any development and subsequent maintenance should cater for the identified intended users reflecting that not all paths due to physical constraints will ever be suitable for multi-use.

An initial **Core Paths Baseline Survey** and subsequent production of a **Development and Management Plan** is a crucial first stage to allow a **Prioritised Action Plan** to emerge to take the Moray Core Paths Plan objectives forward. This work would be a considerable time consuming task beyond the scope of current available Council staff resources. It is suggested that the services of additional personnel would be required to carry out the site survey work and to prepare the Plans. Costs for this could be paid from the first tranches of windfarm funding.

Costs for this work could be minimised through exploring the use of volunteer help and use of students particularly for the initial path survey work. It may be necessary to procure specific external professional expertise to assist in the preparation of the Plans.

The information gathering process outlined above should assist in providing some of the 'evidence base' needed to justify securing Developer Contributions helping to quantify what the impacts would be on the Core paths network from new developments. This should be a main consideration as to how the information is gathered and presented.

## 7. RANGE OF GENERAL IMPLEMENTATION ACTIVITIES

The **Prioritised Action Plan** operating on a 3 year rolling programme will detail and prioritise the specific path development, management and promotion projects to be rolled out over the 25 year period of the Dorenell financial contribution. The Prioritised Action Plan will also outline the financial allocations to be given to each project from the Dorenell fund. The specific projects will ultimately be derived from the range of general implementation activities outlined in this Strategy Framework Document. These constitute the total range of activities on which the money can be spent on as listed in Table 1 and are explored in more detail below. Individual projects will be highlighted in the **Prioritised Action Plan** under these headings.

All projects identified will require to be measured against criteria derived from the potential Core Paths Plan benefits outlined in **APPENDIX 1**. A scoring matrix will be used to determine which of the projects should be taken forward. Projects will include hard and soft measures related to the Core Paths network. Assessment criteria to be applied will include the following:

- Identified demand and need
- Linkage-physical and strategic
- Value for money
- Active travel potential
- Multi use and accessibility
- Economic benefits
- Health benefits
- Level of social inclusion derived
- Longevity and sustainability
- Positive and negative environmental impacts

More details on the Range of Implementation Activities listed in Table 1 are given below:

**a) Physical Improvements to the Core Paths Network**

The Core Paths Network functions collectively to meet the needs of all users but this does not mean that all Core Paths have to be to a specific technical standard. Core paths come in all 'shapes and sizes' from trodden earth routes right up to tarmac roads. The objective here is to develop the network to make each path as accessible as possible to a wide range of users within the given environmental constraints presented. The **Development and Management Plan** will have information on required development, management and promotion to make each path as accessible as possible. Which paths have priority for allocation of funds will be detailed in the **Prioritised Action Plan**. It is essential that all improvement work includes adequate consideration of drainage which is the key to the long term sustainability of any path.

**b) Maintenance of the Core Paths Network**

Poor maintenance on many of Moray's Core Paths has resulted in a network which is sub optimal in terms of accessibility and usage. A more structured and targeted approach which will be accommodated by the **Development and Management Plan**. This will detail what maintenance is required for each path to sustain usage and accessibility to as wide a range of user as environmental and physical constraints allow.

The limitations of the fund will mean that in reality not all paths maintenance identified can be paid from the Dorenell windfall monies. The **Prioritised Action Plan** will highlight which specific Core paths will be prioritised for maintenance from the fund. Maintenance can be carried out through a number of measures including Moray Council Grounds Maintenance Team, Moray Council Ranger Service, Community Services Criminal Justice, private contractors and a Volunteer Maintenance Scheme (discussed below). Consideration will also be given to employment of a part or full time maintenance officer to manage the prioritised Core Paths although this will need to be carefully considered given that this would seriously reduce the amount of Dorenell Funds available for projects.

**c) Core Paths Volunteer Maintenance Scheme**

The Council currently has a volunteering policy which encourages the development of volunteers in all areas of the Council. Where volunteers are used they should be properly integrated into the Council's structure and appropriate mechanisms should be in place for them to effectively contribute to the work of the Council. The policy requires that volunteers are properly supported and co-ordinated through officials with specific management responsibilities with training and

supervision being provided. Volunteers are treated like employees covered by the Council's public liability insurance and eligible to have expenses reimbursed.

As has been discussed in (b) above current maintenance of Core Paths falls way short of requirements. This deficit is likely to increase due to continuing pressures on reducing Council budgets. Part of the Dorenell fund could be used to fund a Volunteer Maintenance Scheme in line with the Council's volunteering policy. This would be an efficient and prudent use of the fund which is a limited resource and would encourage 'hands on' public involvement in and ownership of the Core Paths Network.

The Dava Way Association already operates a squad of volunteers who regularly maintain the route and this could be used as a model which could be rolled out across the Core Paths network.

Additionally East Lothian Council operate a Volunteer Path Warden Scheme mostly concentrating on Core Paths. Volunteers go out once or twice a month, both individually and as a team, to check on paths and tackle issues such as overgrown verges and drainage problems. As a team each month they do something more major, like repairing steps and tackling path surfacing.

The key to any volunteer scheme is that it is properly resourced with a scheme co-ordinator to allocate work, order materials, organise training and required equipment/tools and to ensure that volunteers are continually supported and feel valued. The scheme co-ordinator could be voluntary or might be a paid position funded all or in part through the Dorenell Fund. This would seriously impact on available funds for projects so would need to be carefully considered in light of this.

#### **d) Core Paths Signage Programme**

Just over half of Moray's Core paths are signed. Most of these exist as metal units on poles in urban areas and wooden fingerpost signs elsewhere. Much of this signage infrastructure is ageing and in need of replacement particularly the wooden units which are deteriorating through rot. To date some of these signs have been replaced using recycled brown coloured plastic units which are long lasting, require minimal maintenance and fit well into natural surroundings. The programme will continue to replace the existing signs as they deteriorate and will roll out new signs on currently unsigned paths. Signage of paths at main access points and at intersections will be prioritised to increase awareness of the paths and encourage use. Signs format will be in accordance with Scottish Government guidance on signage of Core Paths to ensure a uniform and consistent approach.

#### **e) Interpretation infrastructure Programme**

Moray's Core Paths network contains a range of interpretation formats including map boards, information boards, plinths, sculptures and artwork. These are varied in form and function and do not accord to an overall interpretation strategy but have developed organically over time through numerous local initiatives. Much of this infrastructure is now ageing showing signs of deterioration often with information that requires updating. One example of this is along the Speyside Way where all the map boards now need replacing to show the new extension to the route from Aviemore to Newtonmore.

The **Development and Management Plan** will determine the requirement for replacement and new interpretation infrastructure focussing on development of a more consistent and uniform product that reflect a brand for the Moray Core Paths network. Opportunities for use of new Information Technology should be fully explored to develop a varied, modern and sophisticated approach to provision of interpretation infrastructure along the paths.

**f) Community Paths – seed funding**

A number of community path projects have emerged that if implemented would be considered for future Core Path designation. Such projects include The Isla Way Extension, Rothes to Craigellachie Railway Path and the Hopeman to Lossiemouth Cycle Path. The Access Management Strategy (AMS), required as a condition of planning consent for the Dorenell windfarm, advocates working in partnership to roll out a Dorenell and Cabrach Paths Network. There is an expectation that some of the Dorenell fund is allocated to development of this network. This would be appropriate under the community paths heading as a Dorenell AMS Community Liaison Group has now been set up to take this network forward spearheaded by the windfarm operator EDF

All community path routes to be supported require to be recorded as Aspirational Core Paths as per Policy 2 of the current Moray Core Paths Plan or are should be designated Core Paths. Specific allocations from the Dorenell windfarm fund could be released as **seed** funding to assist communities to secure the necessary external monies to allow such projects to proceed. In this way the windfarm funding would enable communities to achieve their goals and would draw down additional monies for paths projects presenting prudent and effective use of the fund as a limited resource.

**g) Innovative soft promotion measures**

Soft promotional measures include the more traditional local path network leaflets but with big leaps forward in information technology there are a wide range of ‘virtual’ tools by which the Core Paths Network can be promoted to raise awareness and encourage greater usage.

Moray’s paths are promoted on the Moray Ways website which contains much useful information but needs considerable updating in terms of software formats and layouts to maximise functionality and make it fully compatible with the latest technology. Opportunities are presented to link the website to mobile phone based systems which will enable users to get the latest information directly out in the field. Mobile information accessibility could be enhanced through using on site systems such as QR codes erected on signage and interpretation infrastructure out on the paths.

The website is also incomplete with much more information on many of the paths needed to populate the site to make it a much more effective and useful resource.

The Dorenell fund could therefore be used to develop the raft of IT promotional measures mentioned above as well as for updated versions of the local paths network leaflets. Such promotional measures should not be developed in isolation but should be co-ordinated and where possible integrated with other innovative IT based promotional initiatives such as being considered by the Cairngorms National Park Authority for the Speyside Way and the Moray Way Association for the Moray Way.

**h) The Moray Way**

Incorporating the Dava Way and parts of the Speyside Way and the Moray Coast Trail, this is Moray’s premier promoted path which has the greatest potential to unlock the full range of multiple benefits. The Moray Way Feasibility Study was produced in April 2018 which outlines a range of projects and measures to work towards making the 95 mile route multi use. In some sections this will involve ‘braiding’ (separating) users along parallel routes.

The Moray Way Association is considering taking forward the recommendations of the 2018 Feasibility Study with the Moray Council operating an enabling and supporting role. The entirety of the route has Core Path status and as Moray’s most strategic path to unlock multiple benefits

including tourism, it is appropriate to prioritise resources including from the Dorenell fund. This importance should be reflected in the **Prioritised Action Plan**.

#### i) **Monitoring Measures**

Monitoring currently takes place through a limited number of user counters installed on some of the Core Paths. The Dorenell windfarm funding could be used to purchase additional user counters to give a more complete picture of overall usage of the Core Paths Network. Such information would be useful to establish where usage is greatest in the network to help determine where resources should best be channelled in the future. This information can also be used to establish user demands to help build a case when applying for external funding for path development projects. The task of continually reading the counters is considerable and can be time consuming. This task is currently assisted by local community volunteers and opportunities should be explored to expand this scheme.

### **8. THE WAY FORWARD - MAKING BEST USE OF SCARCE RESOURCES**

Whilst the establishment of the windfarm fund is most welcome, it is a finite resource which should be used in the most efficient and prudent way to unlock as many other available resources as possible. It is clear that there are not sufficient resources to do everything we would like to do on or for every Core Path. The **Prioritised Action Plan** will outline the most important things that need to be done on which the fund would best be spent to address the most pressing demands and unlock the widest range of benefits.

It is clear that outputs identified in the Prioritised Action Plan should not be developed in isolation but would be easier to achieve and be more effective through partnership. The **Prioritised Action Plan** will identify the key partners to work with to take projects forward.

The Plan will identify a spend programme for the identified outputs. Some outputs such as selected maintenance tasks will be 100% funded from the windfarm fund whilst other outputs will be on a contributory basis. Overall lead management of the spend programme and implementation of the outputs will be the responsibility of the Moray Council Countryside Section.

Existing staff resources will be required to ensure delivery of the outputs. This needs to be carefully considered and planned for as sometimes required tasks will be time consuming. Such tasks relate largely to project management including tendering, preparing briefs, preparing reports, managing site surveys, procurement, and community liaison. It is crucial at an early stage that such tasks are included in overall staff work plans to ensure unrealistic expectations are not placed on existing staff. Where necessary and where affordable, the Dorenell fund should be used to buy in additional help to carry out tasks although where possible volunteers should be used to increase capacity.

Partners to take the **Prioritised Action Plan** forward may include other Council Departments, Cairngorms National park Authority, The Moray Way Association, The Dava Way Association, The Rothes to Craigellachie Cycle Group, Dorenell AMP Community Liaison Group. This list is not however exhaustive and can be added to.

Pooling resources across the Council is crucial to add value to the overall effort. Using some of the Dorenell fund to match against other Council budgets, Developer Contribution monies and external funding would be an extremely effective use of the fund particularly to unlock larger projects on the Core Paths Network. A topical example of this is using some of the fund to contribute to the project currently being spearheaded by the Moray Council Transportation Section to upgrade the Speyside

Way between Carron and Craigellachie to an active travel path. It is advocated that where such projects arise they can receive a contribution from the fund even before the **Prioritised Action Plan** is complete providing it is clear that they would not go ahead without the funding support.

Throughout the formulating and implementing process outlined in this Strategy Framework Document the Council will work with the **Moray Local Outdoor Access Forum (MLOAF)** as key partners. This is essential given the Forum's statutory role as advisers to the Council in a wide range of outdoor access matters including Core Paths. This will add value to the whole process and ensure that the priorities identified for spending the Dorenell fund are supported by a representation from across the wide range of interests in outdoor access represented on the Forum.

## **APPENDIX 1- Moray CPP : Potential Benefits of Access Improvements**

The following benefits have the potential to result from implementation of the Moray Core Paths Plan.

### **(a) Community Benefits**

- Paths are free and available to all
- Allows people, including the less able to walk, cycle and horse ride with confidence
- Benefits landowners – should help by integrating the public use of land and other land management activities
- Increases leisure opportunities
- Reduces need to travel by car and provides for alternative transportation
- Reinforces community links (physical and cultural)
- Community empowerment and ownership
- Community safety specifically for road accidents. (It is important to ensure that through appropriate layout and design that safety fears on routes are minimised)
- Sustains services within rural communities

### **(b) Health**

- Greater frequency of walking and cycling will increase physical health
- Reduced stress and increased sense of well being

### **(c) Economic Benefits**

- Provision of 'green' tourism infrastructure in the form of integrated access routes



- Increased number of visitors to Moray and resultant injection of finance into the local economy
- Potential for job creation and business growth i.e. tourism, stimulation of local suppliers
- Extension of tourist season and increased length of stay
- Greater focus on Moray visitor attractions
- Consolidation of external grant funding opportunities
- Opportunity for private sector sponsorship
- Support to existing tourist enterprises
- Low cost leisure provision relative to benefits
- Financial savings and lower unit costs
- Increases opportunity for effective promotion of Moray as an active tourism destination
- Value for money – low cost per head of population relative to other forms of transport and leisure
- Prioritise limited funds

**(d) Environmental Benefits**

- Reduced pollution with reduction in car useage – commuting in towns and trips for leisure
- Facilitates better understanding and appreciation of the countryside
- Opportunities for environmental education
- Reduced traffic congestion and parking problems in towns

## APPENDIX 2 – Policies contained in the Moray Core Paths Plan 2011

### Policy 1 - Network Development

The Council will continue to pursue development opportunities through partnership working to create improved Statutory Moray Core Paths and the wider Moray Paths Network identified on the Moray Core Paths Plan maps. All Core Paths where practical should be fully accessible to walkers, horseriders, cyclists and less able users and a development programme will continue to outline required improvements.

### Policy 2 - Aspirational Core Paths

The Council will continue to support initiatives to develop new paths. These non-statutory Aspirational Core Paths will provide new links with a focus on facilitating active travel and sustainable transport. All routes will be subject to detailed feasibility and landowner agreements prior to any commencement of development.

These aspirational routes are not shown in this plan but are contained in separate documentation held by Moray Council available for public reference on request. Aspirational Core Paths are outlined to target future resources and are indicative only representing broad ideas.

### Policy 3 - Paths Management Plan

A Management Plan will continue to be developed for the Moray Paths Network focussing on Statutory Core Paths. This includes partnership agreements to clarify Moray Council, Land Managers/Landowners, Statutory Agencies and voluntary group responsibilities. The Management Plan will provide for co-ordination by the Council of overall effort including the following:

- Risk assessment//health and safety audits/required measures
- Audit of path assets
- Arrangements for route inspections/condition monitoring and feedback mechanisms
- Life terms for structures and replacement dates
- Ongoing maintenance requirements - short, intermediate, long term Maintenance responsibilities
- Priority focus of resources on off road 'Most accessible Core Paths' Access agreements
- Costings and funding arrangements
- Encouragement of responsible public access and management of user

conflicts

- Public liability
- Monitoring of path usage
- Minimising environmental impacts - methods for minimising adverse impacts on designated Natural Heritage (including Natura) and historic heritage sites.
- Consideration of supporting facilities, e.g. car parks, toilets, etc.

#### **Policy 4 - Paths Signage and Promotion**

The approach to signage for Paths in Moray and other paths in Moray will be based on the following:

- Provision of signage for Paths in Moray including Core Paths which accommodates distinctive identity of each Local Community Area and Forest Enterprise Scotland land. This is inherent in the development programme required under Policy 1.
- Provision of interpretation infrastructure and centrally located map boards to raise public awareness and enhance user experience of paths.
- Continuing development and updating of the Council's website ie. [www.moray.gov.uk](http://www.moray.gov.uk) and site linkages.

#### **Policy 5 Principles for Core Paths to Mitigate Adverse Environmental Impacts**

The following principles shall be applied to minimise the environmental footprint in terms of designation, development, management and promotion of Core Paths across Moray:

- Do 'minimum necessary' works to paths to make them fit for purpose.
- All materials where possible to be natural and sourced locally focussing on best fit with the landscape.
- All signage, mapboard and interpretation infrastructure to be finished in natural low key colours and textures.
- All path treatments to be assessed to minimise pollution of water courses.
- Consideration of measures to manage access along paths which pass through or near designated historic/natural heritage sites. Measures to be devised in consultation with appropriate authorities, i.e. SEPA, SNH and Historic Scotland.
- For any development/management activity on or near a Natura 2000 site, the Moray Council will need to consider what level of mitigation may be necessary to avoid adverse impacts on the qualifying habitats or species of the site(s). Mitigation may include, but is not limited to, the submission of method statements detailing design, precautions and good working practices which will avoid sensitive periods of the year.
- Any activity can only take place if the Moray Council can ascertain that it will not adversely affect the integrity of any Natura 2000 site.
- For any development/management activity on or near to a Site of Special Scientific Interest, the Moray Council will need to consider what mitigation may be necessary to avoid adverse impacts on protected natural features of the site(s). Mitigation measures may be as per Natura 2000 sites above.
- Consideration to be given to protected species which may be affected by development / management works. Surveys should be carried out to establish protected species presence / absence and use of the site the information gathered to be used to determine required mitigation and timing of work.

## **Policy 6 Resources for development, management and promotion of Moray Core Paths and the wider Moray Paths Network**

The Moray Council will continue to explore all opportunities to secure resources for development, management and promotion of Moray Core Paths and the wider Moray Paths Network. This approach will be based on the following measures:

- Securing external grants and funding, including Wind Farm Community Development funds.
- Encouraging and supporting initiatives by landowners, farmers and land managers to develop and manage paths through the Scottish Rural Development Programme and other related schemes.
- Providing ongoing support of the activities of Local Community Access Groups in their continuing efforts.
- Working with local environmental and community support organisations to assist with routine paths maintenance of Moray Core Paths and the wider Moray Paths Network. Organisations include Criminal Justice Community Services.
- Pursuing 'in kind' resources from partner agencies including Scottish Natural Heritage, Historic Scotland and Forest Enterprise Scotland.
- Seeking Developer Contributions through the statutory planning system to finance path improvements where there is a relevant direct impact from development which requires mitigation.






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**REPORT TO: ECONOMIC DEVELOPMENT AND INFRASTRUCTURE  
SERVICES COMMITTEE ON 21 JANUARY 2020**

**SUBJECT: ANNUAL REPORT ON ECONOMIC DEVELOPMENT IN MORAY  
2018/19**

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

## **1. REASON FOR REPORT**

- 1.1 To present to the Committee the Draft Annual Report providing holistic information about Economic Development in Moray during 2018/19 in which the Council is a lead or principal agency.
- 1.2 This report is submitted to Committee in terms of Section III (F) (2) of the Council's Scheme of Administration relating to the exercise of functions that promote economic development.

## **2. RECOMMENDATION**

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

- (i) **considers the draft annual report on economic development in Moray, as set out in Appendix 1; and**
- (ii) **agree its publication as set out in paragraph 3.1.**

## **3. BACKGROUND**

- 3.1 At its meeting on 25 August 2015 (paragraph 9 of the minute refers), the Council agreed broad headings for the annual report on economic development in Moray. The intention of this annual report (**Appendix 1**) is to bring together the broad span of economic activity undertaken across the Council but currently reported across a range of committees including skills development and employability work with Education, the supply of Council housing and employment land within Housing and Property Services and the provision of infrastructure within Direct Services. The report is a broad health check as to the vibrancy of the local economy across a range of indicators, reflecting the Council's role in developing that economy. Members are asked

to consider the draft report, and note that following that consideration, the final report will be formatted for publication in pdf and on the Council website.

### **REPORT HIGHLIGHTS**

- 3.2 The headline achievement of the 18/19 Annual Review is the agreement between both the Scottish and UK Governments on a funding package of £65 million for the Moray Growth Deal. While the heads of terms have not yet been signed this gives all parties the confidence to begin work on draft business plans for the projects to be pursued.
- 3.3 In addition to the Growth Deal activity 18/19 saw significant inward investment in high growth/value added sectors with Orbex locating in Forres, where the rockets for launching satellites will be developed and constructed, and from SLAM Worldwide, an international multimedia company.
- 3.4 In East Moray the Council has been investing to develop the industrial portfolio of the Buckie region by constructing roads and services at March Road. This has made the site investment ready for businesses wishing to construct their own premises.
- 3.5 This compliments the work HIE are doing at Barmuckity Business and Forres Enterprise Parks. At Barmuckity HIE have supported a private developer to build roads and services opening up 30 hectares of developable land and work on a new Travelodge nearing completion. In Forres, where the enterprise park is at capacity, a second phase is being planned.
- 3.6 The Council's new build housing programme achieved 68 completions with 98 under construction. A total of £10 million was invested in social housing in Moray in 2018/19.
- 3.7 Moray Skills Pathway consortium was formed with 21 local agencies coming together to coordinate and promote employability related services.
- 3.8 Looking forward the Moray Growth Deal will be the focus of attention however it is essential that all other Economic Development activity is continued and built upon in order to fully realise the benefits of the Growth Deal investment.

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

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

The report sets out what was contributed by Council services and partners in 2018-19 in relation to the corporate plan priority to promote economic development and growth, also the LOIP priority of a growing and sustainable economy.

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

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



**(c) Financial implications**

There are no financial implications arising directly from this report.

**(d) Risk Implications**

There are no risk implications.

**(e) Staffing Implications**

This report has been compiled within existing staffing resources

**(f) Property**

There are no property implications.

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

There are no equalities impacts arising from this report.

**(h) Consultations**

The Depute Chief Executive (Economy, Environment and Finance), the Head of Economic Growth and Development, the Head of Governance, Strategy and Performance, the Equal Opportunities Officer, Paul Connor (Principal Accountant) and Lissa Rowan (Committee Services Officer) have been consulted and comments received have been incorporated into the report.

**5. CONCLUSION**

- 5.1 The annual report on Economic Development in Moray provides the Council with a periodic overview of the Council's role in developing the Moray economy. This overview will be of assistance in making decisions relative to economic activity driven, financed or otherwise supported and encouraged by the Council.**

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

Background Papers:

Ref:





# MORAY ECONOMIC DEVELOPMENT ANNUAL REVIEW 2018/19



**moray**  
council





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# 1 Introduction

I'm delighted to introduce you to the fifth Economic Development Annual Review, the intention behind this being to provide a comprehensive overview of major economic development activity driven or closely supported by various services across the Council during the financial year. As with previous reports, although the focus is largely on activity within the financial year, information on the way in which key developments then progressed over the remainder of 2019 and beyond is also provided where this is helpful.

Without a doubt, the standout development for me during 2018/19 has been the progress of the Moray Growth Deal and the Quantum announcement in July 2019 of £65 million pound support from the UK and Scottish Government.

The past year has been one of the most significant in terms of economic development activity since we began our annual reports in 2014/15. At a strategic level, Moray Growth Deal funding was announced in July 2019 at £65 million, producing one of the highest levels of funding per capita across Scotland – a great result for a rural deal and a reflection of not only the strength of our proposed programme but also the tremendous energy and commitment applied to the programme development by officers, councillors, politicians, local business leaders and community representatives since 2016 when our journey began. We now look forward to agreeing Heads of Terms (the initial high level agreement on programme content) shortly, with the full agreement which contains detail on the full programme signed before the end of 2020/21. That would signify the opening of a gateway which will allow implementation on the ground to start, continuing over the 10-15 year lifespan of the deal.



Other noteworthy developments were the launch of a revised Moray Economic Strategy led by Highlands and Islands Enterprise, and a new Skills Investment Action Plan for Moray. These alongside Moray Growth Deal represent the most significant review of economic strategy in Moray for over a decade.

Another major development which is progressing is the significant investment at RAF Lossiemouth which will become the home for nine new P8 Maritime Patrol Aircraft as well as an additional Typhoon squadron, with a £400 million MOD investment in the base. Whilst economic diversification and reduced reliance on the MOD have been key objectives of Moray Economic Strategy since it was framed in 2012, the sheer scale of these developments and the economic opportunities which they will create for the area estimated at in excess of £100m a year, have been universally welcomed by our communities.

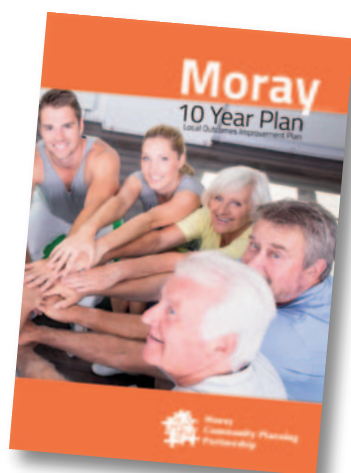
I hope you will enjoy reading more about these developments and others and that this report will help to build understanding and appreciation for the strength and breadth of collaboration which supports economic development in Moray.

**Rhona Gunn**

*Depute Chief Executive*

*(Economy, Environment and Finance)*

## 2 The Strategic Context



### Moray Local Outcome Improvement Plan

In the Spring of 2018 the Moray Local Outcome Improvement Plan (LOIP) replaced Moray 2026. The LOIP provides a vision and focus for the Moray Community Planning Partnership (CPP). It aims to tackle the greatest differences in outcomes

between and within Moray communities and to focus on where working alongside the community partner agencies can add greatest value by working in partnership and so meet the needs and aspirations of the community.

Although all partners are operating in challenging times with diminishing resources and increasing service pressures, they are committed to coordinating resources to tackle the challenges facing our communities and provide services that meet their needs as efficiently and effectively as possible.

The CPP Vision for Moray is –

### *Raising Aspirations through Expanded Choices, Improved Livelihoods and Wellbeing*

The CPP aims to **raise aspirations** by creating an enabling environment where Moray residents can achieve expanded choices, improved livelihoods and wellbeing.

Four main priority areas have been identified to guide this vision:

- 1 Growing, diverse and sustainable economy
- 2 Building a better future for our children and young people in Moray
- 3 Empowering and connecting communities
- 4 Changing our relationship with alcohol

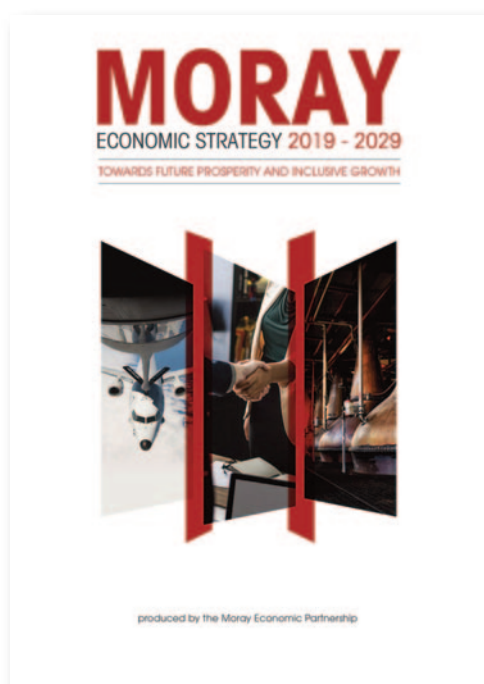
The LOIP includes a set of performance indicators (PIs) for the economic priority that will be used to monitor progress by the partners in meeting their commitments. Partners will be responsible for updating the targets which have been assigned to them, and providing data to the CPP. In future editions of this review references to relevant LOIP economic performance indicators will be included.

## Moray Economic Strategy/Partnership

The strategy was reviewed and in December 2018 a refreshed strategy was published. The strategy takes account of changes in the economic landscape since 2012. It also reflects the work undertaken for the Moray Growth Deal. The strategy is for the period 2019-2029. It maintains the overall objective to grow and diversify the economy and focuses on achieving four outcomes:

- Outcome 1 Qualification Levels** - An increase across all ages and genders in qualifications relevant to growth sectors.
- Outcome 2 Small Business Growth** - More small and medium-sized businesses employing between 10 and 100 people.
- Outcome 3 Talent Attraction, Retention and Return** - More skilled, higher paid jobs that deliver net in-migration in the 16-29 age range.
- Outcome 4 Business Competitiveness** - An increase in capital investment and focused workforce development to strengthen competitiveness.

The partnership has provided guidance and support for many of the projects contained within this report.



## Moray Council Corporate Plan

A draft of the Corporate Plan – Moray Our People Our Place Our Future. was approved for community engagement and, subject to feedback from that engagement, is due to be adopted in early 2020.



Achievements from the previous corporate Plan include:

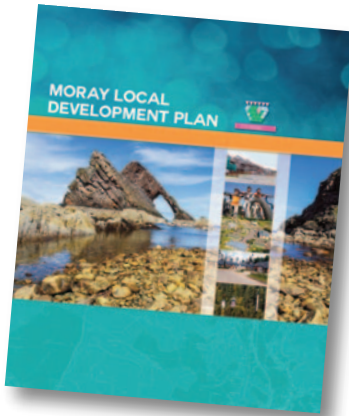
- successful involvement of communities in work to develop the Moray Local Development Plan 2020
- development of locality plans in New Elgin East and Buckie Central East
- community asset transfers, including work with town halls and community centres
- delivery of over 500 housing units since 2011
- progress made with the Moray Skills Investment Plan that aims to align course provision and skills pathways to local employer needs
- improvements in wage levels and gross weekly pay for female workers
- confirmation that the Moray Growth Deal would see an investment to fund targeted economic development activity

The key themes of the new Corporate Plan are:-

- **Our People:** Provide opportunities for people to be the best they can be throughout their lives with a strong and sustained focus on those individuals and groups in our society who experience the most disadvantage and discrimination
- **Our Place:** Empower and support communities to build capacity
- **Our Future:** Drive economic development to create a vibrant economy for the future

In terms of the driving economic development to create a vibrant economy for the future the plan seeks to progress the Cultural Quarter and other Council led projects within the Moray Growth Deal, progress the Moray Skills Investment Plan and develop a more collaborative approach to Employability.

### 3 Inward Investment and Development



Inward investment and development is a critical aspect of sustainable economic growth for Moray. The Moray Local Development Plan (MLDP) sets out the blueprint for such growth in Moray, establishing policy to promote sustainable

economic development, address the environmental and climate change impacts and establish the principles of good design and placemaking. The allocation of land for housing, employment land, retail and commercial activities enables investment decisions and provides certainty in the planning system.

The shortage of effective employment land has been highlighted as a significant challenge from the outset of preparing the new Local Development Plan and the Proposed Plan identifies large new employment land designations at West Mosstodloch; Easter Newforres, Forres and Burnside of Birnie, supporting the ongoing development of Barmuckity and the Enterprise Park, Forres.

Throughout the year HIE Moray has supported 76 businesses through Account Management and 22 Social Enterprises. Significant inward investors include Orbex, who are developing a lightweight space rocket for launching satellites, and Slam Worldwide, an international multi-media company. Other potential inward investors are in forestry, tourism, food and drink industries. Over the year, HIE Moray involvement has led to significant increases in both domestic and international company turnover and increasing employment.

#### Moray Growth Deal

The Moray Growth Deal is a regional deal designed to boost economic growth across Moray. It is a long-term plan centered on specific projects designed to transform the economy, address concerns around encouraging young people to live and work in the area and address gender inequality in employment. It brings together Scottish and UK governments, Moray Council, partners from across the public and third sectors and private businesses.

Each of these partners will work together to invest in a better future for Moray.

The overall vision for the Moray Growth Deal has been summarised as Innovation from Tradition, focusing on how we have built on our traditional industries to diversify and develop our economy. This is more fully articulated in a vision for Moray in 2030:

By 2030, Moray will be known as:

- An outward facing and ambitious community
- A thriving and well connected commercial base
- An environment in which quality of life is valued and supported
- A destination of choice

To be a success there needs to be wide understanding and support for the Moray Growth Deal bid. For campaign information visit [My Moray](#).

During 2018 and 2019 partners have been developing strategic outline business cases for a number of projects that have formed the basis of initial discussions with both governments.

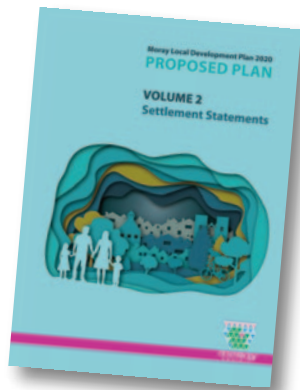
Workshops were held in June 2018 to receive initial feedback for compatibility with government objectives and further workshops have been held during 2019 with stakeholders ; this has enabled partners to continue working to strengthen their business cases.





In July 2019, the UK and Scottish Governments announced that the Moray Growth Deal would be supported by both governments to a value of £65 million pounds. Progression to Heads of Terms is expected shortly and meantime business cases continue to be developed.

### i) Moray Proposed Local Development Plan (MLDP)



As mentioned earlier, the LDP is a vital aspect of supporting and facilitating the Council's priority for economic growth. Moray Local Development Plan 2020 will provide an updated vision and spatial strategy for directing growth in Moray between 2020 and 2040. The Proposed Plan was consulted on for a 10 week period from 7th January to 15th March 2019.

The Proposed Plan has been submitted to The Planning and Environmental Appeals Division (DPEA) for examination of unresolved representations by Scottish Ministers. The new Local Development Plan is anticipated to be adopted and fully operational before the end of July 2020.

Significant housing growth areas are identified in the new Plan at Elgin South, Findrassie Elgin, Lochyhill Forbes and Buckie south west with significant new employment sites identified at Burnside of Barmuckity, Waterford, Forbes, Easter Newforres, west Mosstodloch and opportunities for small business units at Speyview, Aberlour. Some employment land sites may be compromised by the A96 dualling preferred route but this has been factored in with an additional amount of land identified. When complete the dualled route will bring significant economic benefits to Moray through reduced journey time to market and increased accessibility for visitors.

The Plan will continue to support the right development in the right place principle established in Scottish Planning Policy, including support for traditional rural industries which are a key part of Moray's economy.

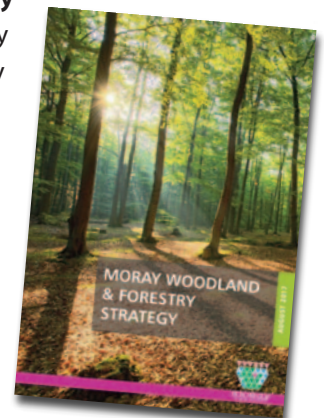
A long term approach is taken to strategic planning with a number of large scale masterplans completed for Elgin South, Findrassie, Dallas Dhu and Bilbohall.

Quality development and a quality environment support economic development and embedding placemaking in policy will help deliver more attractive, active, integrated and healthier places. Working in partnership with NHS Grampian, Scottish Water, Education, and Transportation the plan will help to establish and co-ordinate infrastructure requirements associated with proposed development to support economic development.

The new Plan will offer greater stewardship of Moray's outstanding natural environment, promoting biodiversity in new development, safeguarding woodlands and designating a series of new Special Landscape Areas.

### Woodland and Forestry Strategy

A Woodland and Forestry Strategy for Moray was adopted in January 2018. The strategy is framed around a 20 year vision of growth for our forests and woodlands. Moray's diverse and distinctive forest and woodland resource offers significant potential to attract investment and support employment. Annually within Moray, direct forestry related employment of Moray residents has been estimated at 630 full time equivalents and there are identified opportunities to increase this.



The strategy aims to derive the greatest economic benefit from existing and future resource. For example by promoting tourism and recreational opportunities for glamping and forest lodges within the woodlands at Roseisle and supporting the development of Culbin forest as a family cycling destination. There has already been interest expressed in the development of tourist accommodation within woodlands in Moray. The Council is keen to work in partnership with Forestry Commission Scotland and Moray Speyside Tourism to further explore potential projects.

One project identified through the Strategy is a feasibility study for the upgrading and development of the Moray Way which has been completed and led by the Strategic Planning and Development section.

There are specialist architects throughout the region who have developed considerable skill in using locally grown timber. There is an opportunity to continue to develop demand for locally grown timber. The promotion of woodfuel and biomass as a sustainable source of heating will continue to create a demand for firewood, woodchip and wood pellets and help create employment related to supply chain opportunities

## **ii) Development Management and Enforcement**

Scottish Planning Policy (SPP) was issued in June 2014 and introduced a presumption in favour of development that contributes to sustainable development.

Development Management's primary function is to process planning applications, deal with development enquiries, provide pre-application advice. In addition the section monitors planning conditions and deals with all enforcement enquiries when queries are raised by members of the public. We work collaboratively with key agencies and other internal departments to deliver major projects both public and private in an efficient, streamlined manner which provides certainty for the developer and also achieves the Council's sustainable economic development priority.

Having an up to date Moray Local Development Plan with associated Supplementary Guidance is essential to dealing with development proposals effectively. All major development proposals and proposals which have significant economic impact are now covered by a processing agreement between the Council and the developer setting out key milestones over the life of the project (from the pre-application stage through to the signing of a Section 75 legal agreement and discharging planning conditions prior to work commencing on site).

Significant work has been carried out on master planning such as that seen for Elgin South and Findrassie and highlights the importance of working with developers and providing pre-application advice to improve the quality of design in final submissions as well as front loading the planning application process. A framework has recently been approved for Barmuckity Business Park to assist with its delivery on the ground and work has now commenced on site along with a number of planning applications being approved and further ones being submitted.

In 2013 the Economic Development & Infrastructure Services Committee agreed that as sustainable economic development was a priority, in assessing proposals which promote sustainable economic development in Moray, where a planning or roads policy or standard is open to interpretation, the Council and its officers will apply a purposive approach to interpretation with this priority in mind, taking a flexible, pragmatic and proportionate approach and considering alternative solutions whilst safeguarding the aims of the policy/standard. This has widely been reported as contributing to a more user friendly approach to regulation of the built environment.

The Planning Performance Framework (PPF) is prepared and submitted annually to the Scottish Government and sets out how the Planning Service contributes to the Council's sustainable economic development priority, this year has seen further improvement in scoring for the year 2018 demonstrating constant improvement and we anticipate that further improvements in the current financial year will be reflected in the next PPF submission.

The PPF sets out a number of cases studies which show cases developments and how the service is delivered in Moray.

Application numbers have reduced slightly in 2018/19, due to permitted development rights being extended and performance has continued to improve with the average time for local applications at 6.6 weeks and householder applications also at 5.3 Major development average determination timescales are also down to 16.5 weeks.

## Building Standards

In 2018/19 the Building Standards Service received 960 applications for Building Warrant and 1049 submissions for Completion Certificates. The value of building work processed by the Service was £103.1M which is £4M more than in the previous year.

During the year 2018/19 82% of our applications were received electronically via the online portal.

## i) Local Housing Strategy

During 2018/19, Moray Council's affordable housing programme achieved 90 completions.

The total amount of Scottish Government grant invested in affordable housing in 2018/19 was £6.195m, of which £2.643m was invested in Council housing. Total investment in affordable housing in 2018/19, across all landlords, including Scottish Government grant, the Council's prudential borrowing and Housing Association borrowing is estimated at £10m.

The Council's new build programme achieved 68 house completions with a further 94 under construction at year end. The completions contributed to the Housing Business Plan target to build 70 houses per annum for 3 years to 2020. During the year, housing associations achieved 22 completions and 50 houses under construction at year-end. The new build programme supports the aims of the Moray Local Outcomes Improvement Plan by providing new affordable housing for an increasing population, and will facilitate a growing and diversifying economy.

The new build programme represents a significant investment in Moray, with residential construction recognised as a key enabler of economic development.

The proposals for the Council's future new build programme were set out in the Strategic Housing Investment Plan which makes provision for the completion of 255 new Council and Housing Association homes by March 2021.

## ii) Private Sector Build Out

The Council prepares an annual housing land audit and is required by Scottish Planning Policy 2014 to maintain a 5 year supply of effective land (free from constraints) and to ensure there is a generous supply identified in the LDP. The 2019 Audit shows that the Council has maintained a 5 year effective supply. With an effective housing land supply of 4189 units, which equates to a 7.8 year effective housing land supply. The total housing land supply 2019 (effective and constrained land) is 12,387 units, of which 4,745 units are identified as longer term housing land reserve, which can be brought forward as and when required.

House completions in 2018 were 312, compared with 382 in 2017, 334 in 2016, 337 in 2015 and 309 in 2014. Projected completions are estimated to increase over the next couple of years as sites within LDP 2015 are built out. The majority of completions in 2018 were for housing projects in Elgin, Forres and Buckie. Development rates in Keith and towns in Speyside continue to be low and Officers are looking at how existing sites can be made more effective. Consideration is also being given to sites which have been in successive plans with little sign of progress and if these should continue to be identified.

*New build housing in Buckie*





## **Commercial**

### **i) Industrial Portfolio**

Occupancy rates remain near capacity with 28 businesses securing new property in 2018-19. There has been an upturn recently in private sector interest in developing new business units on sites where the public sector has provided infrastructure and the Council will monitor this closely to determine the extent of future new Council provision.

Although there remains a lack of serviced sites ready for development this has been addressed in East Moray by the Council constructing roads and services at March Road, Buckie to provide a supply of development sites for business seeking to build their own bespoke premises.

Meantime a refurbishment/upgrading programme is on-going in relation to existing properties, to ensure they continue to meet business needs.

### **ii) Barmuckity- Elgin Business Park**

There is currently a severe shortage of developable serviced industrial and commercial land in and around Elgin, the administrative capital of Moray. However a developer (with support from Highlands and Islands Enterprise £1.9m of grant aid) began constructing roads and services at Barmuckity, to the East of Elgin during 2016 - this is expected to provide around 30 hectares of serviced land for industrial and commercial uses. Planning permission was granted for a Travelodge Hotel in June 2018. There are a number of active enquiries and planning applications from businesses seeking to locate here.





### iii) HIE/ Enterprise Park Forres

With no vacant units on the Enterprise Park, Forres, HIE Moray team are now planning the next phase of development to accommodate known demand. HIE continue to support Glasgow School of Art in their campus on the Altyre Estate near Forres and planning consent has recently been obtained by a developer for student accommodation nearby which could free up much needed rental accommodation in Forres and elsewhere. The inaugural Moray Accelerator programme (costs supported by HIE) ended with a showcase event on 10th December. Moray's Social Enterprise Network (MSEN)/tsiMoray and Highlands and Islands Enterprise Moray Area Team are hosting an event at Horizon Scotland, Forres, to kick start a plan for Moray's social enterprises. The Moray Area Team are proceeding to procurement for a Small Business Unit on an available plot on the Enterprise Park in Forres. HIE Area Teams staff hosted the first Moray HR Network meeting in November. This brings together a range of area employers to discuss common skills, labour and other related issues. Feedback from the first meeting was positive, and staff believe it will make an impact on talent attraction/ retention agenda.

### iv) Private Sector - Town Vacancy Rate

Town Centre Health Checks are undertaken biennially to assess the vitality and viability of Moray Town Centres and when used consistently over a period of time as part of a town centre health check, help to demonstrate changes in performance that can inform future decision making. The last Town Centre Health Check was completed in summer 2018.

The 2018 health checks highlighted that vacancy levels in Elgin, Forres, Lossiemouth and Dufftown were lower than 2016, while vacancy levels in Keith, Buckie, Aberlour, Rothes and the Edgar Road area of Elgin increased. Vacancies in Fochabers remained the same.

*Keith Town Centre*



### Elgin BID

Over the few last years, the Elgin BID has played an active role in improving the local business environment in the centre of Elgin and formation of some key business projects including the Town Centre Fund, Elgin CARS and Castle to Cathedral to Cashmere project under the Moray Council leadership. These projects aim to create a link between the private and public sectors in order to help growing local businesses in the centre of Elgin by creating a mutual working environment that can benefit both sectors.





## Town Centre Fund

The Scottish Government allocated £1,233,000 to Moray for capital expenditure only.

The aim of the Town Centre Fund is to enable local authorities to stimulate and support place-based economic investments which encourage town centres to diversify and flourish, creating footfall through local improvements and partnerships. This fund will take part in formation of life-changing investments that stimulate local economic activities and regenerate town centres to grow and become more diverse, successful and sustainable.

The following actions are agreed by Moray Council in order to transform the town centres of smaller settlements through the Town Centre Fund.

- On 8 May 2019 Moray Council agreed to offer a grant scheme for the town centres of Elgin, Forres, Buckie, Lossiemouth and Keith to turn empty space into living space for residential and or student accommodation.
- A Grant Scheme is offered for the town centres in Elgin, Forres, Buckie, Lossiemouth & Keith to turn empty spaces into living space for residential and or student accommodation.
- To enhance low carbon accessibility and transportation hub initial proposals, in Buckie a bus stop bay is proposed to improve journeys to and from the town centre. In Elgin, it is proposed to transform the bus station into a travel hub.
- Shop front improvement and/or small grants is proposed for the town centres at an intervention rate of 50% with a maximum grant availability of £25,000.
- Enhancing some of the public realm including digital smart systems is proposed.

## Town Centre Masterplan

The Elgin Town Centre draft concept Masterplan is going to Planning & Regularoty Services Committee in April 2020 seeking approval for public consultation. The Masterplan is being developed in partnership with Elgin BID and Elgin Community Council. Officers are working with Architecture and Design Scotland on a pilot project to explore Elgin Town Centre as a carbon free/carbon reduction place. The Plan aims to increase the vitality and economic performance of the town centre.

## 4 Transport and Infrastructure

### A96 Inverness to Aberdeen Dualling

The Scottish Government has a commitment to dual the A96 between Inverness and Aberdeen by 2030. The scheme is being promoted by Transport Scotland as Trunk Road Authority. Moray Council considers the promotion of the A96 corridor vital to the economic development of Moray. In December 2018 Transport Scotland announced their preferred route option. Work commenced on DMRB Stage 3 – design and assessment of the preferred option. The project team continue to liaise with the council on a regular basis.

### Elgin Transport Strategy

The Council has recognised the need to plan the transport infrastructure that Elgin requires in order to support development growth and reduce congestion. Further work on active travel routes has been carried out to support delivery of the strategy.

### Buckie Harbour

The harbour has seen growth in cargo, fishing and offshore related business during 2018/2019. The council is seeking for funding to support the installation of an ice plant and extended chill facility in Buckie Harbour to support the fishing industry.

### Public & Community Bus Transport

In addition to the commercial Stagecoach bus services, the popular council operated Dial M demand responsive service has continued to provide a valuable service to residents across the whole of Moray. The additional services introduced in 2016 are performing well as part of the service provision.

The principal focus of community transport is to minimise social exclusion and provide access to services.

### Core paths

Development, improvement and promotion of The Moray Core Paths network continues to be modest due to reduced budgets. Nevertheless progress has been made during 2018/2019 as follows:

- Moray Walking and Outdoor Festival- the 7th midsummer festival used many of the Core Paths as walking event locations. The Festival is focused on raising the profile of outdoor access opportunities in Moray inclusive of 'The Moray Way' (around 95 miles of Core Paths in Moray).
- Speyside Way in its entirety from Buckie to Ballindalloch and the spur from Ballindalloch to Glenlivet (Core Paths SW01 to SW05) - Ongoing maintenance, promotion and events support. e.g. Dramathon. A section of the route is being upgraded to a cycle route standard between Craigellachie and Carron; costing just over £600K as part of the Speyside Low Carbon Hub Project. This is due for completion by end 2019.
- Core Paths small works winter programme – a range of small scale improvement projects designed to improve accessibility.
- Core paths Signage Programme – an ongoing modest scheme of new and replacement signage.
- Enabling and support of community path projects. Rothes to Craigellachie Railway path and Burghead to Lossiemouth Cycle Path.
- Continual support of Community Groups involved in practical path management for example . Dava Way Association.
- Ongoing promotion of Core Paths via the Morayways website and participation in the Scotland's Great Trails initiative.





The Council has completed review of its Core Paths Plan inclusive of the addition of over 73 new Core Paths and 36 amendments to the line of existing routes. An Amended Plan will be submitted for adoption at start of 2020 which is likely to be subject to a Local Inquiry to resolve objections to two Core Path proposals. In addition a windfall of £50K annually for 25 years is being received by the Moray Council from the Dorenell Windfarm to be spent on development, promotion and management of Core Paths across Moray. An Action Plan will be prepared to focus resources on identified priorities.

### Low Carbon and Active Travel

In its promotion of Active Travel (through physical activity, cycling and walking) Moray Council has an ongoing programme of infrastructure improvements and soft measures to encourage use of the network.



Work commenced to create a Low Carbon Hub in Speyside with the installation of e-bike facilities, additional electric vehicle chargers and upgrades to the Speyside Way between Craigellachie and Carron to enable cyclists to use the route for everyday journeys. The project is an ERDF funded project with additional funding from Scottish Government, Moray council and HITRANS which aims to increase everyday low-carbon journeys across Speyside centered on Aberlour.

Linked to this is the participation in a European project led by HITRANS the regional transport partnership. The GPaTRA project is focused on testing low carbon transport solutions in new areas, and a fully electric bus service has been introduced between Aberlour and Forres.

In June 2019 Moray Council declared climate change emergency and set the aim of becoming carbon neutral by 2030 to drive forward environmentally-friendly policies.

### Broadband and Mobile Phone Infrastructure (connectivity and speeds)

Moray was at the front end of the rollout of superfast broadband across the Highlands and Islands. It is part of the wider Digital Scotland Superfast Broadband (DSSB) programme. The project is paid for from public funding from UK and Scottish Governments and Highlands and Islands Enterprise (HIE). The programme is being delivered under contract by BT, overseen by HIE (Digital Highlands and Islands – DigitalHI).

As of July 2018 around 86% of homes and businesses in Moray can now access superfast download speeds of 24Mbps or above.

When combined with commercial roll-out of services to some parts of Elgin and Forres, coverage will reach more than nine out of ten homes and businesses by the end of 2018.

In Moray the project has built new core fibre network which provides the 'backhaul' or capacity necessary to then build the local infrastructure to get communities connected to better broadband. More than 110 fibre cabinets have been built and are live through the project reaching more than 30,000 premises which would not have been reached otherwise.

Areas with potential roll-out still in planning Ballindalloch, Dallas, Drummur, Elgin, Forres, Glenlivet, Keith, Lhanbryde, Mulben, and Rothiemay.

Once areas that will not be covered by the roll-out are known, Community Broadband Scotland (CBS) are set to work with local communities to devise design solutions that will provide access.

Cairngorm National Park is working with CBS on a park wide solution.

Satellite Broadband and Wireless Service providers are operating in the area and offering services to locations not anticipated to be served.

What's Happens Next: The Scottish Government has made a commitment that all Scottish premises will be able to access broadband with a download speed of at least 30Mbps by 2021. **Note:** that date has recently been extended to 2023 with a voucher scheme in place during the intervening period.



It has announced a £600m investment programme and has launched a procurement to find suppliers to deliver three regional contracts covering Scotland. In the meantime anyone who can't access at least 2Mbps download through mainstream services can apply to the BETTER BROADBAND SCHEME

Training is being provided by partners HIE, the Moray Chamber of Commerce, The Cairngorms Business Partnership and Business Gateway for business to take advantage of digital access.

Mobile phone operators began rolling out 4G (4th Generation) infrastructure during 2016 and 2017 which will reduce spots with no signal and cover all roads for emergency services. The work continued in 2018.

## Rail and Air

Transport Scotland have recognised the need for improvements to the rail network in north-east Scotland, with the Aberdeen-Inverness route having seen significant growth in passenger numbers over recent years. Despite this growth the timetable and network capacity has not changed in many years. Network Rail, the rail infrastructure provider, has been funded to make improvements between Aberdeen and Inverness. Initial timetable improvements were introduced in December 2018 with nine additional services between Elgin and Inverness. Further improvements are due to be delivered in 2019/20.

Work has continued through the Highlands and Islands Transportation Partnership (HITRANS), the regional partnership of which Moray Council is a



member, to promote a new railway station for Inverness Airport at Dalcross. Scottish Government has confirmed that funding will be made available for this important facility. This new station will assist in integrating the different methods of travelling without the use of a private car.

## Timber Transport

Commercial Forestry now covers 14% of Scotland and that is forecast to increase with investment in downstream processing to match. In excess of £200m worth of processed timber products are driven down the A9 every year.

Problems can arise in getting timber from the forest to the processors or biomass users. Over 3 million tonnes of timber is forecast to be taken from forests on Moray's roads in the next 15 years. A study recently conducted shows that some of this timber will have to travel over public roads which are not suitable for the quantities involved.

Due to pricing constraints which limit the industry's capacity to contribute to local authority road improvements, for the last ten years, the Scottish Government has provided funding through the Strategic Timber Transport Scheme (STTS) of £3m to help address timber transport issues.

Moray Council, acknowledges the value of timber production to the local economy and has identified a budget for Timber Transport Route Improvements. This budget is used to apply to the STTS for match funds for improvements to assist the transport of timber and to assist the local communities affected by timber transport.

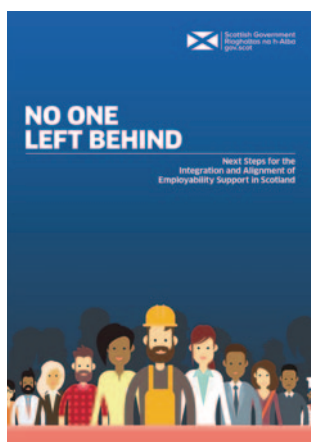
Over the last few years, the Council has received grant funding from the Scottish Timber Transport Scheme (STTS) which has provided external financial investment for road improvement works, to improve the transport of timber.

The level of funding has been variable over the years, as has the percentage of finance for schemes been. In recent years Moray has benefitted by the sums below:-

- 2014/15 - £135,000 - 50% of scheme costs
- 2015/16 - £76,500 - 50% of scheme costs
- 2016/17 - £121,350 - 50% of scheme costs
- 2017/18 - £550,000 - 70% of projected costs.
- 2018/19 - £394,000 - 70% of projected costs.
- 2019/20 - award for year up to £243,000 up to 70% of projected costs.

Future funding levels are however uncertain.

## 5 Employment



### Employability in Moray Overview

During 2018, Scottish Government carried out an employability review across Scotland and as a result published an action plan called No-One left Behind in December 2018.

The link to the full report is below:

<https://www.gov.scot/publications/one-left-behind-next-steps-integration-alignment-employability-support-scotland/> The ambition is to design – together with the communities we serve – an employability system in Scotland that:

- provides flexible and person-centred support including aligning the Activity Agreements and Scotland's Employer Recruitment Incentive (SERI) programmes to begin to establish a new local employability delivery model from April 2019
- is more straightforward for people to navigate;
- is better integrated and aligned with other services, particularly with health, justice and housing provision;
- provides pathways into sustainable and fair work;
- is driven by evidence, including data and the experience of users; and supports more people – particularly those facing multiple barriers – to move into the right job, at the right time.

In a local context, the actions within the employability review are being taken forward by Moray Council as lead partner and in partnership with the newly launched Moray Pathways Consortium. Moray's public, private and 3rd sectors have joined forces to provide a single point of contact for businesses and people to access information on skills, employment, training and support.

The Moray Pathways Consortium and associated local employability website was launched in May 2019 and 21 partner agencies have signed a partnership agreement. The consortium has recently created an action plan and are taking forward the following themes: Employability provision, Workforce Development, Digital Links and Employer Links.



The consortium and the associated Moray Pathways website and social media pages were developed in response to the Moray Skills Investment Plan (SIP). The website has had 1,140 users since May 2019 and as a result there has been an increase in employer engagement. Over 2018/19 the Skills Investment Plan has been monitored via the Employability & Skills Group which will reports directly to the Moray Economic Partnership, a particular focus on young people has remained through the DYW Partnership group.

The Moray Skills Investment Plan (SIP) under the Employability & Skills Group work is grouped under 4 key areas:

1. Effective Information & Advice
2. Supporting Key Economic Priorities
3. A Responsive Skills Infrastructure
4. Enhancing Employer Engagement

Developing the Young Workforce (DYW) Partnership group has collectively mapped out all the DYW recommendations in an action plan under 5 key headings:

- Learner Pathways
- Quality Assurance
- Early Intervention & Prevention
- Promoting Equity
- Culture & Practise

During 2018/19 progress of where Moray is across the DYW themes was published in October 2019. Significant progress has been made in embedding the Career Education Standard and the range of opportunities for schools to interact with local businesses, creating stronger links with industry.

### **Moray Skills Framework & Pathway**

Moray Skills Framework is an agreed 8 key skills that all young people in Moray will develop through learning and work related experiences, all young people should be able to reflect on these and discuss the next steps they need to take to develop these further both in the school context and in the World of Work. These being:

- |                   |                 |
|-------------------|-----------------|
| ● Employability   | ● Communication |
| ● Creativity      | ● Thinking      |
| ● Self-Management | ● Interpersonal |
| ● Teamwork        | ● Leadership    |

Aiming to develop the capacity of every pupil to be successful in their learning, confident in themselves, effective in their contribution to the school, the community and society, and able to make responsible decisions now and in the future.

Moray Skills Pathway is a single framework to lay the foundations of the world of work for all young people (3 – 24years) through offering opportunities in the curriculum to develop the skills, knowledge and attitudes required for the workplace thus supporting employers and Moray's economy.

### **Aims**

- All young people in Moray throughout the Broad General Education (3-14yrs) will have 4 activities with each key sector prior to Senior Phase choices.
- Clear pathways developed for each key sector for young people to progress throughout the Senior Phase and beyond.
- An increase in the number of opportunities for young people with barriers to employment. (addressing inequalities)
- A partnership approach to the joint design and delivery of the learning offer (curriculum)
- Science, Technology, Engineering and Maths (STEM) will sit at the heart of the development of the Moray Skills Pathway.

The 8 key sectors were reviewed over 2018/19 to be in line with the Moray Economic Strategy 2019-2029 becoming:

- Learning and Childcare
- Health and Life Sciences
- Engineering and Manufacturing
- Construction
- Food and Drink/Tourism
- Creative and Digital
- Business and Defence
- Land Based

The close collaboration of Education (Schools, Further & Higher Education), Skills Development Scotland and DYW Moray allows for a joined up approach to ensure the correct pathway is available to all young people.

### Key Highlights

- 1200+ P6 pupils attended over 3 days STEM in the WORKPLACE at RAF Lossiemouth, inspiring pupils of the range of STEM careers across our key sectors.
- 634 S3 students attended sector days in our 8 key sectors, led by the partnership and local employers
- 393 S4 students have participated in Meaningful May, a 3 week employability program over exam preparation time.
- 44 S5/6 students undertook a Foundation Apprenticeship in 4 different frameworks.

*STEM in the workplace pictures*



### Work Placement

Work has been undertaken to review the work related learning pathways in line with the Work Placement Standard, significant changes have been made to traditional work experience to ensure it is at an appropriate time for the young person and these changes will be ongoing and in line with the DYW partnership group action plan. We currently have 845 work placements available on the work experience database.

Career Ready continues to be a significant part of the work placement offer through meaningful work placements, currently 224 young people have engaged in Moray with 99.5% having positive destinations.

### Employability (part-European funded project)

This project, which is part-funded by the European Social Fund, began in January 2017. The project aims to help people who have multiple barriers to work move towards and into work. The Council is the lead partner with two schemes being delivered by local organisations. The Social Enterprise Academy has been training out-of-work people with a focus on helping them to learn about and gain work in the social economy sector. Elgin Youth Development Group have been giving young people experience in the hospitality sector and helping them to develop skills to move towards work. The project worked with 30 clients during the year.

## Skills Development Scotland Key Data for Moray:



## Employment Land

The Local Development Plan provides a range of existing and new sites for employment purposes, from general industrial land through to high amenity Business Parks. Land supply is key to achieving the desired outcome of a diverse and sustainable economy as expressed in the Local Outcome Improvement Plan. Serviced land and quality accommodation is needed to support business start-ups, to attract inward investment, and to grow employment opportunities both in existing and emerging key sectors of the economy.

The Council monitors the supply of employment land through an annual audit. The Employment Land Audit 2019 found that there was 153.4 hectares of land (net) within the Established land supply, a decrease of 0.91 hectares since 2018 due to the removal of the sites from the audit on completion and due to lapsed planning consent.

79.84 hectares of land (net) across 15 sites is classed as Marketable/ Effective. This is a decrease of 0.43 hectares since 2018. This is due to construction activity. The audit highlights that whilst there is a reasonable area available the number and choice of sites across all settlements is limited.

The audit highlights that further land needs to be identified in the Elgin Market Area in the next Local Development Plan to improve choice and enhance supply. In Forres there is a shortage of general industrial land and in Buckie the Council completed the servicing and infrastructure at March Road and sites are now being marketed. The new Plan also identifies a number of mixed use sites, recognizing the financial viability issues around employment land sites.



The amount of land immediately available in 2019 is 39.15 hectares (net) across 6 sites. This is an increase of 21.2 hectares compared to 2018. This is due to the servicing of sites at Barmuckity (I7) and at March Road SE (I3).

72.64 hectares (net) across 17 sites is classed as constrained, which means around 47% of the established supply has some form of constraint that is likely to prevent the land being brought forward for development in the next five years. A large proportion of this land is constrained due to ownership, which could be where a landowner is unwilling to sell or are seeking alternative uses with higher land values.



*Rathven Industrial Estate*

1.29 hectares of land was developed in the year to 1st January 2019, including Completion or occupation of sites at March Road SE/Rathven Industrial Estate (I3), Grampian Furnishers at Linkwood East (I6), yard space occupied at Waterford (I3), yard space occupied at Back Burn (I1) Rothes) and completion of buildings at Findhorn. This is lower than the previous years (1.6ha- 2018). At 1st January 2019 there was 2.55 hectares of land under construction.



*Grampian Furnishers*

Other notable employment land development outside designated employment land include new bonded warehouses at Glenfarclas, Benromach, Tamdhu and Malcolmburn, and an office and workshop at Drumbain Farm Rothes.

## Procurement

The annual Procurement Strategy sets out how Moray Council will meet its Procurement duties to comply with the requirements of the Procurement Reform (Scotland) Act 2014. This includes a wide ranging set of considerations that will ensure resultant contracts go beyond commercial considerations.

Supplier development is essential to the success of any procurement project and the procurement team support the work carried out by the Supplier Development Focus Group (Economic Development, Business Gateway and Procurement). In addition to the Strategy and Action plan that the group has developed the Council also became a full member of the Supplier Development Programme (SDP). Through membership of this organization and representation on the SDP Board by the Payments Manager, we have access to training materials, face to face training in Moray and support for meet the buyer events

The aim of the focus group is to deliver on the action plan with the help of SDP that includes support local business growth, improve local investment, environmental wellbeing, encourage diversification and equality, and create opportunity.

We continue to hold supplier events to raise awareness of specific contract opportunities (trades, transport, etc) or encourage engagement between local businesses and the public sector (SDP Meet the Buyer Aviemore, SDP membership launch Forres, third sector workshop Elgin, training events Elgin).

## 6 Business Support

**Business Support** was delivered to new and growing businesses in Moray by **Business Gateway** which sits within Economic Growth and Regeneration section and has been delivered in Moray through a Service Level Agreement between Moray and Highland Councils.



During the year 2018/2019:

- **132** new enterprises started with direct interventions from Business Gateway Moray



*Cafe Kombucha: Elgin's first Vegan eaterie*

- **202** jobs were created or retained as a result of SME's supported by BG starting up, growing or being purchased
- **28** start-up skills workshops were delivered to **326** attendees
- **9** workshops for growing businesses were delivered to 70 unique businesses
- **21** Digital Boost workshops delivered with **219** businesses benefiting
- **44** growing businesses were supported with growth planning, access to finance/Investor ready advice.



*Award winning: I Like Birds*

- **14** businesses moved across from BG and were accepted into HIE Growth Pipeline meeting Nationally agreed protocols.
- **11** businesses moved across from BG and were accepted into HIE Account Management meeting Nationally agreed protocols.
- **28** Additional Events were delivered by BG Moray or with stakeholder collaboration - with **1800** businesses attending
- Although access to loan funding for SME's remained challenging in 2018/19, with robust financial projections and growth plans in place,

BG interventions helped secure:

- Commercial loan funding for business growth of **£1.08m**
- Commercial loan funding for start-up businesses of **£636K**.
- capital leveraged into the Moray economy.
- Based on a 100% sample survey the 12 month and 3 year survival rates of business start-ups supported by BG and still trading in 2018-19 in Moray (above the National Average)

Volume Start up survival Rates	12 Months	36 Months
	92%	87%

## Moray Business Week 2018

Business Gateway again chaired and led on Moray Business Week in 2018 in conjunction with stakeholder partners. A successful week prevailed with all but one of the events fully subscribed. **506 unique businesses** registered and attended events throughout the week. It was agreed by all stakeholder partners to take the next year to look at different platforms and opportunities to deliver support on a one to many basis to Moray businesses. As a result of discussions and debate, an 'Expo/Showcase' type event is being planned for Spring 2020.

Through the **Local Growth Accelerator Programme (LGAP)** BG delivered the following support to growing business in Moray:

- Specialist business growth advice
- Investor Ready & Access to Finance support
- Recruitment Advisory Service
- Business Growth workshops / Programme

## Proposed Joint BG / HIE Moray SME Accelerator

During early 2019 HIE and BG held discussions on working together to develop an SME accelerator. This was based on the recently launched ambitious Moray Economic Strategy 2019 – 2029 which seeks to deliver business growth in small and medium-sized businesses employing more than 10 people. The Moray Accelerator supported young and small enterprises to focus rigorously on their growth in the UK and in international markets thus enabling the achievement of the desired outcomes of the strategy. The Accelerator covered different entrepreneurial themes each week from business models and goal setting, identifying new market opportunities to intellectual property, scaling up, growth and leadership. Delivery ran from end of September to end of November 2019. Building capability of SMEs to secure higher value contracts (public and commercial) and encourage supply chain development, collaboration, routes to international markets and opportunities to create employment opportunities and upskill their present workforce were key components of the accelerator.

## Business Loans Scotland

No new loan applications were made from Moray businesses during 2018/19 as all available funds were released in 2017/18. No defaults by loan applicants have been reported to date and Phase 2 of BLS is now 100% funded through the Scottish Government and managed and delivered in-house by Business loan Scotland on behalf of local authorities. BLS is marketed by BLS itself via its website and on social media platforms.

A Supplier Development Strategy is now in place to ensure a programme of support is developed so businesses in Moray are better able to access public sector contracts and supply chain opportunities and get access to training on Public Contracts Scotland (PCS) and PCS tender. In 2019 the Moray Council decided to become a full member on a 1-year trial basis. By assisting Moray businesses to become tender ready for public procurement we can improve their sustainability and market potential.

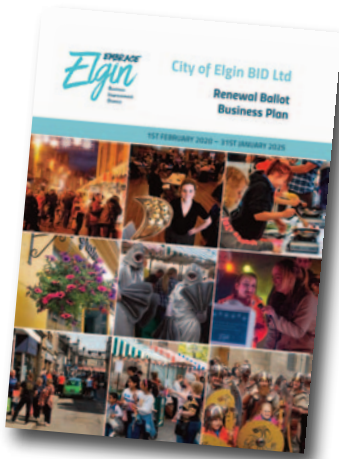


## Elgin Business Improvement District (BID)

Elgin BID (Embrace Elgin) is a not for profit business support organisation working for and with the businesses in Elgin City Centre. The company was created following successful ballot of the City Centre property owners and business operators. Elgin BID engages and consults the business community, collaborating to identify commercial and regeneration priorities and acting as a catalyst for action.

A small selection of the activities undertaken in 2018 – 2019 is included below. More detailed information can be found in the Annual Report, which is published on the Embrace Elgin Website at [www.embraceelgin.co.uk](http://www.embraceelgin.co.uk)





In preparation for the Phase 3 Renewal Ballot, consultation with BID members took place over a year long period in several different ways and at varying times of the day in order to ensure the greatest opportunity for engagement by members and stakeholders. The views and opinions expressed

throughout this time formed the basis of the key themes and projects presented in the 2020 – 2025 Business Plan, which can be found on the Embrace Elgin Website (details on opposite page).

Other activities undertaken included:

- As a result of the short life Footfall Focus Group meeting, a series of promotional videos were created to deliver the message that Elgin is a friendly, exciting place to visit.
- The Seagull Reduction Project was developed to reduce the number of gulls nesting in the city centre, this has seen a tangible reduction in the nesting birds and chicks in the city.
- The Elgin Gift Card was launched mid-2018 and recognition grew throughout the year spearheaded by marketing campaigns and competitions. The Christmas Period was particularly successful, with the card being marketed it as the “Gift of Choice”. The gift card is now accepted in more than 90 BID businesses.
- The Elgin BID small grant scheme has proved positive with members and applications continue to come in on a regular basis. 2018 – 2019 saw 10 grants awarded to BID members.
- Partnership with Police Scotland has gone from strength to strength and BID now have a monthly feature in the members information bulletin; “Business Watch” this ensures Moray businesses have access to current information and advice. In the spirit of collaboration this information is also distributed to partners in Forres, Buckie, Lossiemouth and Keith as well as the Federation of Small Businesses, Moray Chamber of Commerce and Moray Speyside Tourism for dissemination through their networks.
- Mediation role has grown steadily over the year. On an ongoing basis, BID provide support on a range of issues such as problems with bins, road closures, tensions with neighbours or liaison with the local authority.
- Pro-active approach to vacancy reduction by advertising vacant properties, conducting viewings and supporting business new starts has contributed to the vacant shop rate dropping from 15.15% in November 2015 to 6.84% in October 2019.



Elgin Gift Card Launch

## 7 Social Economy

The social economy of Moray continues to thrive, develop and grow and is displaying its truly innovative character at a time of continual change when all sectors are facing challenge. Diminishing resources made available for investment in the third sector by public sector organisations presents a key challenge however there remains recognition by public sector partners and by the wider community of the contribution that the third sector can make to the design and delivery of public services as well as the contribution to the wider economy of Moray. Capacity also continues to be a challenge for the sector therefore **tsiMORAY** intends to continue to play a leading role in developing community and third sector capacity, by continuing to provide leadership, training opportunities, and support for third sector organisations to secure funding and other resources.

Reducing public sector budgets has brought with it proposals to close down community halls and centres in many local communities. This has brought communities together establishing local groups to take up new opportunities provided under the Community Empowerment Act in initially leasing then potentially taking over these buildings as Community Asset Transfers. These groups will require ongoing support which they are currently receiving mainly through the Community Support Unit of Moray Council and the Community Ownership Support Service of Development Trust Association Scotland.

### **Support for the Social Economy 2018/19**

As pressures on public sector budgets and services continued, communities, voluntary groups and social enterprises have been making an ever-increasing contribution to Moray's social and economic development.

Community groups across Moray have taken on the running of many town halls and community centres, mostly through the use of Community Asset Transfers, and have been providing services helping to meet the needs and aspirations of their own communities.

Services provided by Moray's third sector continue to both help meet the basic needs and improve the quality of life of all age groups in Moray, from children's nurseries to old people's care homes, from food production and distribution to addiction services and waste minimisation.

Supporting the ongoing development of the capacity and influence of the third sector and the wider social economy of Moray remains the key focus for the local third sector interface, **tsiMORAY**, which delivers that support under four key headings:

- being a central source of knowledge for and about the third sector in Moray
- ensuring a strong third sector voice in local planning and decision-making
- developing the capacity of volunteering, community groups, voluntary organisations and social enterprises to achieve positive change
- providing leadership, vision and coordination to the local third sector to better respond to local priorities, including through partnership and collaboration.

### **Central Source of Knowledge:**

A new **tsiMORAY** website was launched in January 2019, providing information and links to support day to day activities of third sector groups and organisations as well as to promote specific current events and activities, including training and learning opportunities and updates on initiatives such as Volunteers Week or Participatory Budgeting.

The new website is much easier to navigate, is mobile friendly and has additional features that were not previously available including:

- a new volunteering search tool enabling individuals to identify and register their interest in specific volunteering opportunities
- a forums & networks section, enabling groups and individuals to access information about thematic third sector forums like the children & young people third sector forum and the health & wellbeing forum
- a training & events section enabling people to find and register for upcoming events such as learning opportunities and conferences.

Complementing these features, a 'Community Explorer' widget enabling individuals to search through a map-based database of local services is also under development. This will draw on data and insights captured in **tsiMORAY**'s new management information system.

The new system is also intended to capture and collate up-to-date key data about the economic and social impact of the social economy in Moray, which has not been analysed since a 2010 study set the sector's annual personnel impact (including both paid staff and volunteers) at over 4,000 FTEs (Full Time Equivalents) with an associated impact of over £69M, additional direct spend in the local economy of over £14M, and a total of 650 indirect and induced FTEs with associated earnings of over £13.5M, all excluding the significant contribution made by housing associations.

#### **Voice:**

A 'Future Governance Forum' was launched in November 2018, joining the four existing thematic forums and networks facilitated and supported by **tsiMORAY**: Health & Wellbeing Forum, Children & Young People Third Sector Forum, Moray Social Enterprise Network and a Volunteer Managers' Network. During 2018/19 **tsiMORAY** facilitated over 20 sessions across these five themes, in addition to two peer learning visits.

All five forums and networks have seen growing engagement and strong sectoral attendance, particularly at developmental sessions involving guest speakers from both local and national bodies. A particularly successful combined event focused on 'Marketing & Messaging' attracted over forty participants from across the social economy, helping local social enterprises and voluntary sector organisations to review and re-energise their branding.

Thanks to forums and networks, the third sector's voice continues to contribute to thinking and decision-making within the Community Planning Partnership, the Integration Joint Board, the Chief Officer Group and other partnership groups linked to children and young people's services, the Moray Alcohol & Drugs Partnership, the Community Learning & Development strategic partnership, the Northern Alliance, the Moray Economic Partnership and a number of other key strategic groups.

The sector also fed into the development of the new Moray Economic Strategy, which recognises the contribution the local social economy makes to the strong, cohesive, welcoming and ambitious empowered communities which are the cornerstone of a successful Moray, able to attract and retain visitors and talent. As captured in the Strategy's quote of the Tomintoul & Glenlivet Development Trust's ambition: "We are driven by the desire to live in a vibrant and sustainable community. Acquiring assets and enhancing our cultural offering will be at the heart of our activities over the next 10 years. We want our visitors to have the best experience in our fantastic landscape."

#### **Capacity Building:**

Both volunteer managers and those wishing to volunteer are supported by the improvements in the **tsiMORAY** website, which enable volunteer opportunities to be promoted quickly and effectively, whilst enabling individuals to search for their ideal volunteering role online. This in turn enables higher-capacity volunteers to identify suitable opportunities for themselves, allowing support to focus on those with higher needs.

Support continues to be provided on a 1 to 1 basis for individuals, groups and organisations in relation to getting started and setting up new third sector organisations, developing governance, attracting funding, and becoming more enterprising as opportunities for funding reduce.

In addition to 1 to 1 support, **tsiMORAY** also provide a learning & development programme, delivering sessions on a variety of topics to support development and build capacity of our many stakeholders. Sessions delivered over the 12-month period included topics from Employment Law to Getting started in Quality Assurance and the Protection of Vulnerable Groups (PVG). It also included governance sessions such as Roles & Responsibilities of a Trustee and an Introduction to Fundraising. During 2018/19, **tsiMORAY** hosted 21 different sessions with 272 individuals from 68 different organisations, with participants providing very positive feedback as to the impact of the sessions.

#### **Connect:**

Peer learning opportunities enabled local social entrepreneurs to visit the new Findhorn Hive – a collaborative working space for local and social enterprises – as well as a range of Social Enterprises in Dundee, a city experiencing profound transformation and benefitting from a thriving social economy.

The sector's 2019 annual networking conference, Join The Dots, was again held in Elgin, focusing on the theme: 'Whatever the question, community is the answer'. The conference new format enabled greater networking and discussion opportunities among delegates. Inspired by two excellent keynote speakers, Kosha Joubert, Executive Director of Global Ecovillage Network, and Alice Thompson, Co-founder of Social Bite, discussion focused on the role of the third sector in improving community resilience.

#### **Other developments:**

In the 2018/19 round of Participatory Budgeting (PB) delivered by **tsiMORAY**, 23 projects were supported through the '#YouChoose3' programme. The total funding allocated through small grants for local initiatives and projects across the two themes of 'Be Healthy' and 'Connecting Our Communities' was £23,000.

While the investment made through PB is small in purely financial terms, these small grants can make a significant difference in local communities, and the process helps to "increase the level of influence and control that local people have over the decisions and services that impact on their lives", which is a key theme of the new Moray Economic Strategy. It also enables community capacity-building support to be focused where it can have the greatest impact.

#YouChoose3 was a finalist in the National Health Awards 2019, having been recognised as an innovative way for people to share and build capacity.

'We Make Moray', the place partnership jointly funded by Creative Scotland and Highlands & Islands Enterprise, continued to support the implementation of the Moray Cultural Strategy, directed by the needs and aspirations of the creative sector. A peer learning visit to Dumfries & Galloway provided fresh inspiration for participants to bring back to Moray and stimulate further developments in this vibrant sector.

Moray LEADER awarded funding to fourteen new projects during 2018/19. Combined, these funding awards totalled in excess of one million pounds. This investment will deliver a lasting legacy for rural communities across Moray. Projects were approved from community organisations and small enterprises in communities including Findhorn, Buckie, Dallas, Lossiemouth and Keith.

These funding awards included four cooperation projects, delivered in collaboration with partners from other LEADER territories. Including Foraging Fortnight, a project which has created a new, inclusive Scottish wild food festival, and which is delivered in partnership with four other Scottish LEADER areas.

During the final few months of 2019, Moray LEADER allocated its full project budget and subsequently successfully bid for additional funding redistributed from other LEADER areas, to support further projects in Moray.

The decisions to fund projects are taken by the Moray LEADER Local Action Group (LAG), which is a partnership made up of representatives of the public, private and third sectors, and also independent representatives from across Moray. The Moray LEADER staff team work closely with the Moray LAG to develop projects and deliver against the Moray Local Development Strategy.

Moray remains the only area in Scotland where the LEADER Programme is managed by a third sector organisation (**tsiMORAY**).

In October 2017 a new joint Arts and Culture development for Moray Communities came into effect. **Moray Place Partnership** is a project developed through collaborative working over several years involving a steering group of local stakeholders, Highlands and Islands Enterprise (HIE), Creative Scotland and **tsiMORAY**. The Partnership is designed to encourage and support local organisations to work together in the community, making significant interventions to help strengthen creative development in the area. Led by a stakeholder group, made up of individuals in the community from the arts and culture sector, the project aims to build on the Moray Cultural Strategy which presents a series of opportunities for building a strong creative sector in Moray. A three-year plan has been developed by the Moray Place Partnership following consultation with the culture sector, third sector, education, businesses and artists in Moray.

### Community Asset Transfer

Ownership and control of land and buildings is a powerful tool for communities to drive forward change and achieve their own goals. Community controlled property can provide a base for activities and services that might not otherwise be accessible to members of that community while providing jobs for and bringing income to the community.

Successful asset transfers can provide stability and sustainability for communities and community organisations, while allowing them to develop new initiatives, support other developing groups and create a strong sense of community identity, cohesion and involvement.

At a time of financial austerity, community asset transfer increasingly provides an important means of ensuring the continuation and development of sustainable services. This was demonstrated during the Council's 2018-19 budget consultation exercise, when the Council sought the views of the community on the closure of town halls and community centres in Buckie, Cullen, Dufftown, Elgin, Findochty, Forres and Keith. Communities came forward quickly and, with the support of Council staff, arrangements were put in place to enable them to take over management responsibility for each facility while they develop their proposals for a full transfer. The first formal asset transfer request under these arrangements was approved by the Council on 2 October 2019 with more requests expected to come in over the next 12 months.

Morayvia, who were recently awarded the Queen's Award for Voluntary Services in recognition of their exceptional service to their community, were successful in their bid for a community asset transfer of the former Abbeylands Primary School in Kinloss, taking over ownership on 5 October 2018. Other successful transfers included Action Marine Park taking over Marine Park, Lossiemouth, on 5 June 2019. The Council is currently working with a wide range of community bodies in relation to their interests in taking over various facilities, such as public toilets, playing fields, parks and bowling greens.

As budgetary constraints continue to bite, community asset transfers will play an increasingly important role in ensuring stable and sustainable communities.





## European Maritime & Fisheries Fund (EMFF)

The Highland & Moray Fisheries Local Action Group (FLAG) helps to deliver a community-led approach towards the sustainable development of fisheries areas under the European Maritime and Fisheries Fund (EMFF) 2014-2020. Within Moray in 2018-2019 the fund has awarded almost **£150,000** across 3 projects that support its main themes:

1. Stronger and more resilient fishing communities
2. A sustained, growing and diversified marine, coastal and aquaculture economy
3. Improved understanding of marine environment and management of resources

Full details are available at

<http://www.highlandmorayflag.co.uk/>

## European Funding

The Economic Development team provides support for developing, securing and delivering work European funded projects and programmes, such as the European Fisheries Fund.

## Poverty & Social Inclusion (part-European funded project)

This project provides one-to-one advice and assistance for clients who are facing problems with debt, benefits and finance. It is part funded by the European Social Fund. Its criteria stipulates that clients must be from one of three household types: workless; lone parent; or low income.

During the year to 31st March 2019, 268 eligible clients were advised. 131 of those clients were deemed to have had their debt barrier removed, meaning that they received a boost in annual income of at least £1000 thanks to the help of the project. Also, clients gained a total of £1.3 million in extra income as a result of the assistance received (much of this income was from benefits which they are due and were helped to access).

European funding has also been successfully applied for to extend and increase the project until March 2023.

### CASE STUDY

#### Scottish White Fish Producers Association - Burghead, Moray



Fishermen have to consider many factors to allow them to go to sea, the weather, the tides, but what about "when can I re-fuel?" At Burghead harbour, fuel was delivered by tanker once a week meaning fishermen had to plan their trips around this, often losing out on crucial sea time as a result. To tackle the problem a small group of fishermen from the SWFPA Burghead & Hopeman branch applied to the FLAG for the installation of a fuel tank at the harbour to allow fishermen 24 hour access to fuel. Since becoming operational a total of 28 vessels have signed up to use the facility, each being issued their own key fob to allow quick and easy access.

**Total Project Costs: £27,747.32**  
**FLAG Funding: £20,810.50**



## 8 Education and Social Cohesion

### Sustainable Education

The reviews of each ASG against the Schools for the Future Policy has continued with Milnes ASG being the only one currently outstanding. The information provided by the reviews form a baseline of evidence to feed into a new Learning Estate Strategy currently being developed.

The challenges of the Learning Estate and impact of a make do and mend policy remain complex and unaffordable. Although the Council has now ended the make do and mend approach it will be 2021 before new programs of work can be developed to refurbish and upgrade schools to a B/B standard for suitability and condition.

The new Learning Estate Strategy needs to take cognisance of the Scottish Governments Learning Estate Strategy launched in September 2019. Achieving B/B standards with a low carbon estate and digital infrastructure will place enormous pressure on the Councils capital plan and finances and may take 15 years or more to achieve and may not be achievable without Scottish Government funding to support the program.

The need to meet growing pupil numbers in Elgin, Forres and Buckie will remain a challenge and will require new builds and rezoning to accommodate future demand.

The new Lossiemouth High School and Linkwood Primary projects are progressing as scheduled and work is commencing on the provision of a new primary school at Findrassie, Elgin.

### Reducing Inequalities

The Local Outcomes Improvement Plan (LOIP) has been developed by community planning partners and was approved by the Community Planning Board, Spring 2018. This focusses on addressing inequalities of outcome across the Moray area focussing specifically on raising aspirations for all.

As set out earlier in the report, our main priority areas have been identified:

- Growing, diverse and sustainable economy;
- Building a better future for our children and young people in Moray;
- Empowering and connecting communities; and
- Changing our relationship with alcohol.

### Population and Age Demographics

On 30 June 2018, the population of Moray was 95,520 which was a decrease of 0.3% from 2017. In the 2017 monitoring report population projections from the National Records of Scotland (NRS) predicted that Moray's long term population growth up to 2039 would flat line or even decrease from the current population to approximately 96,000.

The 2019 Monitoring Report stated that members should be wary of long term projections. In a report presented to the Environmental Services Committee in 2004, population projections were of concern as they indicated that Moray's population could fall by 8 percent over the period from 2002 to 2018 to below 80,000. This projection has proven to be significantly incorrect given the current population is 95,520. The most recent population projections from the NRS are as follows; Between 2018 and 2026 Moray's population is projected to increase from 95,520 to 100,251 which is an increase of 4.4%. This compares to a projected increase of 3.2% across Scotland as a whole. This projected increase is different to previous projections and will have implications for local service provision.

A breakdown of percentage change in projected population by age group between 2016 and 2026 shows that the 16 to 24 age group is projected to see the largest percentage decrease (-10%) and the 75 and over age group is projected to see the largest percentage increase (+34.2%). This trend has not changed significantly from the 2017 monitoring report. The projections still indicate that an increasing ageing population in the 75+ category and declining population in the 0 -29 age category is a problem that Moray is going to have to continue to address in the future, particularly in retaining school leavers and graduates.

In 2018 the number of households in Moray was 42,554 which is a 0.7% increase from 2017. This increase in households is expected to continue in the long term.

Projections show that between 2016 and 2026, the household type "Three or more adults" is projected to see the largest percentage decrease (-7.4%) and the household type "One adult, one or more children" is projected to see the largest percentage increase (+29.6%).

This projection trend is similar to the one given in the 2017 monitoring report.

In a report presented to the Communities Committee on 2 April 2019, the Moray Council's Local Housing Strategy 2019-2024 reported that in 2019 there were 13,371 households age 65+ making up 31% of all households. By 2039, this is projected to rise to 38%. The changing demographics with an increasing elderly population will have implications for local service provision such as health care facilities for the elderly and also housing provision. It is likely to put new strains on housing supply and house type provision with a demand for smaller houses, flats, terraced properties, and houses for the elderly including accessible housing.

It also highlights the challenges highlighted with the out migration of younger people with the figures suggesting that many young people move away to enter higher education or to seek other employment opportunities.



## 9 Natural and Historic Environment

### Flood Risk Management

Moray's flood schemes protect Lhanbryde, Rothies, Forres, Elgin, Newmill and Dallas – over 3,000 homes and businesses. Nevertheless surface water and coastal flooding remains an issue.

Working with SEPA, Scottish Water and neighbouring Councils, we are currently implementing the first Local Flood Risk Management Plan under new legislation. We are progressing possible protection from coastal flooding at Portgordon and Seatown, Lossiemouth, and have recently completed high level Surface Water Management Plans for Elgin, Keith, Buckie, Rothies and Aberlour, and Forres. The Council also reduces flood risk by maintaining flood schemes, watercourses and coastal defences.

There is a national recognition that responsibility firstly lies with owners and occupants. People can help protect themselves and be prepared in case they flood, and the Council will help raise awareness and provide advice on what can be done.

### Car Parking Review & Action Plan

A parking strategy was prepared and agreed by the Economic Development and Infrastructure Services Committee in October 2017. Additional pay and display locations as well as changes to parking charges were introduced in May 2018. Overall the income and occupancy of car parks has been a success, with Batchen Lane multi-storey car park seeing significant uplift in occupation following the introduction of £1 per day parking at this location.

### Waste Management

Moray Council continues to be one of the top performers for recycling out of all 32 Local Authorities in Scotland with a recycling rate of 57.4% for 2018. This is a great achievement and local residents are to be congratulated for their continued support in helping Moray to achieve this performance rate.

However, monitoring of waste presented at the kerbside indicated that significant amounts of recyclable waste is being deposited in the residual green bin. Long term data will be required to provide auditable success but the council is now receiving a dramatic increase in volumes of recyclable material especially that of plastic bottles, cans and glass bottles and jars. Reports from crews also indicate a dramatic increase in the number of recycling bins presented for emptying.

In April 2019 the council introduced a chargeable permit scheme for green waste collections from the kerbside. By August 2019 an additional income of £719,604.00 had been generated from 19,989 permit sales, this being a contributor in terms of helping the council to balance its budget.

Plans for the joint Energy from Waste Facility with Aberdeenshire and Aberdeen City Councils have progressed well and are on target for completion in 2022/2023. Following the recent tender process the successful contractor has been appointed and work began late 2019.

The £3.2million re-development of the Moycroft Waste Transfer & Treatment Centre has significantly progressed following its closure and handover in February 2019. The contract is set for completion in January 2020 and will provide a long term sustainable operation for waste handling within Moray. All operations have been realigned throughout 2019 to cater for the requirements of the service during this transitional period. However, the service is looking forward to implementing long term procedures to ensure adequate handling and reprocessing of all waste generated within Moray.

## Energy and Climate Change

As stated previously in June 2019 Moray Council declared a Climate and Ecological Emergency and set a target of net zero carbon emissions by 2030. This includes forming a Climate Change Group made up of officers and elected members to develop, direct and scrutinise a Climate Change Strategy Action Plan with a targeted adoption date of March 2020.

In 2018/19 the Council's carbon emissions for its non-domestic properties amounted to 10,135 tonnes of CO<sub>2</sub>e - a decrease of 2,697 tonnes of CO<sub>2</sub>e (21%) compared to 2017/18. The following are significant contributory factors to carbon emissions levels:-

- Reduced carbon intensity of grid electricity
- More street lighting provided from LED technology
- Decreased heat requirement due to warmer weather

Over 50 individual energy and water saving projects and initiatives were carried out in 2018/19, including

- Urinal Controls
- Boilerhouse Insulation
- LED lighting
- Building and Energy Management System (BEMS) improvements

## Cairngorms National Park

The southern area of Moray, incorporating Tomintoul and Glenlivet, is within the Cairngorms National Park. The Cairngorms National Park Authority (CNPA) maintains a close working relationship with The Moray Council on planning matters, economic development and LEADER projects. Recent visitor surveys have demonstrated a high level of satisfaction and appreciation for what the National Park has to offer. However, there are a number of challenges moving forward including the provision of affordable housing to help sustain local employment.

The Cairngorms National Park represents 6% of Scotland's landmass and is well placed to help tackle the climate change emergency challenges through nature based solutions. The CNPA has started to set out an ambitious vision and programme of action to tackle climate change which is set to be at the core of the next National Park Partnership Plan.

Two million people visit the National Park each year, with research showing an increased satisfaction among visitors generally, rating the Park 9.08 out of 10, compared with 8.87 out of 10 during the same period in 2014. Research confirms that National Park status is increasingly a important reason for people coming to the area, particularly among European visitors.

A new Corporate Plan has been approved for 2018-2022, setting out how the Cairngorms National Park Partnership Plan will be delivered. The main themes within the Plan are Conservation, Visitor Experience and Rural Development. The priorities for Rural Development are;

- Support delivery of housing for local needs through an efficient and effective planning service;
- Support communities, specifically focussing on the most fragile, to deliver their agenda for change, and
- Work closely with the business community and partners to support a sustainable Park economy.

Work has continued on the new Local Development Plan 2020. The Proposed Local Development Plan has approved for consultation by the CNPA Board in December 2018. The Proposed Plan was submitted to the Scottish Ministers on 20th September 2019 for examination.



# 10 Tourism and Culture

## TOURISM AND CULTURE STRATEGIES

### Moray Place Partnership

The Moray Place Partnership (MPP) is a partnership project which aims to support the cultural sector in Moray under the banner of We Make Moray.

The project is funded by Highlands and Islands Enterprise (HIE) and Creative Scotland, as part of Creative Scotland's Place Partnership Programme. It was created to encourage and support local organisations to work together in the community to strengthen creative development and widen access to creative activity in the area.

We Make Moray will support individuals, organisations and communities to develop, connect and celebrate creative and cultural activity in Moray. It will do this by creating opportunities for individuals and organisations to develop and make work, as well as supporting activities which widen access to creative and cultural activities. Its main aim is to ensure implementation of the Moray Cultural Strategy by creating strong sustainable partnerships in Moray.

The Place Partnership Co-ordinator is managed by **tsiMORAY**.

During the financial year 2018-2019 the following activities are highlighted:

- The Moray Artists Bursary, a brand-new fund established by We Make Moray was launched in July 2018. 23 applications were received with 10 awards being made.
- The application process for a cross-sector Peer Learning Visit to Dumfries and Galloway was launched.
- Media and Communications contract awarded to Muckle Media to deliver a PR, social media and communications campaign to support the successful implementation and sustainability of the Moray Cultural Strategy.

- The We Make Moray Co-ordinator has continually liaised with private, public and third sector partners and individuals to support the development of initiatives/proposals which will contribute to the delivery of the objectives of the Moray Cultural Strategy.

### Tourism Development in Moray Speyside Moray Speyside Tourism

Moray Speyside Tourism (MST) was established in 2014 and operates under the auspices of Moray Chamber of Commerce. MST is the Destination Marketing Organisation (DMO) for Moray and Speyside. The organisation's purpose is to bring more visitors to our beautiful region, positioning Moray Speyside as a world-class destination for visitors from across the globe. MST does this in three main ways:

- Travel industry engagement
- Support for local tourism businesses, including capacity building, training and advocacy
- Consumer focused marketing and promotional activity

The DMO's activities are aligned to 5 'strategic' themes which ensure a clear focus on delivering what visitors want and help to target both consumers and travel trade businesses effectively:

- Action, Adventure and Outdoors
- History, Heritage and Culture
- Landscape and Nature
- Shopping and Staying
- A Taste of Moray Speyside

### Moray Speyside Annual Visitor Statistics

Moray Speyside is home to some of the world's most iconic brands. Our coastline is officially recognised by National Geographic as one of the most beautiful on the planet. With dolphins, crystal clear flowing rivers, remote upland landscapes and of course, Speyside's rich and fertile barley fields Moray Speyside offers visitors the very best of Scotland.

Tourism in Moray Speyside continues to grow under the leadership and direction of Moray Speyside Tourism.

Full year figures for 2018 indicate that the economic impact of tourism to the Moray economy stood at £129.6m

- Total visitors to Moray Speyside were 797,880
- Visitor days have risen from 1,874,470 to 1,879,70
- Full Time Equivalent (FTE) employed reached 2,888

Since 2014, MST have worked to grow the volume and value of tourism to the local economy – promoting Moray to visitors from around the world, supporting local tourism businesses and organisations and representing the region's tourism industry at national and international level.

Moray Speyside Tourism's funding expires at the end of 2019. To ensure that the progress made under Moray Speyside Tourism can continue and the region's tourism industry can be confident for the future, a plan has been developed to introduce a Tourism Business Improvement District which will deliver a financially sustainable, independent and accountable future, free from dependence upon public funding and which will give local businesses control over tourism and marketing of our area for the long-term.

If the Tourism BID campaign is unsuccessful, the progress made in recent years will cease and our region will become one of the few in the UK without a Destination Marketing Organisation.

## Museum Service

Visitor figures to the Museum and Local Information Point increased from last year with 6294 direct visitors (April – October inclusive). Indirect users, including enquiries, group visits and events totalled 39,531 and Facebook and website hits and enquiries totalled 44,337 to the end of March 2019.

Community partnerships have been created and strengthened as the Museum has worked with local, national and international institutions including National Libraries of Scotland, Glasgow School of Art and Findhorn Bay Arts. Full Accreditation with Museums Galleries Scotland was retained. The Museum also retained 5 star Visitor Attraction status with VisitScotland for the eighth year.

## Birds and Wirds

Our exhibition for 2018 was entitled 'Birds and Wirds' and showcased the Falconer Museums' fine collection of birds from around the world. It also took a wee 'keek' at the rich language of Scots by adorning the display cabinet with hand painted Scots sayings and words.

Inspiration for the exhibition came from the newly adapted edition of the '**Book of the Howlat**' by James Robertson which was based on an Older Scots poem written in the 1440s by Richard Holland. Set in and around Darnaway Castle, the beautifully illustrated book tells the tale of a young owl's borrowed feathers, his pride and ultimate fall. The exhibition complimented an outdoor theatre production of the story, created by Findhorn Bay Arts.





Jane Johnston of the Friends kindly made some truly delightful birdy dressing up costumes and masks which were enjoyed by our young visitors. Family drop-in craft sessions held in the school holidays were very well attended and enjoyed by all.



84 people attended the Festival of Museums weekend in May. The service hosted '**Scots Story Stramash**' with renowned storyteller Douglas MacKay who enchanted the audience with tales of beautiful birds followed by some lovely hands on birdy craft sessions provided by local artist Marion Normand.

Outreach work continued throughout the year and staff attended local events, ran store tours, visited groups and coordinated the ever popular loan box scheme.

The Friends of the Falconer Museum enjoyed participating in Doors Open Day for the first time and delivered a very successful Winter Talks Programme. Many were also involved in helping with the excavation work during an archaeological dig on the top of Cluny Hill and the Museum store was used for post-excavation work including preparing samples to be sent for radiocarbon dating. The Friends continued to meet weekly as volunteers to help the Museum Service with collections care and conservation.

## Moray Film Liaison Service

During this period, the service supported approximately 1000 enquiries relating to film, documentaries, including commercials music videos etc., from film companies looking for specific locations, and properties etc.

This industry often works to tight timescales, deal with last minute changes and working to tight budgets etc. Whether it be identifying a location or making arrangements for a road closure etc., officers provide free and confidential advice and information tailored to meet specific deadlines.

The Service liaises with Creative Scotland, as part of the Scottish Locations Network where areas can work together and share knowledge, as it is often the case that locations are requested from a few areas, therefore a joined up approach enables film companies get as much information as possible to carry out a successful shoot.



## Moray Events

In June, 2018, in the natural “amphitheatre” of Grant Park, Forres, Piping At Forres saw its last instalment of the European Pipe Band Championships of a six year run. One of Moray’s biggest events with audiences of up to 20,000 each year, this was truly a great spectacle with the sight and sound of hundreds of pipers and drummers. The event will continue in Inverness until 2021 and it is hoped that it will return to Moray again sometime in the future.



Moray has a wealth of events each year, and in 2018, featured the Gordon Castle Highland Games and Country Fair. It is also proud of its food and drink production and its music culture too.



Some of these examples include the International renowned Whisky Festival a worldwide stage for whisky connoisseurs’ and enthusiasts alike; and the Spirit of Speyside: Distilled 2018 event which brought together some of the best food and drink Moray has to offer. Seafest, in Lossiemouth has continued to grow from strength to strength with their one week festival which showcases, food, drink music and a wealth of activities and the 23rd annual celebration of traditional and contemporary Celtic music - Speyfest has been hailed as the biggest and best yet by organisers.

## Moray Council Assets’ Coordination

A commercialisation strategy is going through the approval process and a shortlist of potential income generating projects has been drawn up with sponsorship of parks, leisure facilities and promotion of leisure and community facilities being prioritised. Work with the leisure service to increase Fitlife memberships through a new corporate and tourist membership offering is being launched in the new year. Marketing and promotion of existing income generating schemes, such as offering MOTs for staff and the public, is also key to succeeding in maximising income where capacity allows.

Alongside this work, bringing surplus council buildings and land into income generating use has been and remains a priority before they are potentially disposed of as a capital receipt. The potential for future large scale projects include working on investing in harbour areas to bring buildings into retail, office and self-catering accommodation use transforming the harbour trail along the Moray coast; working with Moray Speyside Tourism to create a film hub promoting use of Moray as a TV and film shoot destination.

Key to ensuring future income generating success will be better management and coordination of an events officer role within Moray Council to co-ordinate use of parks, buildings and space in Moray for events. An events policy and fee structure is being drafted in 2020 with a view to introducing charges in 2021.

The plans for the cultural quarter as part of the Moray Growth Deal provides even more opportunity for event promotion and income to be generated for Moray Council, however the running of Grant Lodge as a venue and Moray Council retaining ownership of Elgin Town Hall in order to maximise this opportunity would be preferable.

### Event Liaison

The Economic Development team in consultation with other Council departments and external agencies, provide advice to event organisers regarding a wide range of events.

Through a good process of communication which has been established over the years, event organisers are able to get the appropriate advice and expertise tailored to their event planning which includes for example health and safety issues, legal and licensing, road closure to environmental health etc., to ensure that events are both safe and enjoyable for visitors attending.

### Moray Doors Open Day September 22, 2018

This is a Scotland wide project with events happening throughout each September and is supported nationally by the Scottish Civic Trust. The aim is to give members of the public a free “peek” behind doors that are normally closed into buildings that are of cultural and/or historic significance. This year 12 venues were open to the public plus there were 3 guided heritage walks in Elgin, Lossiemouth and Burghead.

Venues included Ramsay Macdonald’s house in Lossiemouth and Austin’s Tearoom in Elgin (with servers in period dress!). There was a total of 1613 people attended the day and thanks must go to the 78 volunteers who helped make this a memorable event. Very positive feedback was received including one visitor from Portugal who had visited Nelson’s Tower in Forres and wrote “Wonderful! Staff so helpful and friendly”



# 11 Local Performance Indicators

The following has been devised as a set of local indicators of the state of the local economy. Community Planning Partner, Skills Development Scotland collates a broad range of statistics including economic data and publishes this annually in support of the Regional Skills Assessment.

A summary data set will be included when the Moray Economic Strategy is refreshed and will likely replace the following.

Indicator	Moray 2016/17	Scotland 2016/17	Moray 2017/18	Scotland 2017/18	Moray 2018/19	Scotland 2018/19	Moray %change (2018 to 19)	Scotland %change (2018 to 19)
<b>Number of Building Warrant Applications</b>	882	37,556	928	40,213	892	39,159	-3.88%	-2.62%
<b>Number of Planning Applications</b>	596	26,990	654	26,220	542	25,244	-17.13%	-3.72%
<b>Private Housing rental (2 bed av mean monthly rents)</b>	£575	£643	£583	£652	£601	£668	3.09%	2.45%
<b>Average House Price</b>	£154,241	£166,734	£160,229	£175,229	£166,127	£178,993	3.77%	2.17%
<b>House Sales</b>	1,749	99,972	1,705	102,357	1,687	101,587	-0.76%	-0.60%
<b>Number of Enterprises</b>	3,195	174,625	3,195	174,229	3,250	177,075	1.72%	1.34%
<b>Population</b>	96,070	5,404,700	95,780	5,424,800	95,520	5,438,100	-0.27%	0.25%
<b>Gross Weekly Pay by workplace (all full time workers)</b>	£498.10	£547.30	£549.80	£563.20	£569.90	£576.70	3.71%	2.42%
<b>Gross Weekly Pay by residence (all full time workers)</b>	£497.90	£547.70	£527.20	£562.70	£561.60	£577.70	6.53%	2.67%
<b>% workforce in private sector</b>	81.3%	74.1%	78.80%	74.70%	81.7%	74.3%	3.68%	-0.67%
<b>New businesses were supported to start-up with one-to-one advice</b>	132	10,629	128	9,129	132	9,083	3.13%	-0.50%
<b>Job Seekers Allowance Claimants /March</b>	849	51,893	817	45,633	370	25,534	-54.71%	-44.04%
<b>Out of Work Benefits All Claimants</b>	1,270	83,590	1,210	88,915	1,530	107,760	26.45%	21.19%










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**REPORT TO: ECONOMIC DEVELOPMENT AND INFRASTRUCTURE  
SERVICES COMMITTEE ON 21 JANUARY 2020**

**SUBJECT: UPDATE ON BUSINESS GATEWAY REVIEW**

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

**1. REASON FOR REPORT**

- 1.1 To provide Committee with an update of the Business Gateway review and to seek approval for the recommendations.
- 1.2 This report is submitted to Committee in terms of Section III (F) (4) of the Council's Scheme of Administration relating to providing assistance to those engaged in industry or commerce.

**2. RECOMMENDATION**

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

- (i) note that the required 3 months' notice for terminating the Business Gateway Service Level Agreement with Highland Council by the end of this financial year has been given;
- (ii) once the outstanding funds from Phase I of the Local Growth Accelerator Programme have been recovered, consider whether to reinvest this into bespoke advice and training for businesses;
- (iii) note that there will be no further participation in Phase II of the Local Growth Accelerator Programme;
- (iv) approve a Development Officer post from 1 April 2020 onwards;  
and
- (v) note that the above arrangements will present an annual saving of £11,414.

### 3. **BACKGROUND**

- 3.1 Following on from the Economic Development and Planning section change management plan and Council's recent budget review in 2019 and consequently the reduction of one post in the Business Gateway team; a review of the current SLA with Highland Council was initiated.
- 3.2 A report was presented to the Policy & Resources Committee on 29 October 2019 (paragraph 11 of the minute refers) and it was agreed to give the required 3 months' notice for terminating the Service Level Agreement (SLA) with Highland Council by the end of this financial year and providing staffing resources instead within the Economic Growth and Regeneration team to undertake the following work:
- Represent the Council's interests with Business Gateway National on operational and management groups.
  - Ensure compliance with national standards and provides remediation
  - Provide monitoring and evaluation of activities/results
  - Oversee the customer records management system.
  - Procure workshops and call off specialist advice
  - Manage the out-sourced workshop providers including the booking and management of venues
  - Coordinate performance reporting
  - Identify funding and design initiatives to provide additional and added value activity to enhance the core Business Gateway service in Moray.
  - Oversee planning and delivery of Business Gateway marketing and PR activity to raise awareness of and promote the Service
  - Assist the Economic Growth and Regeneration Manager in delivering business gateway and project work.
- 3.3 Part of the SLA was a European funded Local Growth Accelerator Programme (LGAP) for small businesses. For Phase I, Highland Council confirmed now that the outstanding claims for the Moray operation is just over £27,600 and will be recovered in due course. It is proposed that once received it will be reinvested in specialist advice and training for businesses in Moray.
- 3.4 Phase I of LGAP concluded on 31 December 2019. As it was part of the SLA with and led by Highland Council, it was confirmed that it would not be possible for them to make any separate arrangements and steps have been taken to remove Council from their Phase II application.
- 3.5 Whilst Council could pursue European Funding for a local LGAP programme, the evidence of demand and need in relation to additional administrative burden and restrictions would outweigh the relative small return on investment, and reinvestment of the one-off return of £27,600 into specialist advice and training would be the best option.
- 3.6 Highland Council has received only funds for their first claim so far including the Moray's spend of £11,967.75, which will be invoiced shortly. The proposed programme of specialist advice and training is included in this report as **APPENDIX I** and most likely will be scheduled over 2 financial years as all funds become available. It provides an opportunity to offer a bespoke training & support package, which will be procured and managed locally and complements the core Business Gateway services.

3.7 Moray Economic Strategy 2019 – 2029 seeks to deliver business growth in small and medium-sized businesses employing more than 10 people. By developing a long-term programme of business acceleration activities, this will support young and small enterprises to focus rigorously on their growth in the UK and in international markets thus enabling the achievement of the desired outcomes of the strategy. It will also help to address that in Moray business birth and growth rates are poorer than in comparable areas. The proposed programme is also preparing the ground for creating further support in this area, which is anticipated to come through the Moray Growth Deal proposal.

3.8 In summary it includes the following:

- Moray Accelerator Programme (in collaboration with HIE) will be aimed at small and medium-sized businesses employing more than 10 people and will offer different entrepreneurial themes over the course of 12 weeks from business models and goal setting, identifying new market opportunities to intellectual property, scaling up, growth and leadership. Estimated total cost - £24,000 split between HIE £15,200 (subject to confirmation) and £8,800 from LGAP returned funds  
Business Growth Workshops & Masterclasses - Demand has indicated that a range of topics will be delivered through full and half day sessions to businesses with aspirations to grow. Estimated cost - £5,000
- Additional Specialist Advice – 1 to 3 days advice available to businesses demonstrating significant growth potential who need help with specific issues relating to growth plans. Estimated cost - £8,800  
Moray Business Showcase - 70+ businesses exhibiting at the Moray Sports Centre, Elgin. Estimated cost - £5,000

Indicative cost allocations are based on the delivery of Phase I of LGAP and previously run workshops and seminars.

3.9 As previously outlined, the Economic Growth and Regeneration section, which includes Business Gateway, does not have the resources to absorb the additional workload. The SLA with Highland Council had allocated 4.5 days between several members of staff in addition to management fees. Therefore it is proposed that additional staffing resource is provided through creating an additional f/t Development Officer post at Grade 9, utilising savings on the SLA and budget from changes in the service this will provide an annual saving of £11,414.

3.10 Depending on the outcome of this committee's decision regarding the proposed specialist advice and training programme, it is anticipated that approximately 60% to 70% of the Officers time will be spent on providing business support with the remaining time allocated to the unexpected range of extra projects and programmes allocated to the Economic Growth & Regeneration section such as Town Centre Capital Fund, Museums services closure transition period to a new organisation, Rural Tourism Infrastructure Fund projects, Coastal Community Fund etc. As these funds are all direct investments, none provide any extra financial allocation for staffing and at present the workload and demands outnumber the staff resources available. It is anticipated that such funding opportunities for the Council and the community will continue to arise in this way and without this additional

resource we will not have the staffing compliment to facilitate these external funding opportunities to be realised in Moray.

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

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

The proposal will contribute to achieve the Corporate Plan priority to promote economic development and growth, also the LOIP priority of a growing and sustainable economy.

**(b) Policy and Legal**

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

**(c) Financial implications**

The agreed SLA with Highland Council has increased since the originally negotiated cost of £44,100 in January 2018. As it is linked to Highland Council staff salaries, it has increased since the recent pay award including back payment. It is expected that by the end of the financial year it will have increased into the region of £48,000, which is met out of the Business Gateway allocated budget. Taken together with savings identified within the service from recent changes through reduction of hours, a total of £64,300 is available. An f/t Development Officer Post on salary scale grade 9 with on-cost will be £52,886. It presents an annual saving of £11,414.

**(d) Risk Implications**

Moray Council has invested funding into the Highland Council's led Phase I, LGAP European funding application & delivery of the project and so far has spent money but not received any yet. However Highland Council has now confirmed that it received Moray's spend of £11,967.75 within its first claim, which will be invoiced shortly and still has to claim £15,652.18, subject to Government approval.

With the severance of the SLA with Highland Council from the end of this financial year, it is time critical to have the necessary additional staff resources in place to ensure a smooth transition and necessary resources in place to fulfil the obligations for delivering the Moray Business Gateway Services.

**(e) Staffing Implications**

As outlined in para 3.6 of this report the Economic Growth and Regeneration section, which includes Business Gateway does not have the resources to absorb the additional workload, it is proposed that the funding saved on the SLA will be used to address the resources need. It will be subject to consultation with HR.

**(f) Property**

There are no property implications

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

There are no equalities impacts arising from this report

**(h) Consultations**

The Depute Chief Executive (Economy, Environment and Finance), the Head of Economic Growth and Development, the Principal Accountant (P Connor), the Legal Services Manager, the Equal Opportunities Officer, the Human Resources Manager and Lissa Rowan (Committee Services Officer) have all been consulted and their comments included within the report.

**5. CONCLUSION**

**5.1 Since the transfer of Business Gateway from Highlands and Islands Enterprise to Local Authorities in 2009, it has been an evolving process. At the time it was the obvious route of action to continue the shared services through a Service Level Agreement (SLA) with Highland Council and their arms lengths delivery company of Highland Opportunities Ltd.**

**5.2 Following budget reviews by Highland and Moray Councils which further reduced the resources, a recent review of the SLA concluded to recommend the services be delivered in-house by Moray Council.**

**5.3 However it is hoped that the services will still work in close partnership to maximise the benefits to small and medium sized enterprises.**

**5.4 If the proposals are approved it would present an annual saving of £11,414.**

Author of Report:	Reni Milburn, Economic Growth & Regeneration Manager
Background Papers:	Proposals, correspondence and documents on file in Economy, Environment and Finance Department, Economic Growth & Regeneration Section

Ref:





**APPENDIX I****Proposed use of returned LGAP ERDF funds****Moray Accelerator Programme (in collaboration with HIE)**

The ambitious Moray Economic Strategy 2019 – 2029 seeks to deliver business growth in small and medium-sized businesses employing more than 10 people. By developing a long-term programme of business acceleration activities, this will support young and small enterprises to focus rigorously on their growth in the UK and in international markets thus enabling the achievement of the desired outcomes of the strategy. It will also help to address that in Moray business birth and growth rates are poorer than in comparable regions. The proposed programme is also preparing the ground for creating further support in this area, which is anticipated to come through the Moray Growth Deal proposal.

It's building on the success of the HIE led pilot programme in 2019 and is in line with what other areas such as Aberdeen/shire and Dundee have delivered over recent years. The course will cover different entrepreneurial themes over 12 weeks from business models and goal setting, identifying new market opportunities to intellectual property, scaling up, growth and leadership.

There will be a focus on building capability of SMEs to secure higher value contracts (public and commercial) and encourage supply chain development. Collaboration, routes to international markets and opportunities to create employment opportunities and upskill their present workforce will also be key components of the accelerator. The content of the accelerator will be formally developed, to include topics such as:

- Strategy and Planning
- Leadership and Management
- Market and Internationalisation
- Sales and Marketing
- Innovation
- Operations and Productivity
- Staff Profile and Development
- Financial Review and Development

Estimated total cost: £24,000 split between HIE £15,200 (subject to confirmation) and £8,800 from LGAP returned funds

**Business Growth Workshops & Masterclasses:**

These will be delivered through Business Development Framework procured by Moray Business Gateway. Demand has indicated that the following topics will be delivered through full and half day sessions to businesses with aspirations to grow.

*Topics will include but not be limited to the following:*

- Branding and Marketing
- The Perfect Pitch

- Business efficiency
- Financing growth
- Strategies for Growth
- Developing and Managing Staff

Estimated cost: £5,000

### **Additional Specialist Advice**

1-3 days advice available to businesses demonstrating significant growth potential who need help with specific issues relating to growth plans particularly but not exclusively:

- Supply Chain Opportunities
- Accessing International Markets
- Protecting Intellectual Property
- Sector specific advice – i.e. Food & Drink (including agriculture & fisheries)
- Creative Industries (including digital)
- Sustainable Tourism.
- Energy (including renewables)
- Life Sciences

Estimated cost: £8,800

### **Moray Business Showcase – May 2020**

Over the last 5 years Business Gateway along with stakeholder partners have delivered Moray Business Week, usually in November each year. A number of factors including partner resource and business availability has resulted in a re-think of our approach. In early 2019 we agreed with partners that Moray Business Week would not run in 2019 but that we would look at an idea for a 'spotlight', 'expo', 'showcase' style event for the region instead, to celebrate Moray businesses and what they have to offer to the wider Scottish and UK marketplace.

These partners have had experience of similar events in other regions and are satisfied that an event such as this would benefit Moray businesses. There has also been interest from businesses out with our region, keen to develop their presence within Moray.

A number of Partner meetings have led to a proposal of an event as follows:

- Moray Business Showcase Thursday 21<sup>st</sup> May 2020 - 10am – 4pm
- 70+ businesses exhibiting at the Moray Sports Centre, Elgin, Moray

Estimated cost: £5000



**REPORT TO: ECONOMIC DEVELOPMENT AND INFRASTRUCTURE  
SERVICES COMMITTEE ON 21 JANUARY 2020**

**SUBJECT: ENVIRONMENTAL AND COMMERCIAL SERVICES / ECONOMIC  
GROWTH AND DEVELOPMENT BUDGET MONITORING TO 31  
OCTOBER 2019**

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

**1. REASON FOR REPORT**

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

**2. RECOMMENDATION**

- 2.1 **It is recommended that Committee considers and notes the budget monitoring report for the period to 31 October 2019.**

**3. BACKGROUND**

- 3.1 The revised Performance Management Framework February 2013 agreed by The Moray Council on 22 May 2013 (paragraph 8 (iii) of the Minute refers) requires that progress against Capital and Revenue Expenditure and the Capital Plan is reported to the relevant Service Committee every Committee cycle. Expenditure is reported in the first instance to Policy and Resources Committee quarterly.
- 3.2 The Capital Plan for 2019/20 was approved by a meeting of Moray Council on 27 February 2019 (para 4 of the minute refers). Amendments approved by Council and by Policy and Resources Committee since this date have been incorporated into this report.
- 3.3 The Capital Plan reflects the Council's priorities and is developed adhering to the Council's Capital Strategy. Regular monitoring reports are provided to Policy and Resources Committee and this Committee. Policy and Resources Committee on 10 May 2016 agreed to amendments to the information provided in response to the Audit Scotland report "Major Capital Investment in Councils" (para 7 of the minute refers). Accordingly, this report will give

details of expenditure on projects which span more than one financial year, as set out in **APPENDIX IV**.

- 3.4 The Revenue budget was approved at a meeting of the Council on 27 February 2019 (para 10 of the minute refers). The current total Revenue budget for Environmental and Commercial Services is £21.748 million in 2019/20.

#### **4. ENVIRONMENTAL AND COMMERCIAL SERVICES REVENUE BUDGET**

- 4.1 **APPENDIX I** details the Environmental and Commercial Revenue Budget position to 31 October 2019.

#### **4.2 REVENUE BUDGET POSITION 31 OCTOBER 2019**

<b>Annual Budget</b>	<b>Budget to 31 October 2019</b>	<b>Actual to 31 October 2019</b>	<b>Variance 2019-20</b>
<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
21,748	11,296	11,237	59

- 4.3 Environmental and Commercial Revenue Budget actual and committed budget has an overall underspend to budget, of £59,000, with major revenue variances described in para 4.4 - 4.7 of this report. Underspends or overspends are against projected budgets for the period only.

#### **Position at 31 October 2019**

<b><u>Service</u></b>	<b>Ref Para</b>	<b>Overspend</b>	<b>Underspend</b>
		<b>£000s</b>	<b>£000s</b>
Waste Management	<b>4.4</b>	86	
Lands and Parks / Countryside Amenities Access	<b>4.5</b>		31
Fleet Services	<b>4.6</b>		151
Traffic & Transportation Mgt	<b>4.7</b>	35	

#### **Major Variance**

- 4.4 **Waste Management** has an overall overspend of £86,000 which is due to:

**Underspends** in Net gas income (£13,000), Energy costs (£16,000), landfill tax (£38,000), leachate (£45,000), tipping income surplus (£18,000), recycling costs (£9,000) and green waste income surplus (£54,000). This totals a £193,000 underspend.

**Overspends** in Fuel (£56,000), Internal Fleet recharges (£62,000), Recycling Income shortfall (£104,000), Trade waste income shortfall (£51,000) and Equipment and furniture (£6,000). This totals a £279,000 overspend.

- 4.5 **Lands and Parks/ Countryside Amenities Access** has an overall underspend of £31,000 mainly due to the following major variances:-  
**Income surplus** – this is due to additional income from Flood Alleviation and Housing revenue account and projected to be £60,000 above budget by year end.  
**Expenditure Overspends:** £23,000 Fleet Services Transport Costs; Burial Ground property costs £3,000 which includes gantry purchased for headstone stabilisation and more internments than traditionally expected.  
**Expenditure Underspends:** £28,000 supplies and services; £10,000 property costs, Burial Ground Maintenance of Ground £8,000 War Memorials £12,000 other GM £6,000.  
Income Underachievement Burial Income has now reduced and sale of lairs is currently underachieved by £10,000.
- 4.6 **Fleet Services** has an overall underspend of £151,000 due to an underspend on transport costs of £67,000, that can be attributed to the number of external hire cars reducing during the period, internal vehicle parts spend is under budget due to work that has been subcontracted. Vehicle tyres and road fund licences are underspent due to phasing of budgets. There was also an overachievement of recharges to other departments of £84,000.
- 4.7 **Traffic and Transportation** have an overspend of £35,000 – less than 2% of budget. Due to timing differences between income and expenditure there is a temporary overspend £85,000 on dredger maintenance and running costs. This will duly be offset by income received from commercial work carried out for Forth Ports. There is also an underspend (positive variance) of about £50,000 due to car park income being higher than budgeted.

## 5. **ECONOMIC GROWTH AND DEVELOPMENT (ECONOMIC DEVELOPMENT) REVENUE BUDGET**

REVENUE BUDGET		Position 31 October 2019	
Annual Budget	Budget to 31 October 2019	Actual to 31 October 2019	Variance 2019-20
£000s	£000s	£000s	£000s
735	426	430	-4

- 5.1 Economic Growth and Development (Economic Development) has a minor overspend variance to budget of £4,000.
- ## 6. **ENVIRONMENTAL AND COMMERCIAL SERVICES CAPITAL BUDGET TO 31 OCTOBER 2019**
- 6.1 **APPENDIX II** details the Environmental and Commercial Services Capital Budget position to 31 October 2019. The total Capital Plan budget of £27.442 million has an actual spend at the end of October 2019 of £9.774 million.
- 6.2 **APPENDIX III** shows the individual projects within the Capital Budget.

- 6.3 Expenditure on Environmental and Commercial Services - Land and Buildings to 31 October totals £4,277,000. Expenditure of £1,107,000 has been incurred for the ongoing project to provide integrated waste facilities at Moycroft in Elgin and £3,075,000 has been spent on the NESS energy from waste project.
- 6.4 Expenditure on Environmental and Commercial Services – Infrastructure assets to 31 October totals £4,613,000. The major items of expenditure are £1,611,000 on carriageway resurfacing /reconstruction, £349,000 for new LED street lighting and £712,000 for Portknockie Landslip works. £89,000 was spent on bridge repairs at New Craigellachie Bridge and Arthur's bridge and £182,000 on the B9136 Glenlivet Bridge. £132,000 was spent on upgrading Buckie Harbour for the period.
- 6.5 Expenditure on vehicles, plant and equipment to 31 October totals £884,000. The major item of expenditure being £812,000 on the vehicle replacement programme.

## 7. **PROJECTED OUTTURN**

- 7.1 Budget managers have been requested to update projected estimates of expenditure on capital projects in 2019/20. Projects are graded for confidence of achieving projected expenditure with high confidence rated as green, medium confidence as amber and low confidence as red. A summary of the ratings is given in the table below and **Appendix III**. There are three projects currently rated amber - Replacement burial grounds, Roads - drainage and other works and Buckie Harbour infrastructure improvements.

<b>Risk status</b>	<b>RAG</b>	<b>No. of projects</b>	<b>Projected expenditure 2019/20 £000s</b>
High confidence of spend to estimate	G	46	26,405
Medium confidence spend to estimate	A	3	1,058
Low confidence of spend to estimate	R	0	0
		<b>49</b>	<b>27,463</b>

## 8. **RISK AND EMERGING ISSUES**

- 8.1 Budget managers have been requested to identify any specific areas of risk for the projects in the Capital Plan for which they are responsible.
- 8.2 The main risk for the vehicle replacement programme is that due to ongoing budget uncertainty some user departmental managers have been unable to commit to the number and specification of vehicles and plant due for replacement. This can lead to manufacturers being unable to deliver within the current financial year.
- 8.3 Land compensation claims remain a risk for the major flood alleviation scheme at Forres.
- 8.4 Poor weather conditions can impact project timescales.

- 8.5 Lack of staff resources and staff turnover can impact on project timescales.
- 8.6 Other emerging work priorities can impact on scheduled works.
- 8.7 No other project risks have been specifically identified by budget managers

## **9. SUMMARY OF IMPLICATIONS**

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

Effective budget management is an essential component of delivery of Council priorities. This report was informed by Moray 10 Year plan and provides support to enable the following priorities to be delivered: Growing diverse and sustainable economy, Building a better future for our children and young people in Moray, Empowering and connecting communities and working towards a financially stable council that provides valued services to our communities.

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

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

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

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

Environmental and Commercial Services Revenue spend to 31 October 2019 is £11,237,000 against a budget of £11,296,000 giving an underspend of £59,000.

Development Services – (Economic Growth and Development) Revenue spend to 31 October 2019 is £430,000 against a budget of £426,000 giving a minor variance.

Direct Services Capital spend is £9.774 million to 31 October 2019.

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

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

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

There are no staffing implications arising from this report.

### **(f) Property**

There are no Property implications arising from this report.

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

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

### **(h) Consultations**

This report has been prepared in consultation with the Depute Chief Executive (Economy, Environment and Finance), Paul Connor, Principal Accountant, Head of Environmental and Commercial Services, Head of Economic Growth and Development, Legal Services Manager, Lissa Rowan, Committee Service Officer and Direct Services Management Team and Budget Managers. Any comments have been taken into consideration.

## **10. CONCLUSION**

### **10.1 This report sets out the budget monitoring position and comments on variances for the Environmental and Commercial Services and Development Services (Economic Growth and Development) Capital and Revenue Budget for the period to 31 October 2019.**

Author of Report: Nichola Urquhart, Quality Management Systems Officer

Background Papers:

Ref:



**DIRECT SERVICES REVENUE BUDGET PROGRESS  
PERIOD TO 31 OCTOBER 2019**

Service	Budget 2019-20	Budget 31 October 2019	Actual 31 October 2019	Variance 2019-20
	£000s	£000s	£000s	£000s
Building Cleaning & Catering	4,975	2,815	2,814	1
Waste Management	7,560	3,622	3,708	-86
Direct Services Admin /Quality Assurance	303	171	172	-1
Lands and Parks/Countryside Amenities/Access	1,276	645	614	31
Roads Management	3,758	2,274	2,276	-2
Fleet Services	-1,834	-974	-1,125	151
Traffic &Transportation Mgmt	4,988	2,137	2,172	-35
Flood Alleviation Management	930	502	502	0
Unallocated Efficiency Savings	-387	0	0	0
Direct Services Directorate	179	104	104	0
<b>Total</b>	<b>21,748</b>	<b>11,296</b>	<b>11,237</b>	<b>59</b>



## APPENDIX II DIRECT SERVICES CAPITAL BUDGET PROGRESS – PERIOD TO 31 OCTOBER 2019

				Projected Expenditure				Total Projected Expenditure
	Number of Projects	Current Capital Plan 2019/20	Actual Expenditure	Q1	Q2	Q3	Q4	
Vehicle Plant and Equipment	13	4,546	884	493	383	1,112	2,570	4,558
Lands and Buildings (Direct Services Only)	7	11,210	4,277	257	4,104	3,630	3,219	11,210
Infrastructure	31	11,686	4,613	1,017	2,864	5,099	2,715	11,695
<b>Total</b>	<b>49</b>	<b>27,442</b>	<b>9,774</b>	<b>1,767</b>	<b>7,351</b>	<b>9,841</b>	<b>8,504</b>	<b>27,463</b>



## CAPITAL PROJECTS

## APPENDIX III

Direct Services Capital Programme	Capital Plan 2019-20	Actual Expenditure 31 October 2019	Total Projected Expenditure	R/A/G	
2019 / 2020	£000	£000	£000		
Vehicle & plant replacement programme	3,827	812	3,827	G	Environmental Protection
Pool car booking system	0	4	4	G	Fleet
Facilities Management Equipment	8	0	8	G	Environmental Protection
Traffic Data collection equipment	7	1	7	G	Transportation
Traffic Signal Replacement Forres	5	2	5	G	Transportation
Domestic & Trade Waste Bins	35	43	43	G	Environmental Protection
Materials recovery Facility upgrade	150	0	150	G	Environmental Protection
Replacement Green Waste Shredder at Moycroft	235	0	235	G	Environmental Protection
Upgrade Recycling Centres	4	4	4	G	Environmental Protection
Replacement Baler for recyclable material streams	130	0	130	G	Environmental Protection
Waste Strategy Development	10	0	10	G	Environmental Protection

## CAPITAL PROJECTS

## APPENDIX III

Direct Services Capital Programme	Capital Plan 2019-20	Actual Expenditure 31 October 2019	Total Projected Expenditure	R/A/G	
2019 / 2020	£000	£000	£000		
Childrens Play Areas (Parkland)	35	18	35	G	Environmental Protection
Harbours – pilot boat replacement Buckie	100	0	100	G	Transportation

Direct Services Capital Programme	Capital Plan 2019-20	Actual Expenditure 31 October 2019	Total Projected Expenditure	R/A/G	
2019 / 2020	£000	£000	£000		
Replace waterproofing and expansion joints at multi storey car parks	228	0	228	G	Consultancy
Dallachy Landfill Site	657	95	657	G	Environmental Protection
Integrated Waste Facility , Moycroft	2,581	1,107	2,581	G	Environmental Protection
NESS energy from waste – IAA2, IAA3	7,606	3,075	7,606	G	Head of Direct Services
Replacement Recycling Centre Elgin	50	0	50	G	Head of Direct Services
Upgrade Recycling Centre facilities	77	0	77	G	Environmental Protection
Replacement burial grounds – ground investigation Elgin Site	11	0	11	A	Environmental Protection

Direct Services Capital Programme	Capital Plan 2019-20	Actual Expenditure 31 October 2019	Total Projected Expenditure	R/A/G	
2019 / 2020	£000	£000	£000		
Disability Adaptions	61	31	61	G	Transportation
New Road Signs and Markings	37	5	37	G	Transportation
Road safety barrier provision	197	106	197	G	Consultancy
Road safety provision	221	16	221	G	Transportation
CWSS	157	4	157	G	Transportation
Carriageway resurfacing/ reconstruction/ surface dressing	2,227	1,611	2,227	G	Roads Maintenance
Carriageway works re windfarm routes	153	153	153	G	Roads Maintenance
Drainage and other works	915	303	915	A	Roads Maintenance
Footways	300	95	300	G	Roads Maintenance
Timber Traffic Structural Works	490	234	490	G	Roads Maintenance
Elgin Transport Strategy	104	113	113	G	Transportation

Direct Services Capital Programme	Capital Plan 2019-20	Actual Expenditure 31 October 2019	Total Projected Expenditure	R/A/G	
2019 / 2020	£000	£000	£000		
ReplaceSOX and SON street lights with LED lights	1,100	349	1,100	G	Roads Maintenance
Replacement columns and lights	618	252	618	G	Roads Maintenance
A941 New Craigellachie Bridge	1,800	49	1,800	G	Consultancy
Arthur's Bridge	86	40	86	G	Consultancy
B9136 Glenlivet Bridge	254	182	254	G	Consultancy
Remote footbridges	92	0	92	G	Consultancy



Direct Services Capital Programme	Capital Plan 2019-20	Actual Expenditure 31 October 2019	Total Projected Expenditure	R/A/G	
2019 / 2020	£000	£000	£000		
Findhorn Flood Alleviation	8	8	8	G	Consultancy
Lossiemouth Seatown Flood Risk Management	100	0	100	G	Consultancy
Portgordon Flood risk management	0	0	0	G	Transportation
Porknockie Landslip	1,144	712	1,144	G	Consultancy
Harbours-replacement of life expired elements and upgrades-Buckie	135	132	135	G	Consultancy
Harbours-replacement of life expired elements and upgrades-Burghead	258	1	258	G	Consultancy
Harbours-replacement of life expired elements and upgrades- Cullen	35	0	35	G	Consultancy
Harbours-replacement of life expired elements and upgrades-Findochty	57	0	57	G	Transportation
Harbours-replacement of life expired elements and upgrades-Harbour Offices	20	0	20	G	Transportation
Harbours-replacement of life expired elements and upgrades-Portknockie	397	1	397	G	Consultancy
Sustainable travel projects ( grant funded)	360	203	360	G	Transportation
LCTT ERDF					

Speyside Way Upgrade					
Sustainable travel projects (grant funded) LCTT car charge points	200	13	200	G	Transportation
Harbours – Economic Development	28	0	28	G	Transportation
Harbours Economic Development – Buckie harbour Infrastructure Improvements – Ice Plant & Fuel Tank	132	0	132	A	Transportation

Major Capital Projects spanning more than 1 financial year as at 31 October 2019

APPENDIX IV

Description	Approved Budget	Total Expenditure in previous financial years	Current 2019-20 Budget	Actual spend to 2019-20	Remaining Budget 2019-20	Project Life Spend to 31/10/19	Projected Future Years Budget Required	Estimated Final Cost	Projected Budget Variance
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
LED Street lighting replacement programme	5,000	3,117	1,100	349	751	3,466	0	4,217	783
Moycroft Integrated Waste Facility	2,947	366	2,581	1,107	1,474	1,473	0	2,947	0
NESS Energy from Waste	27,224	660	7,606	3,075	4,531	3,735	18,958	27,224	0
<b>Total</b>	<b>35,171</b>	<b>4,143</b>	<b>11,287</b>	<b>4,531</b>	<b>6,756</b>	<b>8,674</b>	<b>18,958</b>	<b>34,388</b>	<b>783</b>





**REPORT TO: ECONOMIC DEVELOPMENT AND INFRASTRUCTURE  
SERVICES COMMITTEE ON 21 JANUARY 2020**

**SUBJECT: PERFORMANCE REPORT (ENVIRONMENTAL AND  
COMMERCIAL SERVICES) – HALF YEAR TO SEPTEMBER 2019**

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

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

- 1.1 To inform the Committee of the performance of the service for the period from 1 April 2019 to 30 September 2019.
- 1.2 This report is submitted to Committee in terms of Section III (A) (4) and (B) (58) of the Council's Scheme of Administration relating to contributing to public performance reporting and the development and monitoring of the Council's Performance Management Framework.

### **2. RECOMMENDATION**

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

- (i) **scrutinises performance of the Performance Indicators, Service Plan priorities and Complaints to the end of September 2019;**
- (ii) **welcomes good performance;**
- (iii) **notes the actions being taken to improve performance where required;**
- (iv) **approves the suggested changes to the Performance Indicators reported to this committee, as detailed in Section 6 of the report and within Appendix 1.**

### **3. BACKGROUND**

- 3.1 At a meeting of the Moray Council on 07 August 2019, a revised Performance Management Framework was approved (para 5 of the draft minute refers). A key part of this framework covers the Managing, Delivering and Reporting of Performance. This was intended to increase focus on priority areas and reduce the detailed narrative around lower priority indicators in order to ensure that debate, scrutiny and challenge was directed at the areas of strategic importance to the council rather than routine operational performance. Whilst the latter is clearly deserving of scrutiny if trends

develop, consideration at committee should focus on the ability to deliver priorities in the LOIP, Corporate Plan and Service Plan. This half yearly performance report allows for agreed Performance Indicators, Service Plan priorities and Complaints Data for Environmental and Commercial Services, to be monitored by committee as outlined in this section of the framework.

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

##### **Performance Indicators**

- 4.1 A list of all indicators reported to this committee is provided in **APPENDIX 1**. This list includes targets and data for both the last three years and last five quarters. The table below summarises this performance at the end of quarter 2.

<b>Service</b>	<b>No. of Indicators</b>	<b>Green Performing Well</b>	<b>Amber Close Monitoring</b>	<b>Red Action Required</b>	<b>Data Unknown at this stage</b>	<b>Data Only</b>
Consultancy	3	0	0	0	3	0
Environmental Protection	15	1	1	1	12	0
Roads Maintenance	15	5	0	0	10	0
Transportation	27	6	0	1	18	2
<b>Total no of indicators</b>	<b>60</b>	<b>12</b>	<b>1</b>	<b>2</b>	<b>43</b>	<b>2</b>
<b>Indicators with data available against target at end of Quarter 2</b>	<b>15</b>	<b>80%</b>	<b>7%</b>	<b>13%</b>		

- 4.2 Of the 15 indicators due to report data against target at the end of September 2019, 12 (80%) are performing well, 1 (7%) requires close monitoring while 2 (13%) require action. 2 further indicators have reported data however this is not against target.

##### **Service Plan**

<b>Number of Actions</b>	<b>Completed - Expected by end quarter 2</b>	<b>Completed - Actual by end quarter 2</b>	<b>Cancelled</b>	<b>Overdue at end quarter 2</b>
15	0	0	0	0

- 4.3 At a meeting of this Committee on 5 November 2019, approval was given for the Environmental & Commercial Services Service Plan covering the period 2019-2022 (para 6 of the draft minute refers).
- 4.4 Of the 15 actions included in the plan, none were due to be completed by the end of quarter 2 2019/20. Updates on these actions will be reported at the end of quarter 4.

##### **Complaints**

- 4.5 During the half year to the end of September 2019, Environmental & Commercial Services received 177 complaints. 170 were closed during the same period. Of the closed complaints, 168 were dealt with at the frontline stage, 1 was investigated further while another was escalated. 63 of the frontline complaints along with investigated complaint were upheld while the escalated complaint was partially upheld. Along with these complaints, 126 MP/MSP enquiries were also received and dealt with.

## **5. PERFORMANCE ANALYSIS**

### **Areas of good performance – Performance Indicators**

#### Environmental Protection – Building, Cleaning & Catering

- 5.1 Envdr211 “Food cost per school meal (Primary School)”.  
During both quarter 1 and 2 2019/20, the food cost per school meal has been recorded as £0.72, £0.08 below target.

#### Roads Maintenance – Fleet Services

- 5.2 Envdr130c “% Occasions where vehicles were available for use”.  
This indicator has consistently been reported above target however performance at the end of quarter 2 was particularly high with 98.11% of all council vehicles recorded as being available for use. Some of this high percentage has been attributed to seasonal workload however a recent redesign of the service has led to the introduction of improved work procedures which are proving to be effective.
- 5.3 Envdr259 “Average mileage of Pool Cars”.  
During both quarters 1 and 2 2019/20, the average mileage of pool cars was recorded as above the target of 3,000 at 3,091 and 3,037 respectively. Unfortunately, the introduction of the new Tranman booking system was delayed beyond the expected start date due to unforeseen IT issues highlighted during the final testing phase. These issues have now been resolved with the new system in operation for bookings from early January 2020. It is anticipated this new system will remove the problem of block booking and will allow for better use of the pool car fleet and more effective recharging to departments.

#### Roads Maintenance

- 5.4 Envdr136a “% Emergency repairs – made safe within 2 hours”.  
For the fourth consecutive quarter, all emergency repairs in Moray were made safe within 2 hours.

### Transportation – Car Parks

- 5.5 Envdr232 “Average occupancy of all paid car parks in Elgin”.  
Average occupancy of paid car parks in Elgin continues to be above the 50% target. Over the half year to the end of September 2019, occupancy increased from 51% in quarter 1 to 53% in quarter 2. This is a slight decline from the 56% recorded in quarter 2 2018/19, however the income generated this year has exceeded last year’s half year figure. To the end of September 2019, income from paid car parks was £466,953.25 compared to £428,131.41 at the end of September last year.

### Transportation – Traffic Management

- 5.6 Envdr074k “% of Road Construction Consent (RCC) applications responded to with final decision within 20 working days” and Envdr242 “% of traffic enquiries dealt with within target time”.  
Both indicators have continued to perform well and at target. All RCC applications were responded to within 20 working days while 95% of all traffic enquiries were dealt with on time.

### **Areas identified for monitoring – Performance Indicators**

#### Environmental Protection – Building Cleaning & Catering

- 5.7 Envdr249 “% Primary school pupils taking school meals – Uptake in primary school meals for primaries 1, 2 & 3”.  
Uptake of primary school meals with primaries 1-3, has increased between quarter 1 and 2 from 69.4% to 72% however this remains below the target of 75%. National data recorded during the most recent Healthy Living Survey shows that across Scotland the uptake of school meals with early year’s pupils is in decline. In 2016, 81.7% of P1-3 pupils present during the survey day took a school meal. In 2019, this had fallen to 79%.

### **Areas identified for improvement – Performance Indicators**

#### Environmental Protection – Building Cleaning & Catering

- 5.8 Envdr071 “% Primary School Pupils taking School Meals – Uptake in primary school meals”.  
Uptake of primary school meals has increased slightly between quarters 1 and 2 however at the end of September the 51.9% uptake remains well below the 60% target. Looking at the rates by school year, primary 4 has been identified as being particularly poor due to the transition from free meals to paying.
- 5.9 As with primary 1-3 pupils (para 5.7 above), national data from the Healthy Living Survey has shown uptake of school meals across all primary years in Scotland is in decline. In 2016, 66% of all P1-7 pupils present during the survey day took a school meal. In 2019, this fell to 60.4%.



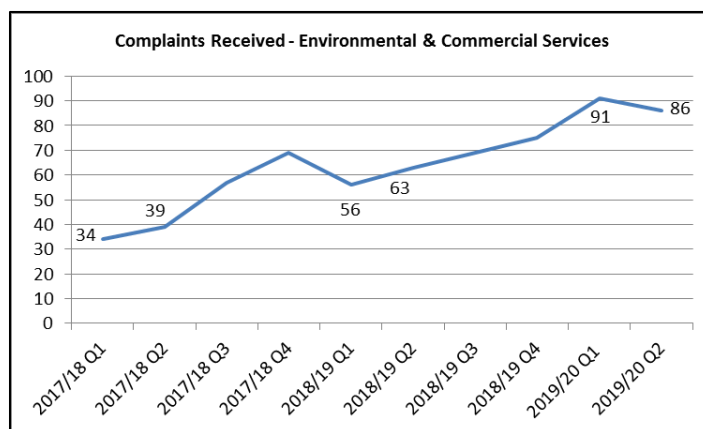
- 5.10 On completion of the 2 choice menu trial in the final term of the 2018/19 academic year, the decision was taken to continue with a 3 choice menu in all primary schools. Meals have been amended slightly to reflect some of the more popular choices and a promotional campaign is ongoing.

#### Transportation – Public Transport

- 5.11 Envdr240 “Net unit cost per passenger per trip of the Dial M Service (which includes Dial a Bus and scheduled services)”.  
The net unit cost per passenger has increased between quarters 1 and 2 to a high of £4.21. At a meeting of this committee on 05 November 2019, approval was given for the introduction of an enhanced service, to route 369, which includes new links in rural Speyside, Aberlour and Forres (para 7 of the draft minute refers). This approval will increase the accessible public transport options in an area previously identified for improvement and by using the electric bus it not only provides a low carbon alternative but will also allow the Public Transport Unit to claim the maximum rate of operator grant from Transport Scotland.

#### Complaints

- 5.12 Over the past two years, the number of complaints received by Environmental & Commercial Services has steadily increased. Compared to the first half of 2017/18, the number received has risen from 73 to 177.



- 5.13 Looking at the details of the complaints received during the first half of the past three financial years, missed bins and staff conduct have consistently been the most common issues. Missed bins have accounted for around a third each year while staff conduct, once the most complained about issue at 36%, has now halved to 18%.

Details of Complaint	Q1 & Q2		
	2017/18	2018/19	2019/20
Missed Bin	32%	30%	32%
Staff Conduct	36%	19%	18%

- 5.14 The reason for a bin being missed during a household collection can vary. If the reason is known, it can help identify where improvements can be made. Unfortunately, it is becoming increasingly common for no reason to be provided by customers when reporting the issue. Crew error can include issues such as new staff or new routes and would be recorded by the Waste Management department once investigations have been completed into the complaint.

Details of Missed Bin Complaint	Q1 & Q2		
	2017/18	2018/19	2019/20
Unknown	26%	42%	44%
Crew Error	30%	25%	30%
Householder Error	13%	28%	9%
Contaminated Waste	9%	3%	9%

- 5.15 An action to introduce a more Customer Focused Waste Management department has been included within the Environmental and Commercial Services Service Plan for 2019-22. This includes revising all Contact Centre Scripts to ensure improved communication with customers and working with Moray Council's Corporate Communications Team to remind residents that, unless missed bins are due to weather conditions or vehicle breakdown, a no return policy is in place. With clearer expectations of the service, it is hoped complaints can be reduced by 10%.

## 6. **Proposed Changes to Performance Indicators in 2019/20**

- 6.1 As per paragraph 4.1 above, **Appendix 1** provides a list of all performance indicators currently reported to this Committee for Environmental and Commercial Services. Changes have been proposed for some of these indicators while some additional information has been suggested for inclusion – all are noted for approval within **Appendix 1**.
- 6.2 As part of the revised Performance Framework and the increased focus on delivering priority areas, it is proposed that outcome measures included in the current Service Plan are reported as a section within this Performance Report.
- 6.3 It is proposed that the category for twenty performance indicators be changed to Management Information only. Data would still be collected for these however they would only be reported to Committee if required. This is part of the revised approach to performance management and reporting.
- 6.4 Two new performance indicators have been suggested to highlight the cost of school meals in both primary and secondary schools. The new primary school meal indicator would replace the indicator currently used; Envdr 211 Food cost per school meal (Primary Schools).
- 6.5 New Performance Indicators have been put forward for Harbours to show the income generated more accurately. These would replace the four indicators currently used and would continue to be reported annually.
- 6.6 Within the Traffic Management section, a new performance indicator has been suggested for Active Travel that aims to highlight the impact of work undertaken with Primary Schools in the area.

## **7. SUMMARY OF IMPLICATIONS**

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

Performance measurement is used to ensure the efficient and sustainable delivery of services to meet the Council's priorities in both the Corporate Plan and the LOIP.

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

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

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

None.

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

None.

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

None.

### **(f) Property**

None.

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

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

### **(h) Consultations**

The Head of Environmental and Commercial Services, Depute Chief Executive (Economy, Environment and Finance), Service Managers, the Equal Opportunities Officer, and Lissa Rowan, Committee Services Officer have been consulted with any comments received incorporated into this report.

## **8. CONCLUSION**




- 8.1 At the end of September 2019, 80% of Environmental & Commercial Services' indicators, with data to report against target, have shown good performance. The Service Plan for 2019/20 has been approved with work ongoing to deliver the agreed actions which includes targeting the high number of complaints in relation to Household Waste collections.**

Author of Report: Suzanne Wilson  
Background Papers: Held by Suzanne Wilson, Research & Information Officer  
Ref:




# Environmental & Commercial Services - Service Plan 2019-22 Outcome Measures




Cat	Suggested change	Code & Name	Target	2017/18	2018/19	2019/20	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Latest Note	Status
				Value	Value	Value	Value	Value	Value	Value	Value		
Local	New	Action 4(a)i Install vehicle fuel telematics to reduce carbon emissions. Outcome – 7% Fuel Savings	7%				Not measured for Quarters						
Local	New	Action 4(a)ii Eliminate single use plastic disposables in school meals catering. Outcome – Reduction from 100% to 10% usage.	10%				Not measured for Quarters						
Local	New	Action 4(a)iii Progress joint Energy from Waste Project. Outcome – diversion of approximately 23,000 tonnes of residual waste from landfill	23,000				Not measured for Quarters					Other than increase in recycling rates, performance against recycling will only significantly improve when the Energy from Waste Project is operational (August 2022).	
Local	New	Action 4(b) Promote and develop active and green travel in Speyside. Outcome – 5% increase in cycle journeys as measured by permanent cycle counters from early 2019 baseline					Not measured for Quarters					Baseline yet to be confirmed for Speyside Cycle Counters.	
Local	New	Action 4(b) Promote and develop active and green travel. Outcome – 10% increase in number of electric vehicles charging in Aberlour against 2018/19 figures.	46		42		Not measured for Quarters						
Local	New	Action 5(i) Strategic Project Delivery. 95% of strategic work completed on time and on budget.	95%				Not measured for Quarters						
Local	New	Action 5(k) Customer Focused Waste Management. Service standards to be improved and complaints reduced by 10% against 2018/19 baseline.	131		146		Not measured for Quarters						
Local	New	Action 5(l) Building Cleaning Chemical Review. 40% Reduction in material costs against 2018/19 figures.										Baseline figures to be confirmed.	
Local	New	Action 5(m) Engineering Design - Principal Inspections of Council's Bridges on each network bridge every six years.											

### Consultancy Engineering Design Services



Cat	Suggested change	Code & Name	Target	2017/18	2018/19	2019/20	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Latest Note	Status
				Value	Value	Value	Value	Value	Value	Value	Value		
Local	None	Envdr206 Bridge Condition Index (average of the 379 Bridges in Moray) - A general inspection of each bridge is scheduled every 2 years.	87	87.04	87.01		Not measured for Quarters						
Local	None	Envdr207 % of responses to Planning Consultation on Flooding and Drainage that are responded to within 14 days	100%	100%	100%		Not measured for Quarters						
Local	None	Envdr248 % of projects which were within target budget	90%	90%	100%		Not measured for Quarters						

### Environmental Protection Building Cleaning & Catering








Cat	Suggested change	Code & Name	Target	2017/18	2018/19	2019/20	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Latest Note	Status
				Value	Value	Value	Value	Value	Value	Value	Value		
Local	None	ENVDR071 % Primary School Pupils taking School Meals - Uptake in Primary School Meals	60%	60.9%	56.3%		N/A	54.8%	54.1%	51.1%	51.9%	The uptake of primary school meals has increased slightly compared to Quarter 1. A staggered start to the term for some P1'S may have attributed to this however overall the trend continues for a decreasing uptake rate. The uptake amongst P4's in particular is poor after having previously had 3 years of free meals.	
Local	Remove and replace with new PI below	Envdr211 Food cost per school meal (Primary School)	£0.80	£0.76	£0.74		£0.78	£0.72	£0.71	£0.72	£0.72		
Local	New	Net subsidy per school meal (Primary School)										Cost-Income/Uptake.	
Local	New	Food cost per school meal (Secondary School)											
Local	None	Envdr213 Unit cost per 100 square metres for Building Cleaning	£4.70	£4.97	£4.91		Not measured for Quarters						

Cat	Suggested change	Code & Name	Target	2017/18	2018/19	2019/20	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Latest Note	Status
				Value	Value	Value	Value	Value	Value	Value	Value		
Local	None	Envdr249 % Primary School Pupils taking School Meals - Uptake in Primary School Meals for Primary 1,2 &3	75%	77.2%	74.6%		N/A	73.1%	72.6%	69.4%	72%	Uptake remains below target although it has increased from quarter 1 2019/20. Compared to previous years this is the lowest uptake at the start of the academic year.	
Local	Change to Management Info	Envdr212a Customer Satisfaction rating of building cleaning services			N/A		Not measured for Quarters					No customer satisfaction survey undertaken in relation to building cleaning services in 2018/19.	
Local	Change to Management Info	Envdr212b Customer Satisfaction rating of catering services			N/A		Not measured for Quarters					No customer satisfaction survey undertaken for catering services in 2018/19.	

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






Cat	Suggested change	Code & Name	Target	2017/18	2018/19	2019/20	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Latest Note	Status
				Value	Value	Value	Value	Value	Value	Value	Value		
Nat(b)	None	Envdr214 Cost of parks and open spaces per 1,000 population	£15,000	£11,213			Not measured for Quarters					LGBF 2017/18 data published in February 2019 has the cost of parks and open spaces in Moray as £11,213 per 1,000 population, a fall of £2,661 from the previous year. In terms of ranking, Moray is now 6th in Scotland; 1 place higher than 2016/17.	
Nat(b)	None	Envdr215 Percentage of adults satisfied with parks and open spaces	75%	83.3%			Not measured for Quarters					LGBF 2017/18 data reports satisfaction rates as 83.3%. Although over 8% higher than target, this is 2.4% below the Scottish Average. In terms of ranking Moray is placed at 24, a fall of 9 places from the previous year.	

## Environmental Protection Waste Management

Cat	Suggested Change	Code & Name	Target	2017/18	2018/19	2019/20	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Latest Note	Status
				Value	Value	Value	Value	Value	Value	Value	Value		
Nat(b)	None	ENVDR069 Percentage of total waste arising that is recycled (percentage of waste diverted from landfill)	60%	57.8%	57.4%		Not measured for Quarters					Final SEPA verification given in May 2019 of 57.4%.	
Nat(b)	None	Envdr218 Net cost of street cleaning per 1,000 population	£7,800	£7,893			Not measured for Quarters					LGBF data for 2017/18 has net cost per 1,000 population as £7,893. Moray's ranking in Scotland has fallen two places this year to 4th (where 1 is the lowest).	
Nat(b)	Change to Management Info	Envdr220 Percentage of adults satisfied with refuse collection	93%	87.3%			Not measured for Quarters					LGBF data for 2017/18 states the % of adults satisfied with refuse collections in Moray as 87.3%.	
Nat(b)	Change to Management Info	Envdr221 Percentage of adults satisfied with street cleaning	70%	66%			Not measured for Quarters					LGBF data for 2017/18 states the % of adults satisfied with street cleaning in Moray as 66%.	
Nat(b)	None	SENV01a Net cost of Waste collection per premise	£65.91	£49.01			Not measured for Quarters					LGBF data for 2017/18 published February 2019 has the net cost of waste collection in Moray per premise as £49.01. This ranks Moray in 5th place in Scotland (where 1 is the lowest cost); up 1 place from 2016/17.	
Nat(b)	None	SENV02a Net waste disposal cost per premises	£95.06	£100.27			Not measured for Quarters					LGBF data for 2017/18 published February 2019 has waste disposal costs per premise in Moray at £100.27. Moray has fallen 3 places from 2016/17, to be ranked 22nd in Scotland (where 1 is the lowest cost).	
Nat	None	SENV03c Street Cleanliness Score for Acceptable Cleanliness	85	N/A			Not measured for Quarters					No data for 2017/18 published by the LGBF for Moray	













## Roads Maintenance Fleet Services





Cat	Suggested Change	Code & Name	Target	2017/18	2018/19	2019/20	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Latest Note	Status
				Value	Value	Value	Value	Value	Value	Value	Value		
Local	None	ENVDR130c % Occasions where vehicles were available for use	94.50%	97.05%	95.90%		95.75%	94.62%	96.71%	97.46%	98.11%	Exceeding target due to seasonal workload and improved work procedures following service redesign	
Local	None	ENVDR223 Unit cost per vehicle and plant maintenance (weighted)	£205	£763	£766	£211	£177	£172	£212	£211	£174		
Local	None	ENVDR224 Net savings for Pool Cars	£190,000	£286,365	£222,021		Not measured for Quarters					Figure provided by finance as £222,021 Total miles covered by pool cars for 2018/19 = 1,272,949.	
Local	Change to Management Info	ENVDR225 % of Customers satisfied with Fleet Services		N/A	N/A		Not measured for Quarters					No survey in 2018/19	
Local	Change to Management Info	ENVDR259 Average mileage of Pool Cars	3,000	11,609	10,581	3,091	2,676	2,529	2,359	3,091	3037		

## Roads Maintenance



### Roads Maintenance







Cat	Suggested Change	Code & Name	Target	2017/18	2018/19	2019/20	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Latest Note	Status
				Value	Value	Value	Value	Value	Value	Value	Value		
Local	Change to Management Info	ENVDR136a % Emergency repairs - made safe within 2 hours	92.5%	97.2%	96.7%		93.6%	100%	100%	100%	100%	Target achieved. All 37 'Emergency' Works Instructions were made-safe within their target timescale.	
Local	Change to Management Info	ENVDR136b % Priority 1 repairs completed within 3 working days	90%	95.8%	97.8%		100%	93.6%	98.7%	96.9%	96.3%	Target achieved. 26 of the 27 'Priority 1' Works Instructions were completed within their target timescale.	
Local	None	Envdr231 % of the public satisfied with the Roads Service	60%	35%	N/A		Not measured for Quarters					No recent customer satisfaction survey has been undertaken for the Roads service in Moray. A survey has been developed by SCOTS and APSE however it is yet to be confirmed if this will be used by Moray Council.	
Local	Change to Management Info	Envdr251 Road Assets -% Ratio of Depreciated Replacement Cost to Gross Replacement Costs of assets (degree to which assets have not been used up)		76.9%	76.4%	85.8%	Not measured for Quarters					Data only. The Asset Valuation tool was changed this year to use benchmarked unit costs for carriageways, resulting in an increased DRC.	
Nat(b)	None	SENV04a Cost of maintenance per kilometre of roads	£10,791	£6,627			Not measured for Quarters					LGBF 2017/18 data, published in February 2019, has the cost of maintenance per KM of roads in Moray as £6,627. Moray is now ranked as 6th in Scotland (where 1 is the lowest); a fall of 1 place compared to 2016/17.	
Nat(b)	None	SRL1a Percentage of A class roads that should be considered for maintenance treatment	26.6%	25.9%	28.6%		Not measured for Quarters					Ranked 21st (of 32) in Scotland	
Nat(b)	None	SRL1b Percentage of B class roads that should be considered for maintenance treatment	31.6%	23.5%	25.6%		Not measured for Quarters					Ranked 13th (of 32) in Scotland	
Nat(b)	None	SRL1c Percentage of C class roads that should be considered for maintenance treatment	33.5%	24.9%	28.1%		Not measured for Quarters					Ranked 8th (of 32) in Scotland	
Nat(b)	None	SRL1d Percentage of unclassified roads that should be considered for maintenance treatment	35.2%	31.6%	31.1%		Not measured for Quarters					Ranked 6th (of 32) in Scotland	
Nat(b)	None	SRL1e Overall percentage of road network that should be considered for maintenance treatment	35.2%	27.9%	29.1%		Not measured for Quarters					Ranked 4th (of 32) in Scotland	

## Transportation Car Parks




Cat	Suggested Change	Code & Name	Target	2017/18	2018/19	2019/20	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Latest Note	Status
				Value	Value	Value	Value	Value	Value	Value	Value		
Local	Change to Management Info	ENVDR097e % representing the number of short term (2 hours or less) stays in Pay & Display car parks to the total number of stays	84%	84%	N/A		N/A	N/A	N/A	N/A	N/A	Data relating to the PI is still not available due to ongoing ICT issues. Moray Council are in contact with the external IT company involved, however no timescale as yet available on when this will be rectified.	
Local	None	Envdr232 Average occupancy of all paid car parks in Elgin	50%	52%	55%		56%	59%	52%	51%	53%	Survey undertaken 19 - 31 August 2019	
Local	None	Envdr233 Net income from Elgin Pay & Display car parks after maintenance expenses	£586,000	£599,875	£857,288		Not measured for Quarters					Net income figure of £924,038, less maintenance costs of £66,750 - figures taken from FMS 17/4/19	
Local	None	Envdr234 % of customers satisfied with the car parks		55%	N/A		Not measured for Quarters					No customer satisfaction survey undertaken in relation to car parks during 2018/19.	

## Transportation Harbours Services (including dredger)




Cat	Suggested Change	Code & Name	Target	2017/18	2018/19	2019/20	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Latest Note	Status
				Value	Value	Value	Value	Value	Value	Value	Value		
Local	New. TBC after discussion with finance Income – (Revenue +Capital)	Envdr235 Net cost per berthing (recreational) – taking account of capital, revenue and income		-£81	-£191		Not measured for Quarters					At the end of Q4 Expenditure (Capital £46,006 & Revenue £13,077) - less income of £110,648 - divided by 270 berths = -£190.98. These figures excludes depreciation in the revenue costs and includes income from letting properties at the harbours (Figures taken from FMS 17/4/19)	
Local	New. TBC after discussion with finance Income – (Revenue +Capital)	Envdr236 Net cost for commercial operations for all harbours – taking account of capital, revenue and income		£99,508	£55,043		Not measured for Quarters					At the end of Q4 period 2018/19 Expenditure (Capital £504,529 and Revenue £93,597 - less income £543,083 = £55,043. These figures excludes depreciation in the revenue costs and includes income from letting properties at the harbours. Figures taken from FMS 17/4/19	

Cat	Suggested Change	Code & Name	Target	2017/18	2018/19	2019/20	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Latest Note	Status
				Value	Value	Value	Value	Value	Value	Value	Value		
Local	Change to Management Info	Envdr237 % of harbour users who are satisfied with the facilities	60%	33%	N/A		Not measured for Quarters					No survey on satisfaction rates amongst harbour users has been carried out during 2018/19.	
Local	None	Envdr262 Dredger – Tonnage moved from internal harbours		20,839	6,651	3,981	1,460	0	0	2,518	1,463	Buckie - 590T; Burghead - 723T; Findochty - 150T	
Local	None	Envdr263 Dredger – Number of days in external ports		3	0		Not measured for Quarters						
Local	Change to Management Info	Envdr264 Dredger – Satisfaction rating from customers		N/A	N/A		Not measured for Quarters						
Local	To be removed when new PI confirmed	Envdr235a Revenue from berthing (recreational)			£13,077		Not measured for Quarters						
Local	To be removed when new PI confirmed	Envdr236a Revenue from commercial operations for all harbours			£93,597		Not measured for Quarters						







## Transportation Public Transport


Cat	Suggested Change	Code & Name	Target	2017/18	2018/19	2019/20	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Latest Note	Status
				Value	Value	Value	Value	Value	Value	Value	Value		
Local	Change to Management Info	Envdr238 % of parents who are satisfied with the school bus service		N/A	N/A		Not measured for Quarters					No survey undertaken in relation to the school bus service in Moray.	
Local	Change to Management Info	Envdr239 % of users who are satisfied with the Dial-A-Bus service		N/A	N/A		Not measured for Quarters					No survey undertaken in relation to the Dial M services.	
Local		Envdr240 Gross unit cost per passenger per trip of school transport	£3.60	£4.18	£4.23		Not measured for Quarters					Full financial year contains period of old contract, interim contract and newly awarded contracts all working to different full year budgets.	
Local		Envdr257 Net unit cost per passenger per trip of the Dial-M Service (which includes Dial-a-Bus and scheduled services)	£3.25	£2.99	£3.76		£3.80	£3.86	£4.13	£3.86	£4.21	Figures for 2019/20 do not include the new grant funded route 369 (introduced in June 2019).	

### Transportation Statutory & General Transportation

Cat	Suggested Change	Code & Name	Target	2017/18	2018/19	2019/20	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Latest Note	Status
				Value	Value	Value	Value	Value	Value	Value	Value		
Local	Change to Management Info	ENVDR074b % of pre-application cases (major) responded to planning department within target time of 15 working days of scheduled meeting with developer	100%	100%	100%		100%	N/A	100%	100%	100%	5/5	
Local	Change to Management Info	ENVDR074dv % of Local Review Body (LRB) notifications returned within 10 working days in the period	100%	100%	100%		100%	100%	100%	100%	100%	4/4	
Local	None	Envdr252 Percentage of planning applications returned to the planning department within target time	80%	86.3%	91.8%		92.4%	90.8%	92.8%	89.6%	86.7%	150/173 reduction in performance due to vacant post during September	

### Transportation Traffic Management

Cat	Suggested Change	Code & Name	Target	2017/18	2018/19	2019/20	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Latest Note	Status
				Value	Value	Value	Value	Value	Value	Value	Value		
Local	Change to Management Info	ENVDR074k % of Road Construction Consent (RCC) applications responded to with final decision within 20 working days of receipt of all relevant information	100%	100%	100%		100%	100%	100%	100%	100%	9/9	
Local	Change to Management Info	Envdr242 % of Traffic enquiries dealt with within target time (10 working days)	95%	95%	95%		95%	95%	95%	95%	95%	18/19	
Local	None	Envdr243 % of planned projects completed within the financial year	100%	100%	100%		Not measured for Quarters					1 project	
Local	Change to Management Info	Envdr244 Number of Traffic enquiries/ applications dealt with within a year		1,271	1,267		Not measured for Quarters					1,191 application and 76 enquiries	
Local	None	Envdr245 Number of cycle journeys made on shared use/national cycle network within Moray		679	868		Not measured for Quarters						
Local	None	Envdr246 Number of primary schools participating in Level 2 Bikeability (level after the pupil can control the bike. For level 1, training takes place within a controlled environment. In Level 2 the training takes place on local roads)		17	17		Not measured for Quarters					17 schools did on road training	

Cat	Suggested Change	Code & Name	Target	2017/18	2018/19	2019/20	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Latest Note	Status
				Value	Value	Value	Value	Value	Value	Value	Value		
Local	Change to Management Info	Envdr247 Number of schools completing the Hands Up survey		48	77		Not measured for Quarters					Of the 117 nursery, primary and secondary schools in Moray, 77 returned a response to the Hands Up Survey undertaken in September 2018 (nursery 28/64, primary 41/45 and secondary 8/8). Final school level data will be available in May 2019.	
Local	New	Number of sustainable journeys recorded by the Travel Tracker programme (Primary Schools)											
Local	None	Envdr265 Number of times the car charger points are used.		546	1,010	806	220	320	329	355	451		