



Policy and Resources Committee

Tuesday, 29 October 2019

NOTICE IS HEREBY GIVEN that a Meeting of the **Policy and Resources Committee** is to be held at **Council Chambers, Council Office, High Street, Elgin, IV30 1BX** on **Tuesday, 29 October 2019** at **09:30**.

BUSINESS

1. Sederunt

2. Declaration of Group Decisions and Members Interests *

3. Resolution

Consider, and if so decide, adopt the following resolution:
"That under Section 50A (4) and (5) of the Local Government (Scotland) Act 1973, as amended, the public and media representatives be excluded from the meeting for Items 17 and 18 of business on the grounds that it involves the likely disclosure of exempt information of the class described in the relevant Paragraphs of Part 1 of Schedule 7A of the Act."

4. Minute of Meeting dated 3 September 2019 **7 - 16**

5. Minute of Special Meeting dated 2 October 2019 **17 - 18**

6. Written Questions **

7. Charging for Services **19 - 22**

Report by Depute Chief Executive (Economy, Environment and Finance)

8. Banking Set Off Agreement **23 - 24**

Report by Depute Chief Executive (Economy, Environment and Finance)

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| 9. Business Loan Scotland | 25 - 28 |
| Report by Depute Chief Executive (Economy, Environment and Finance) | |
| 10. Change of May Day 2020 | 29 - 32 |
| Report by Depute Chief Executive (Education, Communities and Organisational Development) | |
| 11. Business Gateway Service Level Agreement Review | 33 - 38 |
| Report by Depute Chief Executive (Economy, Environment and Finance) | |
| 12. Corporate Workforce and Organisational Development Strategy 2019 - 2022 | 39 - 68 |
| Report by Depute Chief Executive (Education, Communities and Organisational Development) | |
| 13. Property Asset Management Appraisal Update | 69 - 86 |
| Report by Depute Chief Executive (Economy, Environment and Finance) | |
| 14. Tourism Business Improvement District | 87 - 222 |
| Report by Depute Chief Executive (Economy, Environment and Finance) | |
| 15. Community Access to Sanitary Provision | 223 - 226 |
| Report by Depute Chief Executive (Economy, Environment and Finance) | |
| 16. Question Time *** | |
| Consider any oral question on matters delegated to the Committee in terms of the Council's Scheme of Administration. | |
| Item(s) which the Committee may wish to consider with the Press and Public excluded | |
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 | |
| 17. Museums Service | |
| <ul style="list-style-type: none"> • Information relating to staffing matters; | |

18. Proposed Sale of Property in Elgin

- Information relating to the financial or business affairs of any particular person(s);
- Information on terms proposed or to be proposed by or to the Authority;

Summary of Policy and Resources Committee functions:

To regulate, manage and monitor the finances of the Council both capital and revenue; to deal with staffing policies and practices other than for teaching staff; to deal with equal opportunities policies and practices; to deal with procurement policies and priorities; to deal with all matters relating to the Council's duty to initiate, maintain and facilitate Community Planning; to ensure that the organisation, administrative and management processes of the Council are designed to make the most effective contribution to achieving the Council's objectives; to provide all central support services; to exercise the functions of the Council in connection with the Registration of Births, Deaths and Marriages; to deal with valuation and electoral registration matters.

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

* **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:

Clerk Telephone: 01343 563016

Clerk Email: committee.services@moray.gov.uk

THE MORAY COUNCIL

Policy and Resources Committee

SEDERUNT

Councillor Aaron McLean (Chair)
Councillor Graham Leadbitter (Depute Chair)
Councillor George Alexander (Member)
Councillor Frank Brown (Member)
Councillor John Cowe (Member)
Councillor Lorna Creswell (Member)
Councillor John Divers (Member)
Councillor Tim Eagle (Member)
Councillor Ryan Edwards (Member)
Councillor Donald Gatt (Member)
Councillor Louise Laing (Member)
Councillor Shona Morrison (Member)
Councillor Sonya Warren (Member)

Clerk Name:

Clerk Telephone: 01343 563016

Clerk Email: committee.services@moray.gov.uk

Minute of Meeting of the Policy and Resources Committee

Tuesday, 03 September 2019

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

PRESENT

Councillor George Alexander, Councillor Frank Brown, Councillor John Cowe, Councillor Lorna Creswell, Councillor John Divers, Councillor Tim Eagle, Councillor Ryan Edwards, Councillor Donald Gatt, Councillor Louise Laing, Councillor Graham Leadbitter, Councillor Aaron McLean, Councillor Shona Morrison, Councillor Sonya Warren

APOLOGIES

IN ATTENDANCE

The Chief Executive, the Corporate Director (Corporate Services), the Head of Financial Services, the Head of Development Services, the Acting Head of Human Resources and ICT, the Payments Manager, the Estates Manager, the Transportation Manager, the Economic Growth and Regeneration Manager, the Asset Management Co-ordinator, the Energy Officer, the Head of Legal and Democratic Services and Mrs L Rowan, Committee Services Officer as Clerk to the Meeting.

1 Chair

Councillor A McLean, being Chair of the Policy and Resources Committee, chaired the meeting.

2 Order of Business

In terms of Standing Order 28, the Chair sought the agreement of the Committee to vary the order of business and consider item 15 "Elgin Business Improvement District – Renewal Ballot" following item 5 "Written Questions". This was agreed.

3 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.

Councillor Alexander declared an interest in item 20 "Former Sawmill, Forres" and stated that he would leave the meeting and take no part in the discussion of this item. Councillor Divers declared an interest in item 15 "Elgin Business Improvement District – Renewal Ballot" as he is a Director on Elgin Business Improvement District (BID) however stated that, after taking legal advice, he would remain in the meeting

and take part in the decision making process. There were no other declarations of Member's interests in respect of any item on the agenda.

4 Resolution

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

Paragraph Number of Minute	Paragraph Number of Schedule 7A and reason
20, 21, 22	6 Information relating to the financial or business affairs of any particular person(s)
22	9 Information on terms proposed or to be proposed by or to the Authority.

5 Minute of the Meeting on 4 June 2019

The minute of the meeting of the Policy and Resources Committee dated 4 June 2019 was submitted and approved.

6 Written Questions

The Committee noted that no written questions had been submitted.

7 Elgin Business Improvement District - Renewal Ballot

Under reference to paragraph 11 of the Minute of the Economic Development and Infrastructure Services Committee dated 19 February 2019, a report by the Corporate Director (Economic Development, Planning and Infrastructure) informed the Committee on the renewal ballot for the Elgin Business Improvement District (BID) and sought the Committee's approval to support the proposals.

On the invitation of the Chair, the Committee noted an informative presentation from Gill Neil, Chief Executive and Richard Cumming, Chair of Elgin BID on the achievements of Elgin BID and future priorities.

During discussion, whilst the achievements of Elgin BID were acknowledged, it was queried whether there was any replication in the work carried out by Elgin BID with the Growth Deal, Town Centre Regeneration Project and the Council's own economic regeneration.

In response, the Economic Growth and Regeneration Manager advised that the Council's work is complementary to that of other public bodies and that Elgin BID does not replicate any of that work.

Councillor Eagle raised concern in terms of the financial implications associated with voting in favour of the minimum annual levy and stated that he would like additional time to consider whether not supporting the levy would result in a greater cost to the Council and moved that the Committee agree to approve the Elgin BID proposal and business plan for 2020 - 2025 as set out in the first recommendation however defer consideration of whether to vote in favour at the ballot stage for the minimum annual levy cost of £17,300 to the next meeting of the Policy and Resources Committee, to get further information on any implications to the Council if the levy is not supported by the Council. This was seconded by Councillor Gatt.

Councillor Leadbitter was of the view that the benefits of Elgin BID were clearly explained in the report and presentation and moved, as an amendment, that the Committee agree the recommendations as printed in the report. Councillor Cowe agreed with Councillor Leadbitter and further added that the Council should lead by example as it was unlikely that the support provided by Elgin BID could be provided elsewhere and agreed to second Councillor Leadbitter's amendment.

On a division there voted:

For the motion (4)	Councillors Eagle, Gatt, Brown and Creswell
For the Amendment (8)	Councillors Leadbitter, Cowe, A McLean, Alexander, Divers, Edwards, Laing and Morrison
Abstentions (1)	Councillor Warren

Accordingly, the amendment became the finding of the Committee and it was agreed to:

- i. approve the Elgin Business Improvement District (BID) proposal and business plan for 2020 – 2025 as set out in Appendix 2 of the report; and
- ii. vote in favour at the ballot stage for the minimum annual levy cost of £17,300, which is within the current budget for the levy.

8 Revenue Budget Monitoring to 30 June 2019

Under reference to paragraph 4 of the Minute of Moray Council dated 27 February 2019, a report by the Corporate Director (Corporate Services) advised the Committee of the revenue budget monitoring position to 30 June 2019.

During discussion in relation to the recommendation to set aside £2 million from General Reserves into an ear-marked reserve for implementing Council priorities such as exit packages required to achieve financial stability, it was queried if there was a need to ear-mark this money as recommended or whether it could be left in general reserves and used for other Council priorities that may arise.

In response, the Head of Financial Services advised that the recommendation asked that the money be ear-marked in a reserve for implementing Council priorities and that exit packages was just an example of what the fund could be used for and not specifically for that purpose. She further advised that should the Council wish to use the money for an alternative purpose, then a report could be brought to either this Committee or Moray Council seeking agreement. The Head of Financial Services

advised that ear-marking reserves is a standard and good practice and that Audit Scotland had in the past commented that the Council's level of ear-marked reserves is low therefore attempts are being made to remedy that.

The Chief Executive further advised that he is in regular contact with the Controller of Audit and other agencies within Scotland and the 2 key priorities for the Council are achieving financial stability and transformation and that this should be borne in mind when considering the recommendations.

Thereafter, the Committee agreed to:

- i. note the budget monitoring position of £44,000 under budget for 2019/20 as at 30 June 2018;
- ii. note that this position consists of an underspend on Devolved School budgets of £262,000, an overspend on Social Care services delivered on behalf of the Moray Integration Joint Board (MIJB) of £466,000 and an underspend on other services of £248,000;
- iii. note the movement of £2,294,000 in the General Revenue Grant, as detailed in paragraph 3.4 of the report;
- iv. note the emerging budget pressures as summarised in paragraph 6.2 of the report;
- v. note the further commitments of £2,428,000 against reserves as summarised in section 8 of the report; and
- vi. approve setting aside £2 million from General Reserves into an ear-marked reserve for implementing Council priorities.

9 Capital Plan 2019/20

Under reference to paragraph 4 of the Minute of the Moray Council dated 27 February 2019, a report by the Corporate Director (Corporate Services) advised the Committee of the expenditure to 30 June 2019 under the capital plan for financial year 2019/20 and of the estimates of projected expenditure profiled into quarters.

Following consideration, the Committee agreed to note:

- i. expenditure to 30 June 2019 of £6,702,000;
- ii. the current projected expenditure of £71,495,000 for 2019/20 profiled into quarters; and
- iii. the projected overall expenditure for projects spanning more than one financial year, as set out in Appendix 2 of the report.

10 Efficiency Statement for 2018/19

A report by the Corporate Director (Corporate Services) provided the Committee with a copy of the Council's annual Efficiency Statement for 2018/19.

The Committee joined the Chair in commending staff members for their continued efficiency savings and thereafter agreed to note the annual Efficiency Statement for 2018/19.

11 Report on Treasury Management Performance and Treasury and Capital Investment Prudential Indicators for 2018/19

A report by the Corporate Director (Corporate Services) provided the Committee with the annual outturn report on Treasury Management and details of the Council's Prudential Indicators for Treasury Management and Capital Investment for the year ended 31 March 2019.

Following consideration, the Committee agreed to note the Treasury Management Performance and the Council's Treasury Management and Capital Investment Prudential Indicators for 2018/19 as set out in Appendix 2 of the report.

12 Procurement Annual Report

A report by the Corporate Director (Corporate Services) provided the Committee with an update on Procurement in Moray and in particular, a report on procurement performance for 2018/2019.

During her introduction of the Procurement Annual Report, the Payments Manager drew the Committee's attention to 2 errors, one in relation to the savings identified at A1 which should read 95.53%, and the other in relation to Accessibility at D1 where the 2018/19 results should read 50.32% - of the 616 suppliers who were awarded 310 were SMEs however 214 did not have their size recorded on the national data hub. This was noted.

Following consideration, the Committee agreed to note the overall procurement performance for 2018/2019 set out in the Annual Report in Appendix 1 and Section 4 of the report subject to the following amendments to the Annual Report:

- i. Savings A1 2018/19 Results should read 95.53%; and
- ii. Accessibility D1 2018/19 Results should read 50.32% - Of the 616 suppliers who were awarded 310 were SMEs however 214 did not have their size recorded on the national data hub.

13 Community Asset Transfer: Rental Support

Under reference to paragraph 22 of the Minute of Moray Council dated 25 May 2016, a report by the Corporate Director (Corporate Services) invited the Committee to consider the level of rental support awarded to community bodies occupying council property under legacy agreements and to agree arrangements for these to be reviewed.

Following consideration, the Committee agreed:

- i. to note the extent of ongoing rental support provided to community bodies under the legacy agreements listed in Appendices 1 and 2 of the report;
- ii. to instruct the Estates Manager to carry out reviews of the rents payable under these leases in accordance with the lease terms and corporate priorities, subject to the availability of sufficient staff resources;
- iii. that the existing rental support shall cease with effect from the relevant rent review dates, as implemented; and

- iv. to consider valid requests for a continuation of rental support from eligible community bodies affected by recommendation (iii) through the Community Asset Transfer (CAT) process as a policy exception.

14 Annual Report on Energy Strategy/Actions

A report by the Corporate Director (Economic Development, Planning and Infrastructure) presented the Committee with the Annual Energy Report for 2018/19 and advised on actions to minimise the Council's energy consumption, as well as progress and developments on a number of energy issues.

Following consideration, the Committee agreed to note:

- i. the terms of the 2018/19 Annual Report as set out in Appendix 1 of the report; and
- ii. that in 2018/19 the Council's energy consumption in non-domestic operational properties fell by 9.6%, and the energy bill decreased by 0.9% (£27,814) as detailed in Section 4 of the report.

15 Update on Challenging Behaviour Survey

A report by the Corporate Director (Corporate Services) updated the Committee on the results of the recent Challenging Behaviour survey undertaken in schools. The report stated that, following a recent increase in the number of violent and aggressive incidents against staff reported in schools, a survey of challenging behaviour had been conducted with initial analysis having been undertaken and improvement actions now being considered.

Following consideration, the Committee agreed to note the:

- i. Challenging Behaviour Survey results from the survey of employees in schools as set out in Appendix B of the report; and
- ii. next steps as outlined in the body of the report.

16 Modern Apprenticeships Update

Under reference to paragraph 5 of the Minute of this Committee dated 24 October 2017, a report by the Corporate Director (Corporate Services) advised the Committee of the current situation in respect of apprenticeships within Moray Council, current issues impacting on progress and asked that the Committee consider a number of options available. The report also sought a decision from the Committee on the progress being made towards the establishment of a council wide programme of work to support the employment of young people through apprenticeships and training posts with the Council.

During her introduction, the Acting Head of Human Resources and ICT advised that although the Council had agreed to endorse the establishment of a council wide programme of work to support the employment of young people through apprenticeships and training posts in October 2017, recently, further development of the work involved had been put on hold as a result of the financial pressures within the Council resulting in limited progress being achieved in implementing new apprenticeship frameworks. She further advised that there are services within the

Council, such as the Early Years Service and Craft roles where funding and development work is available and the availability of modern apprenticeships would continue to be optimised in these areas.

Councillor Leadbitter acknowledged the success of the apprenticeship programme since it was launched in 2007 and, whilst he would like to see a council wide Apprenticeship and Training Programme developed, in light of the difficult situation the Council is in at present, moved Option 1 - that the Council make no change to the current situation in respect of apprenticeships within Moray Council. This was seconded by Councillor Warren.

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

- i. to note the current situation in respect of apprenticeships within Moray Council, current issues impacting on progress and options available; and
- ii. Option 1 – No change to be made to the current situation in respect of apprenticeships within Moray Council.

17 Participation Requests Annual Report 2018/19

Under reference to paragraph 9 of the Minute of this Committee dated 8 May 2018, a report by the Corporate Director (Corporate Services) presented the Committee with the Participation Requests Annual Report 2018/19 which stated that, during 2018/19 Moray Council did not receive any formal Participation Requests.

Following consideration, the Committee agreed:

- i. to approve the Participation Requests Annual Report 2018/19 for submission to the Scottish Government; and
- ii. that the Participation Requests Policy is amended to include the Cairngorms National Park Authority as a Public Service Authority.

18 Poverty Strategy and Action Plan

A report by the Chief Executive informed the Committee of the amended Moray Community Planning Partnership (MCP) Poverty Strategy and associated Moray Poverty Action Plan which has been endorsed by the Moray Community Planning Partnership Boards.

The Committee welcomed the report and joined the Chair in commending Cathy Ross and Chris Littlejohn, Co-Chairs of the Fairer Moray Forum for the work they have done in relation to the Poverty Strategy and Action Plan and thereafter agreed:

- i. the Poverty Strategy and Moray Poverty Action Plan as set out in Appendices 1 and 2 of the report; and
- ii. the Fairer Moray Forum's continued delivery against these on behalf of Moray Community Planning Partnership.

19 Question Time

Councillor Alexander stated that he had been advised by a number of his constituents that Boots the Chemist had started to charge customers £5 for

delivering prescriptions and that when customers had explored using an alternative chemist delivery service they were advised that those chemists had reached their limit for home delivery prescriptions. Councillor Alexander queried whether this is something that could be incorporated within the Home Care Service.

In response, the Chair advised that he had received similar correspondence which he had passed to the Chief Officer, Integration Joint Board (IJB) as the Home Care Service is part of the IJB, and that any response received would be forwarded to Councillor Alexander.

20 Sale of Property at Wittet Drive, Elgin [Para 9]

Under reference to paragraph 12 of the meeting of Moray Council dated 11 April 2018, a report by the Corporate Director (Economic Development, Planning and Infrastructure) asked the Committee to approve the main terms for the sale of a property in Wittet Drive, Elgin.

Following consideration, the Committee agreed to:

- i. approve the proposed sale as set out in section 5 of the report; and
- ii. refer the matter to the Estates Manager and Legal Services Manager to conclude the transaction.

21 Former Sawmill, Forres [Para 9]

Councillor Alexander, having declared an interest in this item, left the meeting and took no part in the discussion.

A report by the Corporate Director (Economic Development, Planning and Infrastructure) asked the Committee to consider proposals for the Council's former sawmill at Waterford Circle, Forres.

Councillor Cowe, having considered the proposals detailed within the report, moved that the Committee approve Option 3.

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

- i. approve the proposals detailed as Option 3 (as set out in paras 5.15 to 5.20 of this report); and
- ii. instruct the Legal Services Manager and the Estates Manager to conclude the transaction.

Councillor Alexander re-joined the meeting at this juncture.

22 Lease of Cullen Harbour Building [Para 6 & 9]

Under reference to paragraph 15 of the Minute of the Economic Development and Infrastructure Services Committee dated 16 April 2019, a report by the Corporate Director (Economic Development, Planning and Infrastructure) informed the Committee of proposals to lease Cullen Harbour Building to the Three Harbours Association.

Following consideration, the Committee agreed to delegate authority to the Legal Services Manager to conclude the lease for Cullen Harbour Building with the Three Harbours Association on the basis of the lease terms set out in paragraph 4.3 of the report.

Minute of Special Meeting of the Policy and Resources Committee

Wednesday, 02 October 2019

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

PRESENT

Councillor George Alexander, Councillor Frank Brown, Councillor John Divers, Councillor Tim Eagle, Councillor Ryan Edwards, Councillor Donald Gatt, Councillor Louise Laing, Councillor Graham Leadbitter, Councillor Aaron McLean, Councillor Shona Morrison

APOLOGIES

Councillor John Cowe, Councillor Lorna Creswell, Councillor Sonya Warren

IN ATTENDANCE

The Chief Executive; the Chief Financial Officer; the Head of Governance, Strategy and Performance; Mrs F Garrow, Joint Acting Head of HR and ICT; Mr P McDonald, Joint Acting Head of HR and ICT; the Asset Management Coordinator and Mrs C Howie, Committee Services Officer as clerk to the meeting.

1 Chair of Meeting

The meeting was Chaired by Councillor Aaron McLean.

2 Declaration of Group Decisions and Members Interests *

In terms of Standing Order 20 and the Councillors' Code of Conduct, Councillor Alexander declared an interest in Item 4 'Community Asset Transfer Request (2015 Act) Forres Town Hall'. Thereafter the meeting noted 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 other declarations of Member's Interests in respect of any item on the agenda.

3 Order of Business

The Chair undertook to take Item 4 'Community Asset Transfer Request (2015 Act) Forres Town Hall' prior to Item 3 'Corporate Services Service Plans 2019-20' due to the meeting starting later than scheduled and several members of the public being in attendance to hear the item.

4 Community Asset Transfer Request (2015 Act) Forres Town Hall

Having declared an interest in this item Councillor Alexander left the meeting at this juncture taking no part in the discussion or decision.

Under reference to paragraph 6 of the Minute of the meeting of Moray Council dated 11 April 2018 a report by the Corporate Director (Corporate Services) invited the Committee to consider a community asset transfer request made under Part 5 of the Community Empowerment (Scotland) Act 2015 for the transfer of ownership of Forres Town Hall.

Following consideration the Committee agreed to:

- i. approve the request to transfer ownership of Forres Town Hall to Forres Area Community Trust subject to the terms and conditions set out in section 5 of the report;
- ii. authorise the Legal Services Manager to apply to Elgin Sheriff Court for consent to sell the property to Forres Area Community Trust; and
- iii. note that, if the request is approved and unless otherwise agreed with the trust, it will have 6 months from the date of the decision notice to submit a formal offer to purchase the property from the Council, failing which the agreement will have no further effect and the asset transfer process will come to an end.

Councillor Alexander re-joined the meeting at this juncture.

5 Corporate Services Service Plans 2019-20

A report by the Corporate Director (Corporate Services) invited the Committee to consider the Corporate Services Department Service Plans for 2019-20.

Following consideration the Committee agreed to approve the Service Plans within the Corporate Services department.



REPORT TO: POLICY AND RESOURCES COMMITTEE ON 29 OCTOBER 2019

SUBJECT: CHARGING FOR SERVICES

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

1. REASON FOR REPORT

- 1.1 To ask the Committee to agree the default increase for fees and charges for Council services for 2020/21.
- 1.2 This report is submitted to Committee in terms of Section III (B) (48) of the Council's Scheme of Administration relating to the setting of charges.

2. RECOMMENDATION

2.1 It is recommended that the Committee:-

- (i) **agrees the default increase for charges for Council services for 2020/21 is 5%;**
- (ii) **requests Moray Integration Joint Board (MIJB) to recommend charges for services delivered under the aegis of MIJB; and**
- (iii) **re-affirms the current policy of permitting circus lets only if the circus concerned is a member of the Association of Circus Proprietors.**

3. BACKGROUND

- 3.1 The current Charging for Services Policy was approved by this committee on 28 October 2017 (paragraph 8 of the Minute refers).
- 3.2 Under this Policy, an annual revision of charges is required. In order to preserve the council's financial position, charges within the control of this council are generally increased annually.
- 3.3 An annual uplift cannot be applied to all charges. Some charges levied by the Council for services provided:
 - are set by statute, some are limited by statute and some have the method of calculation prescribed by statute.

- are impractical to increase by inflation on a year-on-year basis, typically small charges and those collected by coin-in-the-slot machines where the cost of re-calibrating the machines outweighs any increased income which would be generated.
- 3.4 For the last two years, the default annual uplift has been set at a level equating to a general inflation uplift at one of the government's recognised measures of inflation. As part of the budget setting process in those years, a number of individual charges were increased at a rate above the official rate of inflation. However, in past years, a general above inflation uplift has been proposed as a budget saving.
 - 3.5 One of the approaches which the Council has taken to protect services in a time of decreasing core funding from Scottish Government has been to ensure that the Council maximises its income. A strand to that approach is seeking to ensure that – where possible and appropriate – service users pay for the cost of service delivery. This principle is enshrined in the Council's Charging Policy.
 - 3.6 Another factor to be considered when setting the rate of charges for 2020/21 is that the salary increases for both teachers and other staff agreed for 2019/20 were 3% - above the rate of inflation as measured by Consumer Price Index (CPI), (latest measure released September 2019 - 1.7%); CPIH (latest measure released September 2019 - 1.7%), and Retail Price Index (RPI), currently 2.6%. Pay inflation is an important measure for the Council as around 50% of the Council's revenue expenditure is on wages and salaries.
 - 3.7 In order to protect the Council's financial position and in accordance with the Income Generation stream of the Council's Improvement and Modernisation Programme it is recommended that the default increase for charges which are within the Council's control is 5%.
 - 3.8 The Council budgets to generate income of £12 million from charges for services, of which £1.8 million is retained by the MIJB. Almost £2 million is budgeted to be generated by charges set by Scottish Government or otherwise outwith the Council's control. Based on a budget of £8 million for charges within the Council's control, as a rule of thumb, income might be expected to increase by £80,000 for every 1% increase in charges. This needs to be caveated however.
 - 3.9 Increasing prices only increases the income to the Council if usage of services remains buoyant. It is known that, generally speaking, increasing prices depresses uptake of services, more so for some services than for others. For example, uptake of school meals is known to be price sensitive, and services where the Council is effectively competing with the private sector need to be aware of the external market place. Understanding the impact of pricing on uptake of services is the first stage towards developing a more commercial approach to charging for Council services, and will be taken into account when reviewing individual charges.

- 3.10 Since April 2018 the Council has a socio-economic duty and requires to consider how any of its decisions would impact on poverty and inequality. To fulfil this duty an Equalities Impact Assessment will be prepared prior to recommending any specific amendments to charges for Council services.
- 3.11 A comprehensive list of the charges proposed for 2020/21 will be reported to this Committee in January 2020 for consideration and approval.
- 3.12 The Council has the statutory duty of setting charges for and contributions towards social care services. The income generated from these charges is included within the MIJB funding envelope. As the level of charges has an impact on the income to the MIJB and a potential impact on the uptake of services it is considered appropriate that the MIJB recommend to the Council what charges / contributions should be set for social care services.

4. SUMMARY OF IMPLICATIONS

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

The levying of charges for Council services is an essential component of delivering Council priorities on a sustainable basis.

(b) Policy and Legal

There are no legal implications arising from this report, which is in accord with the Council's policy for Charging for Services.

(c) Financial implications

Levying charges for services forms an important part of the Council's strategy for balancing its annual budget, by generating an amount of income from service users.

(d) Risk Implications

There are no risk implications arising directly from this report. There is always a risk that service usage drops if charges are increased.

(e) Staffing Implications

There are no staffing implications arising directly from this report. Increasing charges collected by direct debit entails workload for the Payments Section.

(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.

(h) Consultations

CMT, Heads of Service, the Commercial/Marketing Officer and the Equalities Officer have been consulted in the preparation of this report.

5. CONCLUSION

5.1 A default uplift of 5% should protect the council's real income from charges and contribute towards the savings which the Council has to make for 2020/21, subject to any impact on demand.

5.2 The MIJB should have a strategic role in setting charges for social care.

Author of Report: Lorraine Paisey
Background Papers:
Ref: LP/LJC/



REPORT TO: POLICY AND RESOURCES COMMITTEE ON 29 OCTOBER 2019

SUBJECT: BANKING SET OFF AGREEMENT

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

1. REASON FOR REPORT

- 1.1 The purpose of the report is to seek approval to enter into a set off agreement with the bank.
- 1.2 This report is submitted to Committee in terms of Section III B (2) of the Council's Administrative Scheme relating to the regulation and management of the Council's finances according to policies determined by the Council.

2. RECOMMENDATION

2.1 It is recommended that Committee agrees to:

- (i) enter the set off agreement with the Bank; and
- (ii) authorise the Chief Financial Officer to sign the set off agreement.

3. BACKGROUND

- 3.1 Banking arrangements for the Council are delegated to the Head of Financial Services under section 7 of the Scheme of Delegation. The Council's bankers are the Bank of Scotland plc.
- 3.2 The Bank of Scotland has reviewed its contractual arrangements with its Scottish Local Authority customers. The bank is asking each local authority to permit the set-off or transfer of credit balances in accounts held with the bank in or towards the satisfaction of any liabilities. This excludes any accounts held on trust.
- 3.3 A set off agreement is to be entered into between the Council and the Bank of Scotland plc to document the arrangements. Both Financial Services and Legal Services are comfortable with the draft agreement.
- 3.4 The bank has asked that Committee agrees to enter the set off agreement and that the Section 95 Officer can sign the agreement.

4. SUMMARY OF IMPLICATIONS

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

None directly relating to this report.

(b) Policy and Legal

There are no policy or legal implications. Set-off of banal balances is a common banking practice.

(c) Financial implications

There are no financial implications arising from this report.

Treasury staff optimise the balance held in the Council's main bank accounts at the close of each working day in order to minimise the amount of bank overdraft interest payable or maximise the amount of interest earned.

(d) Risk Implications

A balance to deal with day-to-day cash flow fluctuations is maintained by investing money overnight in a Call Account with the Council's bankers. This minimises the cash flow risk to the Council.

(e) Staffing Implications

None directly relating to this report.

(f) Property

None directly relating to this report.

(g) Equalities/Socio Economic Impact

None directly relating to this report.

(h) Consultations

The Chief Financial Officer and Legal Services Manager have been consulted and they agree with the recommendations.

5. CONCLUSION

5.1 This report seeks approval to enter into the set off agreement with the bank and authorises the Chief Financial Officer to sign the set off agreement.

Author of Report:
Ref:

Daniel Littlewood, Assistant FMS & Banking Manager
LP/DL/LJC



REPORT TO: POLICY AND RESOURCES COMMITTEE ON 29 OCTOBER 2019

SUBJECT: BUSINESS LOAN SCOTLAND

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

1. REASON FOR REPORT

- 1.1 To inform the Committee of proposed changes to the Business Loan Scotland of which Moray Council is a Full Member and to seek approval for the recommendations.
- 1.2 This report is submitted to Committee in terms of Section III (B) (16) of the Council's Scheme of Administration relating to deal with the management and investment of funds.

2. RECOMMENDATION

2.1 It is recommended that the Committee :-

- (i) **approve the amendments to the Articles of Association and if approved agree to grant delegated authority to the Chief Financial Officer and Head of Economic Growth and Development to sign the Special Resolution;**
- (ii) **approve a request that the Council's investment allocation to be returned;**
- (iii) **agree to withdraw representation on the Business Loan Scotland board; and**
- (iv) **note that members will be advised, should repayment not proceed as anticipated**

3. BACKGROUND

- 3.1 Business Loan Scotland (BLS) was formed in March 2017, with 27 Scottish Local Authorities becoming Full Members of the Company and 5 Local Authorities becoming Associate Members. Each Full Member made a match funding contribution to the initial finances of the Company that was then expected to be matched with a corresponding amount of European Regional Development Fund (ERDF) grant. As reported to Council on 28 June 2018

(paragraph 15 of the minute refers), unlike Moray Council few other member authorities made sufficient loans and so BSL did not meet its target and any ERDF received during the period, herein referred to as phase I, was repaid to the Scottish Government.

- 3.2 BLS was awarded the contract to deliver a new Debt Fund, herein referred to as phase II from January 2019. A significant difference between the two phases, is that phase II is fully funded by the Scottish Growth Scheme and ERDF, therefore does not require any match funding from Local Authorities.
- 3.3 Several Member Authorities have requested the return of their allocated funds from phase I as it is no longer required for phase II, however the present BLS Articles of Association have to be changed to accommodate these requests. The BLS Board of Directors have agreed in discussion with the fund's solicitors, Wright, Johnston and Mackenzie LLP (WJM) to issue a Special Resolution to the Members which would amend Articles 4.2 and 20 as follows;

Article 4.2 of the existing Articles of Association of the Company be deleted and the following be substituted therefor:

- 4.2 - The income and property on the Company, howsoever derived, shall be applied solely towards the promotion of the objects of the Company as set forth in Article 4.1, save that the Company may distribute funds it holds to the Members in the proportions agreed among them" and

Article 20 of the existing Articles of Association of the Company be deleted and the following be substituted therefor:

- 20 - If, upon a winding up or dissolution of the Company, there remains, after the satisfaction of all its debts and liabilities, any property whatsoever, the same may be paid to or distributed among the Members in the proportions agreed among them.

- 3.4 For the Special Resolution to be passed, it requires the approval of 75% of the Full Members of the Company. So far 20 of 27 Member Authorities have agreed. Once agreed, the Special Resolution has to be signed by 2 senior officers of each Member Authority and returned within 28 days.
- 3.5 When this process has been completed, it allows each Member Authority to request the return of their investment, which for Moray Council totals £202,718 subject to all 4 current loans being fully repaid. Once the process to return of the funds has started, councillors will be advised. It is proposed that any sums received will be treated as one off receipts and applied to reduce savings required to 19/20/21 and later years.
- 3.6 BLS is planning to re-organise their operations, which includes a proposal to reduce the number of Directors from 11 to approx. 6, to achieve a higher level of attendance in person at meetings. In light of the BLS restructuring and as phase II does not involve any funding from the Council, in consultation with Councillor Coull, who represents Moray Council on the Board of Directors, it is proposed to withdraw representation for Moray from the BLS Board of

Directors. However, on an officer level there will be still ongoing support through Business Gateway.

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

During phase 1 the Council has loaned a total of £185,000. The standard term of each loan is repayment in 5 years. The last loan was issued in November 2017. Assuming no payment holidays are agreed and no loans are defaulted on, all loans will be repaid by December 2022. In total, the Council's funding investment of £202,718, which consisted of match funding and interest, is to be returned over 4 financial years, subject to all four present loans being fully repaid. The table below details the amount available at 31 March of each financial year.

2019/20	2020/21	2021/22	2022/23
£92,424	£42,919	£42,919	£24,456

(d) Risk Implications

So far any loans provided through Moray's allocation have been fully repaid. Although this presents an excellent track record, there is a risk if any of the present loans default.

(e) Staffing Implications

None arising from this report

(f) Property

None arising from this report

(g) Equalities/Socio Economic Impact

There are no equalities/social economic impacts arising from this report

(h) Consultations

The Depute Chief Executive (Economy, Environment and Finance), the Head of Economic Growth and Development, Paul Connor (Principal Accountant), the Legal Services Manager, the Equal Opportunities Officer, the Head of Housing and Property and Tracey Sutherland, Committee Services Officer have been consulted and comments received have been incorporated into the report

5. CONCLUSION

- 5.1 Amendments to the Articles of Association of BLS will allow the return of funding allocation held for phase I.**
- 5.2 For phase II of BLS, Small and Medium Sized Enterprise will continue to have access to a Loan Fund without requiring any match funding from the Council and accordingly there is an opportunity to withdraw representation at board level.**

Author of Report: Reni Milburn, Economic Growth & Regeneration Manager
Background Papers: Proposals, correspondence and documents on file in
Environmental Services, Economic Growth &
Regeneration Section

Ref:



REPORT TO: POLICY AND RESOURCES COMMITTEE 29 OCTOBER 2019

SUBJECT: CHANGE OF MAY DAY 2020

BY: DEPUTE CHIEF EXECUTIVE – EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT

1. REASON FOR REPORT

1.1 The Committee is asked to approve changing the May Day public holiday in 2020.

1.2 This report is submitted to Committee in terms of Section III (B) (27) (b) and (30) of the Council's Scheme of Administration relating to relating to formulating, supervising implementation and reviewing the employment policies and practices of the Council for all employees, including teachers.

2. RECOMMENDATION

2.1 The Committee is asked to approve moving the May Day public holiday in 2020 from Monday 4 May to Friday 8 May to coincide with VE Day commemorations.

3. BACKGROUND

3.1 The UK government has recently announced a change to the date of the Early May Bank Holiday next year. It has been shifted from Monday 4 May to Friday 8 May to coincide with celebrations for the 75 anniversary of VE Day. As Scottish Bank holidays are set by Scottish Ministers, the Scottish Government has also made the decision to change the May Bank Holiday from 4 May to 8 May to commemorate VE Day.

3.2 COSLA however recognised that not all Local Authorities take the Early May Bank Holiday and local arrangements apply. They therefore suggested that the decision on the change of date for the May Bank Holiday should rest with those Local Authorities who still recognise this Bank Holiday.

3.3 Scottish Bank holidays are set by Scottish Ministers and are the same across the whole of Scotland. While Scottish Councils no longer have a statutory power to set dates for public holidays following the introduction of the Employment Act 1989 and the Local Government etc (Scotland) Act 1994, public or local holidays are generally still determined by local authorities and can differ between areas.

- 3.4 Not every employee is entitled to paid leave on bank or public holidays as this is a contractual entitlement. Moray Council currently recognises seven public holidays where services operate on a minimal level and employees who are required to work receive double time plus a compensatory day's leave. May Day is one of the recognised public holidays.
- 3.5 In anticipation that moving the public holiday from Monday 4 May to Friday 8 May to coincide with VE Day commemorations may cause operational difficulties for some services, discussions with service managers and Heads of Service have taken place and have highlighted the following issues:
- (i) Lossiemouth Associated Schools Group have their occasional day set for Tuesday 5 May to follow the existing bank holiday. If the bank holiday is moved to Friday 7 May consideration would need to be given to also moving this occasional day.
 - (ii) Some staff may have already booked their holidays over the long weekend of 2 – 4 May and teaching staff would not have the flexibility to use alternative leave to accommodate a change in this date.
 - (iii) Exams have already been moved by the SQA from the Friday to the Monday so these would not be affected if the bank holiday was changed, but it is worth noting that if the holiday is not changed then some schools will have to open anyway on the Monday and buses will have to be put on to transport children with exams to the schools.
 - (iv) There may be non-teaching staff who have booked long weekends but in theory they could use flexi or other leave to counteract this.
 - (v) The majority of services have reported that there would be no particular service delivery problems.
 - (vi) There are no committees scheduled for this day.
- 3.6 From a practical point of view, if the Sheriff Court does not also change the date of the bank holiday and set down business for that day Legal Services litigation staff may have to cover business or local agents be paid to do so. The Sheriff Clerk has advised that no decision has yet been made regarding changing this holiday next year.
- 3.7 Several other Scottish Local Authorities have indicated that they plan to move the bank holiday date to coincide with the VE Commemorations.
- 3.8 Given the strong military presence within Moray and the activities that will be taking place through both the Kinloss Barracks and RAF Lossiemouth, it is anticipated that increased numbers of people will want the time off to participate and enjoy in the commemorative activity across Moray.

4. OPTIONS

- 4.1 Under Section 5 (14) of Moray Council's Scheme of Delegation which provides delegated authority for the Chief Executive to determine the local Council holidays and festive closing times, three main options were discussed with Group Leaders:

a) Do nothing – May Day remains fixed on Monday 4 May 2020

- b) Change May Day to Friday 8 May to coincide with VE Day
 - c) Designate Friday 8 May as an additional public holiday
- 4.2 Following consultation and agreement with Group Leaders, the Chief Executive instigated formal consultation with the workforce through the Trades Unions regarding temporarily changing May Day in 2020 from Monday 4 May to Friday 8 May 2020 to coincide with VE Day commemorations.
- 4.3 At meetings of the Trade Union / Officer Group and Local Negotiating Committee for Teachers it was subsequently agreed to move May Day from Monday 4 May 2020 to Friday 8 May 2020 as a one-off arrangement.

5. SUMMARY OF IMPLICATIONS

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

This supports the LOIP and Corporate Plan through ensuring appropriate governance and effective and efficient management of the workforce to support working towards a sustainable council.

(b) Policy and Legal

There are no policy or legal implications arising out of this report.

(c) Financial implications

There are no financial implications arising from this report.

(d) Risk Implications

There are no risk implications arising from this report.

(e) Staffing Implications

There are no staffing implications arising other than those noted in the body of the report.

(f) Property

There are no property implications arising from this report.

(g) Equalities/Socio Economic Impact

There are no equalities or socio-economic impacts arising from this report. Part-time staff would be allocated leave on a pro-rata basis whether or not they would be due to work on 8 May 2020 in order to comply with the relevant legislation.

(h) Consultations

Consultations have taken place with service managers, heads of service, the Trades Unions for Scottish Joint Council employees, Craft employees and Teaching staff, the Corporate Management Team and Group Leaders. Committee Services have also been consulted on this report.

6. CONCLUSION

- 6.1 The Committee is asked to approve changing the Early May Day public holiday from Monday 4 May 2020 to Friday 8 May 2020 as a one off change for one year only.**

Author of Report: Frances Garrow
Background Papers: Acting Head of HR & ICT / OD Manager
Ref:



REPORT TO: POLICY AND RESOURCES COMMITTEE ON 29 OCTOBER 2019

SUBJECT: BUSINESS GATEWAY SERVICE LEVEL AGREEMENT REVIEW

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

1. REASON FOR REPORT

- 1.1 To inform the Committee of the review of the Business Gateway Service Level Agreement (SLA) with Highland Council and to seek approval for the recommendations.
- 1.2 This report is submitted to Committee in terms of Section III (B) (44) of the Council's Scheme of Administration relating to partnerships, co-operating and liaising with other Authorities

2. RECOMMENDATION

2.1 It is recommended that the Committee:-

- (i) **note the outcomes of the annual review of the Business Gateway SLA with Highland Council;**
- (ii) **approve the required 3 months' notice for terminating the SLA by the end of this financial year; and**
- (iii) **note a further report to Committee will be provided concerning future Local Growth Accelerator Programme arrangements and staffing requirements.**

3. BACKGROUND

- 3.1 In 2009 the Business Gateway (BG) support service for small and medium sized enterprises (SME) was transferred with budget from the Scottish Government (Scottish Enterprise and Highlands and Islands Enterprise (HIE) respectively) to local authorities. Moray Council entered a Service Level Agreement (SLA) with Highland Council to provide a shared service for the Highlands and Moray, delivered through Highland Opportunity Ltd (HOL) an arm's length organisation of Highland Council.
- 3.2 In 2016 as part of its budget setting process, Highland Council decided to close HOL and take the BG service in-house. As part of this process Moray

Council received the transfer of three members of staff and retained the SLA for oversight of the shared parts of the service.

- 3.3 A report to extend the Business Gateway SLA was presented to Economic Development and Infrastructure Services Committee on 23 January 2018 (paragraph 10 of the minute refers) and following discussions surrounding the renewal of the Business Gateway SLA 2018 to 2021, it was queried whether it was within the Council's best financial interest to share this service with Highland Council or whether it should be taken in house. It was agreed to review the SLA on an annual basis to ensure best value.
- 3.4 As part of the SLA the service currently consists of a core service of advice and workshops and a Local Growth Accelerator Programme (LGAP). The latter is a growth programme for small business which draws down European funding. In summary Highland Council undertakes the following:
- Represents the Council's interests with Business Gateway National on operational and management groups.
 - Ensures compliance with national standards and provides remediation
 - Provides monitoring and evaluation of activities/results
 - Oversees the customer records management system.
 - Procures workshops and call off specialist advice
 - Manages the out-sourced workshop providers including the booking and management of venues
 - Co-ordinates performance reporting
 - Identifies funding and design initiatives to provide additional and added value activity to enhance the core and LGAP Business Gateway service in Moray.
 - Oversees planning and delivery of Business Gateway marketing and PR activity to raise awareness of and promote the Service
 - Delivers the LGAP for Highland and Moray to complement the core Business Gateway service. Is responsible for the application and claiming of ERDF funding and for the organisation and delivery of this activity.
- 3.5 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. The charge for the SLA with Highland Council has increased since the originally negotiated cost of £44,100 in January 2018. It is expected that by the end of the financial year it will have increased to approximately £48,000, which will be met from the Business Gateway allocated budget
- 3.6 The financial details of the SLA, enclosed as **APPENDIX I** of this report, highlight that most of the costs are linked to individual Highland Council staff salaries and percentages spent on Moray Business Gateway Services. With the recent increase in salaries awards the cost of the present SLA has increased.
- 3.7 The combined core services and LGAP provided by the Business Gateway Manager, Co-ordinator and Administrator it equates to 4.5 days per week. In

addition there is an overall management fee and charges for EU applications, compliance and claim management.

- 3.8 On reviewing evidence of services provided by Highland Council in conjunction with Moray Business Gateway staff, there was an overall lack of reporting on any of the services provided. This includes any feedback from the National Business Gateway Board and Operational meetings, making it difficult to relate SLA outputs to the charges associated with staff time. It was concluded that the SLA does not currently provide best value for money as little evidence has been provided of direct work activity associated with the SLA. Better value would be achieved by giving the required 3 months' notice for terminating the SLA by the end of this financial year and providing staffing resources within the Economic Growth and Regeneration team. However, there is still a desire to continue working in partnership with Highland Council in terms of sharing best practice and once officers have received full details including monies due to the Council with regards to phase I of the European funded LGAP project, a further report will be presented to this Committee about a potential partnership agreement for LGAP phase II.
- 3.9 As the Economic Growth and Regeneration section, which includes Business Gateway, does not have the resources to absorb the additional workload, it is proposed that additional staffing resource is provided through utilising the saving on the SLA. This will require to be the subject of consultation and job evaluation with HR, and the service will consider how best to deliver the duties within the SLA and how to maximise the use of the resource in the service.
- 3.10 A report covering future arrangements for LGAP and staffing requirements with the Economic Growth and Regeneration team will be presented to a future committee to allow the service to move in house prior to termination of the SLA.

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 originally 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. This SLA budget needs to be utilised to continue the service through in house provision

but there still needs to be further information provided on the future of LGAP phase II.

(d) Risk Implications

Moray Council has invested funding into the Highland Council's led LGAP European funding application & delivery of the project and so far has spent money but not received any details in terms of overall profile for Moray's Business Gateway activities in the project and funding due to date.

(e) Staffing Implications

As outlined in para 3.8 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 resource need. It will be subject to consultation and job evaluation with HR and needs to be considered in the context of any future arrangements for LGAP II.

(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, Principal Accountant, P Connor, Legal Services Manager, Equal Opportunities Officer, Head of Housing and Property and Tracey Sutherland, Committee Services Officer have been consulted and comments received have been incorporated into 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 As latterly budget reviews by Highland and Moray Councils 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.**

Author of Report:	Reni Milburn, Economic Growth & Regeneration Manager
Background Papers:	Proposals, correspondence and documents on file in Environmental Services, Economic Growth & Regeneration Section

Business Gateway/Local Growth Accelerator Programme*

Service Level Agreement between Highland and Moray Councils 2018-2021

Appendix 1: Cost Proposal

Business Gateway (Core Service)

Staff		(+15%)	total	
BG Service Manager (15% of HC10) [1]	7785.03	1167.75	8952.78	
BG Administrator (Workshops) (30% of HC4) [2]	7446.57	1116.99	8563.56	
Total	15231.6	2284.74	17516.34	£17,516.34

[1] HC10 + NI + Super + Levy = £51,900.24 (17/18)

[2] HC4 + NI + Super + Levy = £24,821.93 (17/18)

[3] At cost to budget provided by Moray Council. Assumes roll forward of 2017/18 budget allocation

Business Gateway (Local Growth Accelerator Programme)

Staff		(+15%)	total	
BG Service Manager (15% of HC10) [1]	7785.03	1167.75	8952.78	
Co-ordinator (30% of HC6 less ESF) [2]	4504.86	337.50	4842.36	
Total			13795.14	£13,795.14

EU Management

Highland Council (EU applic/compliance/claim management etc.) (3)		4000.00	
Total		4000.00	£4,000.00

[1] HC10 + NI + Super + Levy = £51,900.24 (17/18)

[2] HC6 + NI + Super + Levy = £30,032.40 (17/18) 30% pro rata Moray share as per approved ERDF Operation 1 & 2

[3] At cost as per approved ERDF Operation 1 & 2

Service Level Agreement Management

Management			
Highland Council (£3k per quarter)		12000.00	
Total		12000.00	£12,000.00

Discount negotiated in light of existing shared service and financial constraints £3,100.00

TOTAL £44,211.48

*LGAP Activities include:

- Specialist business growth advice
- Investor Ready & Access to Finance support
- Recruitment Advisory Service
- Graduate Placement Programme
- Business Growth workshops
- Key Sector Entrepreneurial Support



REPORT TO: POLICY AND RESOURCES COMMITTEE ON 29 OCTOBER 2019

SUBJECT: 2019 WORKFORCE STRATEGY AND PLAN

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

1. REASON FOR REPORT

- 1.1 To provide the Committee with an update on the progress made against the actions set out in the 2018 Workforce Plan and to propose an updated Workforce and Organisational Development Strategy and Plan for 2019 - 2022.
- 1.2 This report is submitted to Committee in terms of Section III (B) 27(c) of the Council's Scheme of Administration relating to the recruitment, training and development, health, safety and welfare policies and practices of the Council.

2. RECOMMENDATIONS

2.1 It is recommended that the Committee:-

- (i) **considers and notes the progress made against the actions in the 2018 Workforce Plan; and**
- (ii) **approves the Workforce and Organisational Development Strategy as set out in Appendix A and Plan for 2019 as set out in Appendix B.**

3. BACKGROUND

- 3.1 Following the introduction of systematic workforce profiling in 2006 and the first workforce plan in 2008 the Council reviews a range of workforce planning data on an annual basis. The workforce strategy reflects the wider priorities of the council and the plan sets out the work being done to achieve and support those priorities.
- 3.2 Workforce planning is designed to help the Council plan to ensure it can meet the current and future demands of services. Recognising that people are the key to delivering and improving council services, the workforce planning

process helps ensure that the workforce is deployed, managed and developed effectively.

3.3 Following the annual workforce planning process, the focus of the workforce and organisational development strategy will be:

- Transformation and Change
- Employee Engagement
- Leadership Development and Capacity
- Recruitment and Skills Development

4. PROGRESS ON 2018 WORKFORCE PLAN

4.1 Performance is measured using specific and measurable outcomes where possible and progress has been made on most of the actions to some degree throughout the year. It is, however, important to note that the extended period of instability with regard to senior management arrangements within the Council has continued to have an impact on progress, as has the significant operational work involved in managing and implementing the workforce implications of the workforce change required to achieve the required budget savings for 2019/20. A report to this Committee on 27 November 2018 advised on the scale of the impact to the extent that a reduced workforce plan was agreed (paragraph 10 of the minute refers).

4.2 The workforce plan for 2019 was reviewed recognising the continuing and future constraints and amended accordingly to represent the scale of work that it is considered feasible with the aforementioned other pressures on the HR Service and taking into account the reduced resource within the HR Service due to budget savings.

4.3 Workforce Transformation and Change

- (i) Budget proposals for 2019/20 have been implemented and a planned reduction in headcount achieved through Transform
- (ii) There continues to be ongoing progress with advice and support provided as required for the integration of Health and Social Care.
- (iii) Support for progress on the Moray Integrated Joint Board Organisational Development Plan was put on hold as per the HR Pressures Report to Policy and Resources on 27 November 2018. (paragraph 10 of the minute refers)

4.4 Employee Engagement and Culture

- (i) A review of engagement activities undertaken as a result of the HR Pressures report resulted in an amended plan for 2018/19. This work has progressed well with all current elements and activities embedded as good practice.
- (ii) The Culture Working Group has continued to oversee the delivery of the agreed action plan. This has seen continued support for Direct Services with a view to ensuring sustainability within the service. Development work has included a culture toolkit, a recruitment

brochure and a workload management toolkit which is currently being piloted.

- (iii) Moray Management Methods training has been implemented successfully with positive feedback.

4.5 Developing Leadership Capacity

- (i) A blended approach of development activity at nil or very low cost with input from the Improvement Service and access to the North East Learning Collaborative has been developed and is in the early stages of implementation.
- (ii) Provision of management and supervisory training has continued to be available and developed to increase skills and support the workplace culture, supplemented by training available through the Flexible Workforce Development Fund.
- (iii) A strategy for the development of Elected Members has been developed in draft form and is currently being finalised.

4.6 Workforce / Employee Development

- (i) Annual training needs were identified with managers and funding allocated. Ongoing scrutiny of training requirements continues to ensure probity over spend on external training with oversight providing useful opportunities to identify potential economies of scale.
- (ii) The number of completed ERDPs has decreased with service managers reporting that budget savings work has impacted on their capacity to undertake appraisals. This has weakened the impact of the development work previously undertaken with some services. The development and support work is one of the elements put on hold.
- (iii) The Senior Manager Performance Framework is one of the elements put on hold and will be carried forward.
- (iv) Organisational development work with services has continued in a reduced capacity with support on the work to investigate the increase in violence and aggression incidents in schools being taken forward (subject of separate report to this Committee), but central support for the learning partnership organisation work has been put on hold.

4.7 Health and Wellbeing

- (i) The national figures for 2018-19 have yet to be released, however Moray's 2017-18 position for absence performance in relation to other Scottish Councils had shown a decrease in the national rank order from 15 to 20 out of 32 for teachers and no move at 17 out of 32 for the rest of the local government workforce. The ranking can be slightly misleading as if every councils' figures improve, the individual rankings could potentially stay the same, although notwithstanding this, they can be used as a broad indication of Moray's overall position within Scotland. Case management continues to be carefully monitored within HR to ensure a cost/benefit balance of effective management of assess within the context of reducing management and HR time to address effectively. There remains scope for improving our attendance levels and this work will be carried forward with consideration of where best to target HR support.

- (ii) The small corporate Health and Safety Team have continued to undertake their planned work despite a direct impact from budget savings work affecting the scale of progress. All main higher risk profile departments have operational Health and Safety Committees with worker representation. While worker representation is present, the capacity for undertaking joint inspections remains low. Systems of joint inspection within neighbouring authorities are being explored and the issue is being considered by the Central Health and Safety Committee. An e-learning training module is being developed and a risk based audit approach being consolidated in the plan for 2019/20. A number of safety related articles and support material has been promoted and published over the year as part of an agreed calendar of communications. Professional input was provided to the challenging behaviour survey looking at violence and aggression incidents in schools and this will be continued. While briefings for new contractors were provided with regard to contractor control, further work is ongoing to improve monitoring in this area.

4.8 Workforce and Succession Planning

- (i) A corporate approach to apprenticeships was agreed as a staged approach but this work has been impacted by budgetary pressures and was the subject of a separate report to this Committee on 03 September 2019 where it was agreed to continue with our current approach and to put any further developmental activity on hold (paragraph 15 of the minute refers).
- (ii) Support to services on specific challenges has been provided as required.

4.9 Recruitment and Retention

- (i) This work has been on hold following the HR Pressures Report and will be carried forward.

4.10 Reward and Recognition

- (i) Monitoring of the long term impact of the Living Wage on the pay structure continues however the national agreement on pay awards for the local government workforce contains a commitment of consolidation of the Living Wage with defined timescales. This raises the priority of this work and background research is planned to assess the scope and scale of the issues surrounding consolidation. Separate reports will be brought back to this Committee as this work progresses.
- (ii) An Equal Pay Audit was completed and is available to view on the Council's external website.

4.11 Other Actions

- (i) While there has been some progress with the employment policy review work, completion has been delayed due to the pressures from the budget savings work, reduced resources within HR and trade union availability.

5 PLANNING FOR 2019 WORKFORCE STRATEGY AND PLAN

- 5.1 The strategy has been reviewed in the light of the continuing difficult financial environment and potential impact on council services and it is proposed that the four main themes should be carried forward again. External and internal factors such as the continuing financial pressures and budgetary constraints, Scottish Government policy, the management restructure and the importance of the modernisation, improvement and transformation agenda as the Council works towards a more sustainable future place an increased focus on the organisational development activity that will be required to support this, particularly with refocused engagement and culture activity. Where resourcing pressures had previously meant that a number of elements had been on hold for some time, these remain in the plan for 2019 on the premise that the work is still required, but is undertaken based on a prioritised basis.
- 5.2 As with previous workforce plans, many areas of the workforce plan, which implements the strategy, roll on from year to year as developments and major pieces of work continue in similar areas (e.g. employee engagement, leadership, transformation and change). Therefore, the proposals for the 2019 plan show continuation and progress to the next stage of development.
- 5.3 It is anticipated that there will be a continued impact from the budget on the workforce during 2018/19 along with a strong focus on modernisation, improvement and transformation. Management of the contraction and re-shaping of the Council workforce will therefore continue to be a significant theme for 2019 as services adapt for the future and increased organisational development work will be required to support the workforce adapt to new ways of working.
- 5.4 Responding to Scottish Government policy direction will also be a feature and in particular the initiatives that relate specifically to the workforce including the Fair Work Practices Framework as set out by the Fair Work Convention in their role as an independent advisory body to Scottish Government Ministers. The aim is to drive forward fair work in Scotland so that fair work is a hall mark of Scotland's workplaces and economy. Moray Council are committed to and agree with the principles set out in the Fair Work Framework of effective voice, respect, security, opportunity and fulfilment for each and every employee. These align with the corporate values and the Council will aspire to work towards these in managing and developing the workforce where reasonably practicable and achievable.
- 5.5 In line with the approach taken in previous years and taking account of the available resources, developmental and policy work will continue to be kept to a minimal level with policy review and development prioritised based on either a legislative or organisational requirement. Taking this approach on a longer term basis does carry a measure of risk and this will be kept under review.
- 5.6 Based on the above, the proposed 2019 Workforce Strategy is attached at **Appendix A** and the draft workforce plan 2019 at **Appendix B**. The workforce strategy sets out the high level corporate issues and priorities to be addressed

and the workforce plan provides more detail on the actions that will be taken to address these. The workforce plan is incorporated into the service plan for HR.

6. SUMMARY OF IMPLICATIONS

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

The contents of this report are in accordance with the priorities set out in the Corporate Plan 2019-22 and set out how we will make best use of our workforce and resources to support the Council to change to meet future challenges.

(b) Policy and Legal

None

(c) Financial Implications

None.

(d) Risk Implications

The workforce strategy and plan are based on assessment of the issues and risks anticipated in relation to the council's workforce and identify actions to address these. The actions in the workforce plan have been prioritised and if necessary activity will be reduced or ceased on those actions ranked lowest. Given the focus on workforce change through budget related changes, modernisation, improvement and transformation it will be challenging for the HR service to deliver on all of the work identified and so there is a risk of slippage that could have an impact on services. Monitoring reports are submitted to the Personnel Forum and any issues and proposed remediation will be identified for consideration.

(e) Staffing Implications

There are no staffing implications arising from this report. However, it will be stretching for the HR service to deliver the actions in the workforce plan and this will be monitored carefully.

As the Council prepares its financial plans and undertakes longer term planning, it is likely that specific workforce issues will emerge. Work will be undertaken as proposals are developed to identify the specific workforce issues and these will be managed through the well established change management and Transform processes. Account will also be taken of the whole council strategic management of these workforce issues as they emerge by involving the HR team in the planning of the required changes.

(f) Property

There are no property implications arising from this report.

(g) Equalities/Socio Economic Impact

Equality impact assessments are undertaken on each policy and the workforce implications of budget savings and change proposals.

(h) Consultations

The Personnel Forum receives regular reports on the progress of the workforce plan and has been consulted on the preparation of the draft proposed. The trade unions also receive updates and were consulted on items that they would wish to include in the future plan. CMT/SMT have also been provided with background information and draft documents for consultation and direction and their views are incorporated into the proposals. This report has also been circulated to Tracey Sutherland, Committee Services Officer and their comments are included within the body of the report.

7. CONCLUSIONS

- 7.1 While the workload remains challenging, there has been some positive progress on the 2018 workforce plan. For 2019, it is anticipated that there will continue to be progress across the main elements of the workforce plan; additionally significant work will arise as a result of the budgetary challenges which will require support in achieving a reduction in headcount and development of our leadership capacity will also be driven forward . There are limited resources allocated to policy work and we need to ensure that this keeps pace with external developments.**

Author of Report:	Frances Garrow, Acting Joint Head of HR & ICT
Background Papers:	Annual Workforce Report (statistics) on members' portal (To be made available once statistics validated following technical issues in establishing appropriate comparative data from the new HR-Payroll system)
Ref:	2018 workforce plan progress and conclusions on members' portal p/mgt/reports/p&r/workforce planning Appendix A: 2019 Workforce Strategy (Draft) Appendix B: 2019 Workforce Plan (Draft)

MORAY COUNCIL

WORKFORCE AND ORGANISATIONAL DEVELOPMENT STRATEGY

(2019-2022)

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MORAY COUNCIL

WORKFORCE & ORGANISATIONAL DEVELOPMENT STRATEGY

(2019-2022)

1 Introduction

This workforce and organisational development strategy is designed to support the council to develop a skilled, motivated and flexible workforce and to adapt as an organisation in order to be able to deliver sustainable services to the community that make a difference, address inequality and are fit for purpose.

2 Corporate Vision

The council's vision is to make life better for everyone in Moray, where there is a positive future for all, within a vibrant economy, with empowered and connected communities.

Moray is an area of diverse natural beauty where people choose to live, learn, work and enjoy. To deliver this, the council's priorities are:

- **Our People** : Provide opportunities for people to achieve their potential and be the best they can be throughout their lives
- **Our Community**: Empower and support communities to build capacity
- **Our Future**: Drive economic development to create a vibrant economy for the future

While delivering these priorities the Council will also work towards creating a sustainable council that provides valued services to our communities underpinned by our values of ambitious, fair, responsive and improving, working together for a better Moray.

3 Moray Profile

With a population in excess of 93,000 the demographics of Moray present some unique challenges. When compared with neighbouring regional and national levels, Moray has a lower business and employment base, a higher share of employment in mining, quarrying and utilities, manufacturing, public administration and defence and lower unemployment rates. Other features of Moray's profile are:

- smaller proportion of the adult population with degree-level qualifications
- above average percentages of older people
- low wage economy and reliance on a small number of industries
- influence of the MOD on population and job market
- young people leaving the area after school and not returning
- some young people do less well in exams or what they do after school which affects their choices for the future
- a town/rural divide in relation to outcomes

- social isolation and challenges for access to services because of rural nature of Moray

Comparing this data to the overall workforce statistics Moray Council is representational of the Moray area as a whole with an aging workforce and significantly low numbers of young people in employment; those under 29 years of age represent only 9.2% of the overall workforce which in workforce planning terms presents a longer term concern. Moray Council has a 1:4 male to female staff ratio which is representative of the types of services delivered which are more aligned to professions typically undertaken by female employees such as caring, teaching, clerical and admin and cleaning staff. The current turnover rate of staff has remained fairly static at 9.2% is consistent with the median rate of turnover for public sector services.

4 External Context

In common with most other local authorities, Moray Council is operating within an external environment that holds many challenges as well as opportunities in delivering the corporate priorities. Alongside this sits the requirement for continued day to day delivery of council services.

Following the economic downturn in 2008/9 and successive reductions to local government budgets, Moray Council has developed a good track record of delivering savings whilst balancing the sensitive management of a reducing workforce with valuing and motivating the employees who remain. With the external financial constraints set to continue, the council has developed an improvement and modernisation programme to help it become more sustainable and fit for purpose in the future.

This means that the way the council delivers services to the public and the role it plays within this is likely to change substantially in the future in terms of the shape and scale of public service delivery. This is also likely to have an impact on the way people do their jobs as well as the number of jobs within services.

Additionally there are a range of legislative requirements, government initiatives and sector specific professional developments that the Council has to respond to in order to competently deliver services to the community.

Initiatives that relate specifically to the workforce include the Fair Work Practices Framework as set out by the Fair Work Convention in their role as an independent advisory body to Scottish Government Ministers. The aim is to drive forward fair work in Scotland so that fair work is a hall mark of Scotland's workplaces and economy. Moray Council are committed to and agree with the principles set out in the Fair Work Framework of effective voice, respect, security, opportunity and fulfilment for each and every employee. These align with the corporate values and we will aspire to work towards these in managing and developing the workforce where reasonably practicable and achievable.

5 Workforce Vision

Moray Council believes that its workforce, their skills, capacity and commitment are the key to delivering and improving council services and that it is essential that our workforce is deployed, managed and developed effectively to be able to do their best at work.

Part of the current challenge is realigning the workforce to meet the council's future requirements and retraining existing employees to undertake new roles and develop new skills. This includes continuing to develop our customer service focus, supporting the development of digital skills in line with more digital solutions for service delivery and ensuring systems and ways of working lead to improved outcomes.

While successive employee surveys have indicated good progress with substantial improvements across a range of employment issues, there continues to be scope for improvement, particularly in supporting people through changes to their jobs and ways of working.

Strong consistent leadership remains critical to the successful delivery of council services in the future.

6 Workforce Planning

Workforce planning is undertaken on an annual cycle through data analysis, discussions with senior and service managers and distillation of common themes into the corporate workforce strategy where necessary. The discussions focus on the following areas:

Demographics

- Community/Workforce Profile – how closely the workforce profile matches the Council and community profile in terms of gender, ethnicity and age
- Age/Gender – determining any issues associated with the workforce regarding numbers retiring or in key posts
- Turnover – determining areas where turnover is higher or lower than average, considering the reasons and identifying any service implications
- Sickness Absence – analysing sickness absence rates, identifying any particular problem areas for either short or long term absence, trends, hot spots

Recruitment

- New posts – considering whether any new posts are anticipated and identifying any potential backfill, recruitment or induction issues
- Service issues – considering any significant service issues arising or anticipated from recruitment problems, impact of Brexit
- Key posts – identification of any hard to fill posts and the implications of a vacancy
- Local and national market implications – assessing the implications of local and national labour market conditions

Corporate

- Forward planning – assessing the implications of any issues arising from the financial, corporate and service planning processes
- Efficiency reviews – identifying any issues arising from efficiency reviews
- External developments – considering any external developments impacting upon services e.g. legislative changes

Strategic

- Employee engagement – considering any issues arising from the employee engagement work including the most recent survey results
- Employee culture – identifying any issues arising from the workforce culture activity that require intervention, support, adaptations
- Leadership development and capacity – assessing any issues of leadership development and capacity impacting on service delivery
- Workforce transformation and change – consideration of any other factors potentially affecting the future reshaping of the workforce

7 Priorities for 2019 – 2022

Delivering services and meeting priority targets within a reducing budget continues to dominate the council's agenda. While regular reviews of all service areas will ensure that resources are and continue to be aligned to priorities and that appropriate shifts are made, this will continue to result in significant and difficult implications for the Council's workforce, ranging from changes to ways of working to job losses. Ensuring the council has the flexibility and adaptability to meet the council's future requirements will remain the major theme for workforce management activities for the foreseeable future. This will require an increased focus on organisational development including making the change agenda more accessible and understood so that it becomes something every employee does with a focus on customer services and increased use of a digital approach.

Notwithstanding the transformation and change activity, it is also important to effectively manage the workforce who will continue to deliver the vast majority of council business. Ensuring employees feel valued and their contributions recognised will be fundamental to maintaining morale and motivation. Within the challenging environment therefore, employee engagement and workforce culture will continue to be a key priority. This will however include a particular focus on engaging and the workforce on the change required to modernise and improve the future of services.

Also within the context of transformational change, the management of change will continue to be a key priority. Management of change in a difficult financial environment will mean an engaged workforce and strong, consistent leadership are particularly important to the future of Council services. This means ensuring that appropriate development activity is available to all managers and supervisors across the organisation.

Recruitment continues to present difficulties, particularly in relation to specialist and senior posts and teaching staff. While this is a pattern repeated nationally and at least in part relates to a shortage of supply the situation is exacerbated by Moray's remote geography and the size and scale of some of our services. The Council will

continue to identify ways to nurture and develop talent to meet future demand including encouraging the use of apprenticeships where sustainable.

The main workforce priorities for this plan are:

- Workforce Transformation and Change
- Engagement and Culture
- Leadership Development and Capacity
- Recruitment and Skills Development

8 Elements and Objectives

Workforce Transformation and Change: manage the contraction and re-shaping of the Council workforce to achieve a sustainable skilled and motivated workforce for the future aligned to the Council's priorities.

The requirement to make long-term reductions in budget will continue to impact on the Council's workforce. As the cumulative effect of annual savings builds, more fundamental review of what and how activities are undertaken is required in order to continue to reduce costs. It is already apparent that this is likely to impact on particular services more than others therefore the Council will continue the management of change through Transform to reshape the workforce. The intention is to achieve a reduction in the paybill and number of people employed and to minimise compulsory redundancies, providing security of employment as far as possible.

To address these issues we will:

- ◆ Continue to use the Transform approach (and relevant change management procedures for teaching staff) to manage workforce changes
- ◆ Manage employee relations and consultation comprehensively and sensitively in relation to workforce change
- ◆ Work in partnership to support the IJB on the integration of health and social care

Engagement and Culture: continue to develop effective communication and engagement across the workforce to sustain and improve engagement in a challenging environment.

We have defined employee engagement as the discretionary commitment and enthusiasm people give to the Council, their services and their colleagues, which means we can provide better services and that it matters to employees that the Council does well. In progressing our employee engagement programme, the Council wants to enable people to be the best they can be at work and recognises this can bring advantage in achieving efficient, high quality services.

The 2017 Employee Survey results demonstrated a sustained continuous trend of improvement. The results from the 2019 will be used to continue to monitor the views of the workforce and to inform where and how the council focuses resources on improving employee engagement and workforce culture.

To improve employee engagement and enhance workforce culture we will continue to:

- ◆ Deliver the employee engagement programme with a focus on supporting the future design and review of council services associated with modernisation, improvement and transformational change as well as to ensure it continues to provide for workforce engagement generally;
- ◆ Seek to embed actions to improve and promote a positive workforce culture and improve employee involvement and influence in the workplace.
- ◆ Review and refresh work to enhance people management activity, training and consistency

Leadership Development and Capacity: prepare and develop current and future leaders to meet the demands of local government of the future to ensure the continuous improvement of services.

Long term constraints on public spending continue to require innovative approaches to services with a focus on preventative spending through early proactive interventions. Partnership and joint working is increasingly important as part of this agenda to ensure that services respond to local needs in a cohesive manner.

Management and leadership skills and capacity are a key priority to enable the culture of the organisation to adapt and change to meet the challenges of changing service delivery particularly within the context of reduced budgets. 2017 employee survey results illustrate that while there has been some impact in terms of the improving consistency of management practices there remains scope for further improvement. Training on Moray Management Methods (MMM) which are aimed at developing consistency of management practice across the organisation will continue in order to support the Council to focus on delivering results for customers and being more outcome-driven. The Leadership Forum for senior managers will continue to support corporate direction, providing a platform for strong visible leadership and a versatile programme of leadership and management development activity has been designed and implemented to allow the council to maximise use of available funding and partnership working.

To develop leadership capacity we will:

- ◆ Further develop and embed the versatile leadership development programme that develops the skills and behaviours necessary for the political, corporate and strategic direction and leadership the council requires
- ◆ Continue to enhance management and supervisory training to improve consistency of and adherence to clear management standards and support the implementation of MMM and a more positive workforce culture.
- ◆ Provide elected member support, training and development required for effective leadership of the Council.

Workforce/Employee Development: ensure that employees have the skills, competencies and experience required and are prepared to meet current and future requirements

The workforce development section in the corporate plan sets out how the council needs to develop over the coming years in order to respond to demands and deliver the priorities set in the ten year plan. This is reviewed by the Council to allow the workforce development requirements to be reassessed. The centralised approach to the design and delivery model for training ensures that the overall resource continues to be effectively allocated and managed to meet agreed council priorities.

It is recognised that during times of uncertainty and change employees need to be prepared for changes and the impact on jobs but also need to be supported to continue to deliver their current roles. Therefore, these themes will be addressed in the corporate training and development provided.

To address these issues we will:

- ◆ Monitor learning and development activity across the council and ensure it is aligned to the corporate and OD priorities;
- ◆ Provide training and development activities to meet the prioritised requirements as efficiently as possible.
- ◆ Continue to develop the quality of the employee review experience, while ensuring that all employees have the opportunity to participate in a review process on at least an annual basis
- ◆ Review Management Appraisal Framework
- ◆ OD support provided to services as required

Health and Well-being: pro-actively support the health and well-being of employees.

The most recent performance information (2017/18) indicate a slight increase in absence figures with Moray sitting slightly above mid table within the rank order of local authority benchmarking for absence for Teaching staff and just at mid table for the local government workforce. The main causes of absence in the Council remain consistent with the wider workforce with mental health and musculo-skeletal disorders continuing to be the main reasons for absence. Recommendations from national research into the effects of work on mental health are being considered within the context of the Council's current approach and any changes will be managed through the workforce culture work. The Council continues to take a low key approach to promoting health in the work place and will continue modest activities for 2019 to support the health and well-being of the workforce.

Analysis of absence figures and trends enables targeted action to be taken in areas where absence is most problematic and this work will continue in 2018/19.

The Annual Health and Safety report identifies the need to continue to develop the safety culture of the council so that managers and employees are equipped and empowered to take responsibility for and give priority to health and safety as well as take a more planned approach to monitoring and compliance. There continues to be an emphasis on improving awareness of key health and safety systems, including

involving the workforce as safety representatives and sharing experience and lessons learned.

To address these issues we will:

- ◆ Support the implementation of the Council's Health and Work policy to deliver ongoing improvements in absence levels, incorporating nationally recognised recommendations where appropriate
- ◆ Manage risks well by implementing our health and safety system effectively including planned programme of audit work, ensuring suitability of the policy framework and improved contractor control
- ◆ Share our success and learn from our experience of health and safety practice

Workforce and Succession Planning: address workforce issues in relation to demographic changes and skill shortages and develop strategies to address the consequences.

The main issue in relation to workforce planning continues to be the long term reduction and change to the workforce that is referred to above. Therefore, while there may be specific issues in certain areas, these have been identified in workforce planning activity undertaken with services and will be taken forward at service level. The Council also plans to continue to use natural turnover in the workforce to manage downsizing over time. So far, this approach has been successful and with careful management it is expected this will contribute significantly to the planned reduction in employee numbers over a number of years.

The Education and Social Care service in developing the early years' provision is planning ahead for early years' workers and across all service areas there remain challenges in securing certain professional, expert and senior staff, including craft workers. The Council is supporting the development of the young workforce in Moray and opportunities to undertake work that supports both of these objectives is being considered.

The development of the young workforce is important both in relation to addressing future skills gaps within the Council workforce and for the growth of the Moray economy in terms of retaining and returning young people to the area and ensuring a strong foundation of appropriate skills in the community. The Council has reviewed the corporate approach to apprenticeships taking account of these requirements as well as the difficulties posed by prolonged periods of financial constraint and workforce contraction and will continue to develop apprenticeships where possible within the current environment.

To address these issues we will:

- Continue to actively manage vacancies to prepare for future changes
- Work with services on specific challenges (such as early years)

Recruitment and Retention: ensure that Council services are as well-resourced as possible by making the Moray employment package as attractive as possible and deploying appropriate recruitment strategies.

Workforce planning has in recent years identified difficulties in recruiting a number of specialist public sector posts. While there could be longer term solutions to recruitment difficulties such as providing development opportunities aimed at specific hard to recruit areas, possibly including enhancing the employment and training opportunities for young people in Moray, the wider situation in some areas e.g. the Care At Home service is exacerbated by the drive to recruit an expanded early years' workforce, the candidate pool for which is similar.

While recent recruitment issues associated with teaching posts has lessened slightly following a mix of local, regional and national interventions, there remain residual issues in relation to some secondary subjects and promoted posts. While this is in part due to a national supply shortage, there is added complexity from the rural nature of Moray and our small schools, which attract lower salaries for promoted posts.

Following a period of limited work on recruitment issues, due to prioritisation of resources, options will continue to be considered and prioritised for development along with service management. The presentation of the Council's employment package would also benefit from review and modernisation and while this has progressed slightly, this will also be undertaken as other work permits.

To address these issues we will:

- ◆ Consider recruitment and retention activities to promote employment opportunities and profile of Moray Council
- ◆ Establish clear pathways for support, training and experience for professional development for professional and specialist posts (grow your own)

Reward and Recognition: have in place fair and competitive pay and conditions that are recognised as such and are free of bias.

The Council has to monitor and sustain its pay arrangements and ensure that the overall employment package continues to be fair and free of bias. The Council's third Equal Pay Audit was undertaken in 2019 and no significant issues were identified for attention.

Developments in the national pay strategy are impacting on local pay and grading arrangements for the SJC workforce. In particular there are issues associated with the living wage as it has increased at a rate above inflation each year which is now eroding some of the pay differentials established by job evaluation. The specific parameters of the most recent Scottish Joint Council salary agreements have increased the priority now required to progress consideration of the impact on the pay and grading structure.

Pay and conditions represent a significant spend for the Council and it is important to ensure that these are aligned to council priorities, reflect service demands and represent both good value for the employer and fair pay to the employees. As the period of financial pressure and constraint continues, terms and conditions remain under added scrutiny to potentially offset costs from pressure on the pay structure should this become necessary.

To address these issues we will:

- ◆ Develop options that consider how best to manage the long term impact on the pay structure arising from the living wage and other pay related issues
- ◆ Ensure that jobs are well designed and defined to meet future service needs

Other Actions:

There are a number of other actions that fall out with the above categories that contribute to how the Council manages its workforce:

- ◆ Employment Policies – rolling review programme
- ◆ Responding to legislative and national policy changes
- ◆ Information and system development

9 Plans

The delivery of this strategy is set out in more detail in the Corporate Workforce Plan, which also forms part of the Service Plan for Human Resources and ICT.

These issues will develop throughout the year and the management of the workforce will adapt to address the issues as they emerge. Workforce planning requires a long-term approach and so in a number of areas work will build from research and projects carried out under previous workforce plans

10 Resources

Resources continue to be stretched within the HR service and while this strategy recognises the workforce issues and sets direction, a degree of prioritisation is required as it is not possible to take all of the actions forward. This will be reflected in the workforce plan which is monitored by the Personnel Forum.

11 Review

Monitoring and review of this strategy will take place through the Personnel Forum and CMT with 6 monthly updates which will highlight any workforce plan adjustments required related to the budget and corporate financial planning. The workforce plan will be an evolving document that is modified to respond to issues as they arise specifically including continuous improvement in key areas and ensuring there is a focus on delivery of priority outcomes. There will be a formal annual review of the plan and strategy.

**THE MORAY COUNCIL
CORPORATE WORKFORCE PLAN 2019 -20**

(Priority: 1 high 3 low, 4 ongoing area of work where further development is not required at this stage, 5 on hold)

ACTION REQUIRED	PLANNED OUTCOME <i>Blue text could be considered for future years or as management indicator</i>	Completion TIME-SCALE	Lead Officer	Priority Rating (1 high 3 low, 4 for ongoing and 5 for on hold)
Workforce Transformation and Change: <i>manage the contraction and re-shaping of the Council workforce to achieve a sustainable skilled and motivated workforce for the future aligned to the Council's priorities</i>				
1. Continue to use <i>Transform</i> approach for change management and relevant recruitment	Workforce reductions dealt with in a timely and managed way to minimise the need for compulsory changes <u>Measure:</u> reduction in headcount/number of compulsory redundancies	As required	SHRA (AS)	4
2. Manage employee relations and consultation comprehensively and sensitively in relation to workforce changes	Employee relations aspects of managing change at service and corporate level undertaken effectively and in good time 1. Positive feedback from trade unions involved in change 2. Satisfaction from workforce involved in change 3. <i>Avert successful appeals and tribunal applications from disgruntled employees/TU's</i> <u>Measure:</u> satisfaction with change management from employees and trade unions for each change	As required	H/HR&IC T/HRM	1
3. Work in partnership to support the IJB on the integration of health and social care	<u>HR</u> Workforce management arrangements in place per plan for 1. Continued HR support to partnership 2. Productive staff/TU partnership working 3. Recruitment and resourcing 4. Workforce Performance and Reporting 5. Policies <u>Measure:</u> 90% of plan completed Outcome Achieved 90% of plan completed	Work plan in development timescales tbc	SHRA (KRM)	1
	<u>Health & Safety</u> Clarity over how risks will be controlled in a joint working environment Improved oversight and management of the Health & Safety risks in the joint environment. <u>Measures:</u> – Introduce a rolling safety audit programme to MH&SC – Roll out use of the NHS safety inspection form to MH&SC premises	Mar 2022	SH&SA	1

ACTION REQUIRED	PLANNED OUTCOME <i>Blue text could be considered for future years or as management indicator</i>	Completion TIME-SCALE	Lead Officer	Priority Rating (1 high 3 low, 4 for ongoing and 5 for on hold)
	<u>OD</u> Organisational Development plan implementation underway to support IJB services <u>Measure:</u> 30% of plan delivered by March 2020 60% of plan delivered by March 2021 100% of plan delivered by March 2022	Mar 2022	ODM	2
Employee Culture, Engagement/Morale and Motivation: <i>continue to develop effective communication and engagement across the workforce to sustain and improve engagement in a challenging environment and continue to develop a positive workforce culture.</i>				
1. Deliver employee engagement programme	Workforce engagement in the future design and review of council services associated with modernisation, improvement and transformational work as well as workforce engagement generally; Improvements in: 1. consistency of people management activity 2. positive workforce culture 3. employee involvement and influence in the workplace <u>Measure:</u> Increased employee involvement and positive response to modernisation, improvement and transformational change projects Response to engagement programme monitored for improvement in pulse surveys Positive story telling reports of employee experiences Feedback and impact from workforce culture activities	per approved programme of work	H/HR&IC T	4

ACTION REQUIRED	PLANNED OUTCOME <i>Blue text could be considered for future years or as management indicator</i>	Completion TIME-SCALE	Lead Officer	Priority Rating (1 high 3 low, 4 for ongoing and 5 for on hold)
2. Implement and embed actions to improve and promote a positive workforce culture and improve employee involvement and influence in the workplace	<p>Morale is good, people are proud to work for Moray Council and would recommend it to others</p> <p>Positive, trusted working environment is provided where employees confident that the council listens and tackles issues, including bullying and harassment</p> <ol style="list-style-type: none"> 1. Address and improve issues that emerge in 2019 survey 2. Address issues of workload management 3. Enhance people management skills of all managers and supervisors including mental health awareness (cross refer to Health and Wellbeing) 4. Continue to develop communications to ensure these are open and honest 5. Improve workforce perception of role of elected members <p><u>Measure</u>: impact of measures gathered from pulse surveys</p> <p>Positive feedback from targeted services, workforce and workforce representatives</p>	Mar 2020	H/HR&IC T	1
3. Continue work to enhance management activity and consistency	<p>Improved consistency of management practice and increase commitment to employee management and engagement (cross refer to Developing Leadership Capacity)</p>	Mar 2020	H/HR&IC T	1
Developing Leadership Capacity: <i>prepare and develop current and future leaders to meet the demands of local government of the future to ensure the continuous improvement of services</i>				
1. Implement re-designed leadership development to ensure it develops the skills and behaviours necessary for the corporate and strategic direction and leadership the council requires	<p>Managers developed to lead challenging agenda and council prepared for the future</p> <p>Develop a revised programme to meet organisational requirements</p> <p><u>Measure</u>: Courses in place and feedback positive</p>	Mar 2020	ODM	1
2. Provide management and supervisory training to address management standards, enhanced management activity and consistency and a	<p>Managers and supervisors across the council developed to lead challenging agenda and council prepared for the future with improved consistency of management practice and increased commitment to employee management and engagement.</p> <ol style="list-style-type: none"> 1. Managers knowledgeable about required management standards and skilled to apply these consistently 	Ongoing	ODM	1

ACTION REQUIRED	PLANNED OUTCOME <i>Blue text could be considered for future years or as management indicator</i>	Completion TIME-SCALE	Lead Officer	Priority Rating (1 high 3 low, 4 for ongoing and 5 for on hold)
more positive workforce culture	2. Induction provided for new managers to ensure they are skilled in the MMM and behavioural requirements 3. Provide standards for assessing and planning development needs <u>Measure:</u> more positive responses to people management questions in employee survey. Increased proportion of managers who have attended training and assessment of feedback Improved results in pulse surveys and other forms of workforce feedback Positive feedback from managers attending MMM training Changes in practice are noticed (e.g. increase in ERDPs) Regular updates to Personnel Forum			
3. Provide elected member support, training and development required for effective leadership of the council	Elected members are developed to ensure effective leadership skills and behaviours required for political leadership 1. Develop strategy for development 2. Implement plan to deliver strategy <u>Measure:</u> elected member development evidenced	Dec 2020	ODM	1
Workforce/Employee Development: <i>ensure that employees have the skills, competencies and experience required and are prepared to meet current and future requirements</i>				
1. Monitor learning and development activity across the council and ensure it is aligned to the corporate and OD priorities	Workforce is equipped with the required skills and competencies to provide excellent customer service, be digitally confident and prepared for change. <u>Measures:</u> Above developed and corporate development maximised through: <ul style="list-style-type: none"> - Development activity created to address strategic themes - 90% uptake of internal and external training courses and development activity 	Mar 2020	ODM	1
2. Develop the quality of the employee review experience, while continuing to ensure that all employees have the opportunity to participate in a review process on at least an annual basis	Employee review and development is addressed across the whole workforce and participation rates continue to increase <u>Measure:</u> 90% of erdps and pr&d completed	Mar 2020	ODM	1
3. Review Management Appraisal Framework	Management Appraisal Framework to be reviewed to reflect experience and best practice and ensure optimum performance management and ongoing development	Mar 2020	ODM	1

ACTION REQUIRED	PLANNED OUTCOME <i>Blue text could be considered for future years or as management indicator</i>	Completion TIME-SCALE	Lead Officer	Priority Rating (1 high 3 low, 4 for ongoing and 5 for on hold)
	<u>Measure:</u> Above produced and positive feedback received			
4. OD support to services as required	OD support provided that supports services to achieve their outcomes e.g. reduction in violence and aggression in schools, implementation of learning partnership organisation ethos <u>Measures:</u> OD plans produced and implemented Outcomes achieved	Mar 2020	ODM	4
Health and Well-being: <i>pro-actively support the health and well-being of employees</i>				
1. Support the implementation of the Council's Health and Work policy in order to deliver ongoing improvements in absence levels	To achieve a sustained reduction in absence levels as measured through the Local Government Benchmarking Framework PIs. To improve the awareness of and management of mental health (as a main cause of absence) within the workforce <u>Measure:</u> Absence performance indicators	Mar 2020	HRM	2
2. Manage risks well by implementing our health and safety system effectively	Improved quality and practical usability of risk assessments in higher risk services Rolling programme of audits of the health and safety arrangements in the higher risk services or services with specific safety problems (as determined by the H&S team) <u>Measures:</u> <ul style="list-style-type: none"> – 3 risk assessments reviewed from each of the higher risk areas in rolling programme – 3 toolbox talk reviewed in selected higher risk areas – 3 internal safety inspection arrangements reviewed in selected higher risk areas. 	Mar 2020	SH&SA	1
3. Ensure the Council has a suitable policy framework for managing health and safety	Compliance with legislation, guidance, improved safety record, reduced risks. <u>Measures:</u> <ul style="list-style-type: none"> – Complete specified policy reviews – Increased use of corporate safety management system by managers and staff – Reduced number of health and safety related incidents 	Mar 2020	ODM / SHSA	2

ACTION REQUIRED	PLANNED OUTCOME <i>Blue text could be considered for future years or as management indicator</i>	Completion TIME-SCALE	Lead Officer	Priority Rating (1 high 3 low, 4 for ongoing and 5 for on hold)
4. Developing the Health and Safety Culture of the council	<p>Managers and employees take responsibility for and give priority to health and safety, sharing success and learning from experience where possible resulting in fewer accidents and health and safety related incidents.</p> <p><u>Measures:</u></p> <ul style="list-style-type: none"> - improved Employee Survey response - positive feedback from the workforce and workforce representatives - increased workforce participation in safety forums - improved incident reporting - improved flow of safety related information up and down the channels. - clear messages established around health and safety that are acknowledged by the workforce - 2019 annual health and safety report finds learning from experience established and fewer avoidable incidents occurred - actions from surveys complete e.g. Violence and Aggression in schools 	Mar 2020	SH&SA	2
5. Contractor control	<p>Managers and supervisors fully understand responsibilities related to contractor control</p> <p>Property Service assisted in monitoring the safety performance of framework contractors.</p> <p><u>Measures:</u></p> <ul style="list-style-type: none"> – spot checks of maintenance and project contract works. – greater awareness among Council staff of the need for contractor control – review of the arrangements included in last years' service plan 	Mar 2020	ODM/SH &SA	2
Workforce and Succession Planning: Address workforce issues in relation to demographic changes and skill shortages and develop strategies to address the consequences				
1. Continue to actively manage vacancies to prepare for future changes	This action will be addressed under workforce transformation and change – Transform activity but is included under this heading to recognise the double impact.			
2. Work with services on specific challenges (eg EY)	<p>Services are supported with specific challenges e.g. Early Learning and Childcare</p> <p><u>Measure:</u> Specific initiatives implemented as required Positive feedback received from services</p>	As required	HRM	3
Recruitment and Retention: ensure that Council Services are as well-resourced as possible by making the Moray employment package as attractive as possible and deploying appropriate recruitment strategies				
1. Consider recruitment and retention activities to promote	<p>Attractive presentation of Moray Council as an employer</p> <p><u>Measure:</u> Increased number of candidates (who meet</p>	Mar 2020	SHRA (AS)	2

ACTION REQUIRED	PLANNED OUTCOME <i>Blue text could be considered for future years or as management indicator</i>	Completion TIME-SCALE	Lead Officer	Priority Rating (1 high 3 low, 4 for ongoing and 5 for on hold)
employment opportunities and profile of Moray Council	criteria) for identified hard to fill posts			
2. Establish pathways for support, training and experience for professional development for professional and specialist posts (GYO)	Pool of potential applicants created for hard to fill posts <u>Measure</u> : Number of successful appointment of trainees to substantive council posts	Ongoing	ODM	4
Reward and Recognition: <i>have in place fair and competitive pay and conditions that are recognised as such and are free of bias</i>				
1. Continue to monitor the long term impact on the pay structure arising from the living wage and other pay related issues	Council prepared should action be required <u>Measure</u> : continued monitoring of national position, more detailed modelling work undertaken with options appraisal and plan of work agreed at Committee	Mar 2020	H/HR&IC T / HRM	1
2. Undertaken equal pay audit	Assessment of extent of pay equality issues within the workforce <u>Measure</u> : Audit completed and action plan prepared to address any issues that emerge	Mar 2022	HRM	3
OTHER ACTIONS				
1. Employment Policies – rolling review of policies (and development of new)	Employment policy areas prioritised and addressed to ensure council employment framework is current and appropriate. 1. Implement format and timetable for policy work <u>Measure</u> : 90% of policies produced and agreed per plan	Mar 2020	SHRA (AS)	3
2. Respond to changes in legislation and national policy development	Council determines approach to new developments and information is communicated to managers and workforce as appropriate and incorporated into relevant training <u>Measure</u> : 90% of planned work completed	As required	HRM	3
3. Information and System Development	Systems are developed to achieve maximum synergies and efficiencies and service information is accurate, relevant and current, providing a useful source of reference, guidance and supporting managers and staff to self-serve. <u>Measure</u> : 75% of planned work completed	Mar 2020	H/HR&IC T	3
ON HOLD				
WORKFORCE AND SUCCESSION PLANNING				
Develop and implement the corporate approach to apprenticeships and	Address future skills gaps Contribute to the development of the younger workforce	On hold	H/HR&IC T	5

ACTION REQUIRED	PLANNED OUTCOME Blue text could be considered for future years or as management indicator	Completion TIME-SCALE	Lead Officer	Priority Rating (1 high 3 low, 4 for ongoing and 5 for on hold)
other schemes aimed at young workers	Measure: Project plan delivered as per agreed actions and timescales Number of apprentices across council increases This action will be on hold with normal apprenticeship activity supported and ongoing as normal with a review in 12 months.			
RECRUITMENT AND RETENTION				
Work with Educational Services to develop recruitment strategies (both long and short term) for the improvement of Teacher recruitment	Improve the supply of quality candidates into the Moray teaching workforce in order to reduce number of long term vacancies in teacher posts in primary, secondary, promoted posts Measures: Increased retention of NQTs moving into longer term appointments Reduction in number of repeat advertisements for i) teacher posts and ii) promoted posts Reduced reliance on short term temporary cover arrangements Reduced number of long term vacancies	On hold	SHRA (AS)	5



REPORT TO: POLICY AND RESOURCES COMMITTEE ON 29 OCTOBER 2019

SUBJECT: PROPERTY ASSET MANAGEMENT APPRAISAL

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

1. REASON FOR REPORT

- 1.1 This report provides this Committee with a progress update on the key recommendations set out within the Property Asset Management Appraisal.
- 1.2 This report is submitted to Committee in terms of Section II of the Council's Scheme of Administration relating to matters excluded from delegation to Committees.

2. RECOMMENDATION

2.1 It is recommended that the Committee:-

- i) **considers and notes the progress achieved to date;**
- ii) **notes the intention to present the Property Asset Management Structures to Council in November 2019 providing the job evaluations for all new posts have been agreed;**
- iii) **notes that a progress report on the Leisure Estate will be presented to Council in November 2019;**
- iv) **considers the revised timescales identified for the completion of key actions and agrees to continue the secondment of the Head of Housing and Property up to 31 December 2019;**
- v) **notes that a further update on the various actions within the PAMA that are nearing completion will be presented to this Committee in February 2020; and**
- vi) **notes that revenue savings of £16k and capital receipts of £914k have been achieved to date.**

3. BACKGROUND

- 3.1 On 12 December 2018, this Committee considered the findings from the Property Asset Management Appraisal (PAMA) and agreed 20 separate recommendations aimed at improving how the Council manages and maintains its property assets (paragraph 6 of the Minute refers).

- 3.2 **APPENDIX I** provides details of the PAMA Improvement Plan and the current status of actions required to be taken forward. These actions were intended to provide a strategic framework and direction to enable the Council to improve its management of property assets and to promote cultural, operational and strategic change.

4. PROGRESS TO DATE

Recommendation 1 – School Estate Strategy

- 4.1 A first draft of an approach to a Learning Estate Strategy for Moray is due to be presented to Council in January 2020.

Recommendation 2 – Devolved School Management (DSM) Tenant Protocol

- 4.2 A review of the DSM Protocol has only recently commenced and is not expected to conclude in this financial year.

Recommendation 3 – Option Appraisals Template

- 4.3 The Scottish Government has introduced a new funding model for new build public body projects. This model is currently being piloted in other local authorities and lessons learned from this will help shape the Council's Options Appraisal template.

Recommendation 4 – A Review of Council Offices

- 4.4 All Council offices have been visited and information gathered on service locations, available desk space, and the use of interview facilities and family contact rooms. The office review has focused on how services are currently using offices; how they interact with customers; and what opportunities there are to bring services together through co-location of office space.
- 4.5 A number of options to rationalise the office estate have been identified but the draft report still needs to be written. Due to competing workload pressures, this has been difficult to complete within the original time frame.

Closure of Auchernack

- 4.6 Auchernack was due to close on 30 August 2019. Problems securing a suitable contractor has delayed this. Following a second tender exercise, a contractor has been appointed and a revised completion date of 6 December 2019 has been agreed. Staff from Auchernack will relocate to Forres House after works are completed and Auchernack will officially close on 20 December 2019.

Recommendation 5 – Depot Review

- 4.7 The review of depots is also at draft report stage. The methodology adopted for this review is focused on:
- The type of services being delivered at each location;
 - Staff provision (offices and welfare facilities);
 - The number of vehicles, plant and other machinery kept at each location;
 - Its strategic importance due to its location (particularly in winter);
 - The cost of operating each depot;
 - General condition and backlog maintenance costs;

- Options to maximise the use of depots;
- Options to co-locate DLO services;
- Options to rationalise existing provision;
- Spend to save opportunities to generate on-site improvements; and
- Options to exploit technology and renewables to reduce operating costs.

4.8 A number of themes arose during on-site visits and these have also been considered:

- | | |
|---------|--|
| Theme 1 | A requirement to make best use of space; |
| Theme 2 | The need to improve onsite provision for staff working from depots; |
| Theme 3 | Making best use of fleet, equipment and plant (retaining only what is required); |
| Theme 4 | The deterioration of fleet assets due to continual exposure to the elements; and |
| Theme 5 | The type of fleet required to meet the Council's Carbon Neutral target by 2030. |

4.9 The first draft of the depot review is now complete and is currently with service managers for final comments. It is intended to present a copy of the final report to this Committee in February 2020.

Recommendation 6 – Review of Storage Space

4.10 All storage units have been visited and information gathered to inform a draft report. The options report has still to be written but this has been delayed due to current work pressures. Every effort will be made to conclude this by 31 December 2019.

4.11 The Furniture Store for homeless furniture at Unit 9, Mosstodloch was vacated on 6 December 2018. This has delivered a financial saving of £16k in this financial year and £14k in 2020/21. The Estates Team are currently in the process of re-letting the unit which will generate an external income once let.

Recommendation 7 – Leisure Review and Museum Buildings

4.12 A progress report on the Leisure Estate will be presented to Council on 27 November 2019.

4.13 A report relating on the future of Museum Buildings will be reported separately as part of this Committee agenda.

Recommendation 8 – Register of Infrastructure Assets

4.14 Direct Services maintain a register of infrastructure assets. Significant information is held and updated as required.

Recommendation 9 – Retention of the Industrial Portfolio

4.15 A desk top review has been carried out and there is no case for sale. The Estates Team continue to monitor occupancy rates which currently stand at 93%. Current policy allows the service to consider the sale of individual units

if there is a commercial reason to do so (i.e. it has remained vacant and there is no emerging demand). No change to this approach is proposed.

Recommendation 10 – Housing Revenue Account Assets – (sites)

- 4.16 This has not progressed due to the current secondment of the Head of Housing and Property. The review of HRA sites will be progressed once the Head of Service secondment comes to an end.

Recommendation 11 – Review Policy of Make Do and Mend

- 4.17 The Council ended its Make Do and Mend Policy (MDAM) on 27 February 2019. (Paragraph 4 of the Minute refers). This means that all future programmes of work will aim towards buildings achieving B/B standard. (B for condition and B for suitability). Due to the need to forward plan work programmes, MDAM will not end until 2020/21 at the earliest.

Recommendation 12 – Develop a Landlord Charter for Property Assets

- 4.18 A draft landlord charter has been developed and will be rolled out once there is a new structure in place to manage all of the Council's property assets.

Recommendation 13 – Reduce ICT systems that store property information

- 4.19 This has not yet progressed due to limited staff resources within Property Services.

Recommendation 14 – Baseline performance indicators should be developed

- 4.20 This will be developed once the new Asset Management structure is in place and resources are available to undertake this work.

Recommendation 15 (i) – Combine Repairs Budgets for Property/Education

- 4.21 Options to combine the repairs and maintenance budgets for corporate buildings and schools will be taken forward once a new staffing structure for Property Asset Management is in place.

Recommendation 15 (ii) – Review of Property/Education Staffing Structures

- 4.22 The purpose of the review was to develop a staffing structure that would be able to manage all of the Council's property assets (including the school estate) by a single service. To achieve this, two separate Change Management Plans (CMP) have been completed:

- i) Asset Management CMP; and
- ii) Building Services (DLO) CMP.

- 4.23 Both Plans are linked by their sole intention to strategically manage all planning of work programmes as they relate to property assets. It is intended to present the CMP's to Council in November 2019 subject to all new jobs being evaluated to determine salary grades.

Recommendation 16 – Challenge/rationalise the non-operational portfolio

- 4.24 A programme for the disposal of property/land was prioritised by the Housing and Property Service for 2019/20. This set a sales target of £1m for the year with capital receipts of £914k achieved to date.

- Recommendation 17 – Consider full-life costings as part of option appraisals
- 4.25 This approach is considered good practice and the Head of Financial Services supports the inclusion of full-life costings as part of future option appraisals for all major construction projects.

- Recommendation 18 – Review Project Governance
- 4.26 The Asset Management Working Group is currently considering the role of the Property Asset Management Working Group and how this can dovetail into existing processes. Any changes identified from this work will be taken forward once the new Property Asset Management staffing structure is in place.

- Recommendation 19– Review the Council's approach to Capital Plan
- 4.27 This will now form part of a review of the 10 year Capital Plan in 2020/21.

- Recommendation 20 – Procurement to be involved earlier in property projects
- 4.28 The Construction Working Group is considering how the Procurement Team can work more closely with staff from services who are involved in major construction projects. This approach will be further developed once the new Asset Management staffing structure is in place.

5. CURRENT ISSUES

- 5.1 The retirement and resignation of 4 key officers involved in the Asset Management Change Management Plans (CMP) and the office, depot and storage reviews has impacted on the workload of the Head of Housing and Property (currently seconded to complete the CMP's and the property reviews).
- 5.2 The Head of Housing and Property is temporarily line managing the property staff based in Education and all the property projects that they are involved with. These arrangements will continue pending a Council decision on the proposed Property Asset Management Change Management Plan. This is anticipated to be ready for the Council to consider in November 2019.
- 5.3 Following a number of meetings with staff in Education, a number of important issues have come to light that have required urgent attention. These have had to be prioritised to the disadvantage of the CMP's and other service reviews.

6. COSTS TO DATE

- 6.1 On 12 December 2018, the Council agreed to fund a dedicated resource from Reserves for a period of 9 months. This was to complete the review of offices, depots, storage facilities and implement a new Asset Management Staffing Structure (Paragraph 6 of the Minute refers). Funding of £86k was provided for this purpose with work expected to conclude by 30 October 2019. Spend to 30 September 2019 is £60k and if the secondment extends to 31 December 2019, the final cost will still outturn within the £86k budget.

7. SUMMARY OF IMPLICATIONS

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

This project forms part of the Improvement & Modernisation Programme of Work that supports the Council priority of a financially stable Council.

(b) Policy and Legal

None.

(c) Financial Implications

The reviews taken forward as part of the PAMA Improvement Plan anticipated revenue savings of £200k and early capital receipts of £250k. Key actions taken forward to date has generated the following financial benefits to date:

i) Revenue Savings

- A saving of £16k in 2019/20 following the early handback of the Furniture Store for homeless furniture. This saving will reduce to £14k in 2020/21;
- The delayed closure of Auchenack on 20 December 2019 will deliver a projected saving of £13.5k. This is less than was originally expected (£27k) had the building closed on 30 August 2019.

ii) Capital Receipts

- The prioritisation of the Council's disposal programme has generated capital receipts of £914k in this financial year to date.

iii) Costs to Date

- The Council provided £86k from Reserves to fund a dedicated resource to progress the PAMA reviews. At 30 September 2019, the work to date has cost £60k. If the Committee agree to extend the secondment of the Head of Housing and Property to 31 December 2019, the cost will still outturn within the £86k budget.

(d) Risk Implications

There are a number of risks associated with this report:

- i) The proposed staffing structures for Asset Management still need to be agreed by Council prior to a wider consultation with staff impacted by the changes. While every effort is being made to have job descriptions written and evaluated to allow the proposed structures to be presented to Council on 27 November 2019, this timescale remains tight.
- ii) The lack of dedicated staff resources has delayed completion of the PAMA reviews. If these reviews are to be completed, additional time is required. These reviews will deliver further revenue and capital savings but additional time will be required to achieve this.

(e) Staffing implications

The secondment of the Head of Housing and Property was due to end on 31 October 2019. Staff changes within Property and Education (for the most part

unforeseen) led to the property responsibilities for the school estate transferring over to Property Services much earlier than was intended. There remains no additional management support within Property Services to manage these new responsibilities so the Head of Housing and Property assumed the role to ensure that business continuity is maintained. This has been challenging given that the postholder is also trying to complete the strategic reviews of key property assets. The extra workload has delayed completion of the PAMA reviews and additional time is required to bring these reviews to a conclusion.

The Acting Head of Housing is prepared to remain in their seconded post until the PAMA reviews are complete.

(f) Property

These are set out in the report.

(g) Equalities/Socio Economic Impact

There are no equalities/socio economic impacts arising from this report.

(h) Consultations

This report has been prepared in close consultation with the Corporate Management Team, Legal Services Manager, Tracey Sutherland, Committee Services Officer and senior managers in Education and Property. Where appropriate their views have been included in this report.

7 CONCLUSION

7.1 This report provides an update of actions to be taken forward as part of the PAMA Improvement Plan. It provides revised completion timescales for actions and highlights the current workload pressures that have impacted on the PAMA to date.

Author of Report:	Richard Anderson, Head of Housing and Property (currently seconded)
Background Papers:	Held by author
Ref:	RA/service reviews

APPENDIX I

1. **IMPROVEMENT PLAN 2018-2020 – Linked to the 20 Recommendations provided within the Appraisal**

The improvement plan is based on the strategic recommendations identified within the report. Some recommendations are ranked short (up to 6 months), medium (up to 1 year) and long term (more than 1 year). Short term actions will include priorities that need to be progressed due to their urgency or they are quick to implement. Progress on implementing the Plan will be determined by the resources made available within each of the different service areas. Some recommendations are included within the Corporate Modernisation and Improvement Programme (CMIP) and are cross referenced in this Improvement Plan.

Recommendations from the Property Asset Management Appraisal	CMIP reference	Key Milestone	By	Lead Officer(s)	Ranking
<u>Recommendation 1</u> Develop a school estate strategy to address a range of property related issues and educational outcomes. This should include options for replacement/refurbishment and rationalisation where necessary. The strategy should contain key criteria to underpin key strategic decisions. <u>Status as at 30/09/19</u> A first draft of the Learning Estate for Moray will be presented to Council in January 2020.	Section 1.5	School Estate Strategy in place Council agree approach to the Learning Estate	March 2019 <u>By</u> Nov/Dec 2019	Acting Director of Education (Post-holder retired) Head of Development Services	Short term

Recommendations from the Property Asset Management Appraisal	CMIP reference	Key Milestone	By	Lead Officer(s)	Ranking
<u>Recommendation 2</u> Develop a new protocol for the DSM tenants' budget – linked to Recommendation 1. <u>Status as at 30/09/2019</u> A review of the DSM Tenant Protocol has only recently began and is not expected to conclude in this financial year.	Section 1.5	New Protocol in place	September 2019 By July 2020	Acting Director of Education Head of Housing and Property	Medium Term
<u>Recommendation 3</u> Develop an options appraisal template to support the decision making process for the replacement/refurbishment/rationalisation of the school estate – linked to Recommendation 1. <u>Status as at 30/09/2019</u> An options appraisal template will be informed by the outcomes from the “pilot” school projects recently announced by the Scottish Government.	Section 1.5	Options Appraisal tool kit in place	March 2019 By October 2020	Acting Director of Education Heads of Development Services and Housing and Property	Short term

Recommendations from the Property Asset Management Appraisal	CMIP reference	Key Milestone	By	Lead Officer(s)	Ranking
<u>Recommendation 4</u> A review of the Council's office estate should be completed. <u>Status as at 30/09/2019</u> Resource pressures have delayed completion of the review. It is intended to complete the review by 31 December 2019.	Section 1.3	Office review completed	November 2019 <u>By</u> December 2019	Head of Housing and Property	Medium Term
<u>Recommendation 5</u> A further review of depots should be undertaken. <u>Status as at 30/09/2019</u> A first draft of the report is completed. It is intended to provide an update to Council early in the New Year.	Section 1.1	Depot review completed	November 2019 <u>By</u> January 2020	Heads of Housing and Property and Direct Services	Medium Term
<u>Recommendation 6</u> A review of storage options should be undertaken. <u>Status as at 30/09/2019</u> Resource pressures have delayed completion of the review. Revised to complete Dec 2019.	Section 1.1	Storage review completed	November 2019 <u>By</u> December 2019	Head of Housing and Property	Medium term

Recommendations from the Property Asset Management Appraisal	CMIP reference	Key Milestone	By	Lead Officer(s)	Ranking
<u>Recommendation 7</u> The Council needs to reach decisions with regards to the Leisure Review and Museum buildings. <u>Status as at 30/09/2019</u> An update on the Leisure Review will be presented to Policy and Resources in January 2020. A report on Museum Buildings is to be presented to Policy and Resources Committee in October 2019.	Section 3.3	Decisions made	November 2019 By November 2020 Completed	Head of Development Services	Medium term
<u>Recommendation 8</u> The Council should develop a register of all its infrastructure assets. <u>Status as at 30/09/2019</u> Direct Services maintain and update a register of infrastructure assets.	N/A	Full Register in place	March 2020 Completed	Director of Corporate Services and Head of Financial Services	Long term

Recommendations from the Property Asset Management Appraisal	CMIP reference	Key Milestone	By	Lead Officer(s)	Ranking
<u>Recommendation 9</u> The Council should consider whether it wishes to retain its industrial portfolio (in full or in part) or sell the estate (in full or in part) to generate capital receipts. <u>Status as at 30/09/2019</u> A desk top review has been carried out and there is no case for sale.	Section 1.1	Future of the Industrial Portfolio determined	March 2019 Completed	Head of Housing and Property	Short term
<u>Recommendation 10</u> The Council should review the sites that are held within the Housing Revenue Account. <u>Status as at 30/09/2019</u> This has not progressed due to the current secondment of the Head of Housing and Property. This will be progressed once the Head of Service secondment comes to an end.	N/A	Review of sites completed	September 2019 By September 2020	Head of Housing and Property	Medium term
<u>Recommendation 11</u> The Council is due to review its policy of Make Do and Mend Policy in 2018/19. <u>Status as at 30/09/2019</u> MDAM Policy ended in February 2019.	Section 1.1	Review Completed	March 2019 Completed	Corporate Management Team and Head of Housing and Property	Short term

Recommendations from the Property Asset Management Appraisal	CMIP reference	Key Milestone	By	Lead Officer(s)	Ranking
<u>Recommendation 12</u> Develop a Landlord Charter to support the management of the Property Portfolio. <u>Status as at 30/09/2019</u> A draft Landlord Charter has been developed and will be rolled out once the new Asset Management Structure is in place.	Section 1.1	Corporate Landlord Charter developed	September 2019 Completed	Head of Housing and Property	Medium term
<u>Recommendations 13</u> Review options that will allow the Council to store its property information in fewer ICT systems. <u>Status as at 30/09/2019</u> This has not progressed due to limited staff resources to review options.	Section 4.1		December 2019 <u>By</u> December 2020	Acting Heads of Education and ICT & Heads of Housing and Property, Direct Services	Long term
<u>Recommendations 14</u> The Council should develop baseline performance indicators to allow it to manage and monitor its property assets. <u>Status as at 30/09/2019</u> This will be developed once the new Asset Management Structure is in place.	Section 4.1	Baseline information in place	December 2019 <u>By</u> December 2020	Acting Heads of Education and ICT & Heads of Housing and Property, Direct Services	Long term

Recommendations from the Property Asset Management Appraisal	CMIP reference	Key Milestone	By	Lead Officer(s)	Ranking
<p><u>Recommendation 15</u></p> <p>i) Council should combine the repairs and maintenance budgets for the school estate and corporate buildings.</p> <p><u>Status as at 30/09/2019</u> This will be taken forward once the new Asset Management Structure is in place</p> <p>ii) A review of staff structures involving Property/Education should be completed transferring the duty for managing the property elements of the school estate to Property Services.</p> <p><u>Status as at 30/09/2019</u> Two Change Management Plans are complete. New Jobs still have to be evaluated but it is intended to present a revised staffing structure to Council in November 2019.</p>	Section 1.1	Budget amalgamated and transferred to property	April 2019	Director of Education/Head of Housing and Property	Medium term
	Section 1.1	Review completed	December 2019 By November 2019		Long term

Recommendations from the Property Asset Management Appraisal	CMIP reference	Key Milestone	By	Lead Officer(s)	Ranking
<u>Recommendation 16</u> The Council should develop a framework that allows it to challenge and rationalise where appropriate the non-operational portfolio. <u>Status as at 30/09/2019</u> A revamped disposal programme is now in place with £1m target set for 2018/19.	Section 1.1	Framework developed	May 2019 Ongoing	Head of Housing and Property	Medium Term
<u>Recommendation 17</u> The Council should consider whether it wishes to introduce criteria that capture “full life” costs when it is considering refurbishment projects. <u>Status as at 30/09/2019</u> Whole life costings will now be part of future option appraisals.	Section 1.1	Issues and Options identified	July 2019	Heads of Housing and Property, Direct Services and Finance	Medium term
		Council decision taken on “full life” costs	Completed		

Recommendations from the Property Asset Management Appraisal	CMIP reference	Key Milestone	By	Lead Officer(s)	Ranking
<p><u>Recommendation 18</u> The Council should decide whether it wants to enhance the role of the Property Asset Management Working Group to improve its oversight and governance of “lower value” property projects.</p> <p><u>Status as at 30/09/2019</u> The Asset Management Working Group are considering the role of the Property Asset Management Working Group. Any changes are dependent on having the new Asset Management Structures in place.</p>	Section 1.1	Future remit and role of the Property Asset Management Working Group determined	<p>March 2019</p> <p><u>By</u> April 2020</p>	Director of Corporate Services and Head of Housing and Property	Short term
<p><u>Recommendation 19</u> The Council should decide whether it wants to change its current approach to Capital Planning.</p> <p><u>Status as at 30/09/2019</u> The Council will consider its current approach to the 10 year Capital Plan as part of a review in 2020/21.</p>	N/A	Future approach to Capital Planning agreed	<p>March 2020</p> <p>Completed</p>	Corporate Management Team and Head of Financial Services	Long term

Recommendations from the Property Asset Management Appraisal	CMIP reference	Key Milestone	By	Lead Officer(s)	Ranking
<p><u>Recommendation 20</u> The Council should ensure that the Procurement Team play an active and earlier role in property related projects.</p> <p><u>Status as at 30/09/2019</u> The Construction Working Group is currently considering how the Procurement Team can work more closely with staff from services who are involved in major construction projects. This approach will be further developed once the new Asset Management staffing structure is in place.</p>	N/A	Procedures developed to support this objective.	<p>Sept 2019</p> <p><u>By</u> Oct 2020</p>	Heads of Financial Services, Housing and Property & Direct Services	Medium term



REPORT TO: POLICY AND RESOURCES COMMITTEE ON 29 OCTOBER 2019

SUBJECT: TOURISM BUSINESS IMPROVEMENT DISTRICT – BALLOT

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

1. REASON FOR REPORT

- 1.1 To inform Committee on the ballot for the Tourism Business Improvement District (BID) and to seek the Committee's approval to support the proposals.
- 1.2 This report is submitted to Committee in terms of Section III (B) (7) of the Council's Scheme of Administration relating to dealing with the administration of the levy, collection and payments.

2. RECOMMENDATION

2.1 It is recommended that the Committee agrees:-

- (i) **to approve the Tourism Business Improvement District (BID) proposal and business plan for 2020 – 2025; and**
- (ii) **at the ballot stage to vote in favour of the minimum annual levy cost of £365.**

3. BACKGROUND

- 3.1 As reported to the Economic Development & Infrastructure Services Committee on 16 April 2019 (paragraph 7 of the minute refers), 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 region, positioning Moray Speyside as a world-class destination for visitors from across the globe. It has been supported by Highlands and Islands Enterprise (HIE) and the Council with the funding package coming to an end this year.
- 3.2 To ensure a sustainable future for tourism development, Moray Speyside Tourism is leading the development of a Tourism BID. A steering group has been formed with 14 representatives from the sector. A wide range of consultation has been undertaken since the launch of the Tourism BID campaign at the 2018 Moray Speyside Annual Conference in the presence of

more than 150 individuals from local tourism businesses and stakeholder organisations. It included:

- Initial survey of tourism businesses conducted across the region in November 2018 to January 2019 to establish sufficient support for the Tourism BID to progress and identify key priorities for tourism businesses. The survey had 138 respondents followed by 4 focus groups (44 participants) and 12 in-depth interviews key industry leaders.
- 11 business engagement events throughout Moray.
- A Business Breakfast event, in partnership with VisitScotland and a joint event with the Association of Scotland's Self-Caterers.
- Briefings and updates to politicians, Community Councils and a wide range of partnerships.
- Personalised letters with outline business plan being posted to over 340 eligible voters.

3.3 The outcome of these consultations have informed the details in the business plan and proposal included as **APPENDIX I** and **APPENDIX II** (excluding any details which would disclose personal details of individuals) with key points outlined below.

3.4 Following a successful ballot, the Tourism BID will focus its activities on three priority areas, each informing a detailed, measurable and fully costed annual work stream

- Marketing Moray Speyside nationally and internationally
- Improving the visitor experience - from inspiration to arrival and beyond
- Supporting Businesses – protecting our tourism industry

3.5 The Tourism BID will operate within the geographical area covered by Moray Council excluding the area already part of the existing City of Elgin BID. Tourism businesses have been defined as those businesses falling within the classifications outlined by VisitScotland's Quality Assurance Scheme (whether or not the business has signed up to that programme) and includes a range of accommodation providers, visitor centres and attractions, museums, historic buildings, golf courses, breweries and distilleries with visitor centres, tourist shops, activity and outdoor centres.

3.6 378 businesses with a non-domestic rateable value of £2,000 or above have been identified within the proposed Tourism BID area. Excluded are tourism businesses operated solely by volunteers i.e. that have no paid staff, whether or not they charge an entrance or service fee and will not be included in the Tourism BID. However they, alongside with businesses which are either below the rateable value threshold or have no premises such as activities and tour operators can opt-in to participate in the Tourism BID if they wish to do so at a fee of no less than the minimum levy rate.

3.7 The levy has been calculated in bandings and will be linked to the Retail Price Index (RPI) in order to take account of any inflation. The levy payments by eligible tourism businesses in the Moray Speyside Tourism BID area will generate approximately £151,000 per annum and an estimated total of £785,000 over 5 years.

Band	Rateable Value	Annual Levy
1	£2,000 - £4,999	£273.75
2	£5,000 - £14,999	£365
3	£15,000 - £99,999	£730
4	£100,000 and above	£1460

The Moray Speyside Tourism BID will seek to secure additional funding through investments, sponsorship and trading income to increase the amount available to spend on projects as they develop. It is estimated that an additional income of over £200,000 will be generated over 5 years.

- 3.8 Following a successful ballot, the Moray Speyside Tourism BID Company Ltd will be responsible for the management and delivery of the Tourism BID and will commence from 1 April 2020 until 31 March 2025. The not for profit and not having a Share Capital company will be administered by a Board of Directors who will be elected from those who are liable to pay the levy. From a maximum of 12 members of the Board of Directors, a Chair and Vice Chair will be elected.
- 3.9 The Board of Directors will recruit 1 Chief Executive, 1 Operations & Marketing Manager and an administrative assistant, to ensure the efficient delivery of the projects and effective communications with the levy payers.
- 3.10 It will be the responsibility of Moray Council, as billing agent, to administer the billing process and the collection of the levy. It will deal with all enquiries concerning the payment of these demand-notices. All other enquiries concerning the demand-notices will require to be answered by a representative of the BID Company.
- 3.11 The Tourism Bid will be liable to pay for the cost of the administration, collection and recovery cost of the levy. It consists of £5,763.66 annual cost for administration and £5,657.20 of annual cost for additional software, subject to confirmation by the supplier
- 3.12 The Taxation Team has previously made use of the council's corporate invoicing software to raise and administer the City of Elgin BID's invoices. There have been a number of limitations in working in this way, which created inefficiencies and required a number of time consuming work arounds. The requirement to administer a second BID if the Tourism BID is successful would have made it unsustainable to continue to work in this way.
- 3.13 The Taxation Team's software supplier now provides a module, which works in conjunction with the existing Non-Domestic Rates software suite. The use of this module would simplify administration of a single BID, and would make it possible to administer two BIDs within the staffing resources available to the Taxation Team.
- 3.14 The total annual cost to the Tourism BID is £11,420.86, however if the proposed Elgin BID is also successful with their ballot, the software charge would be shared and the cost will be reduced to £8,592.26

- 3.15 **Key Dates and Ballot** – Under the legislation, 98 days' notice is required to the Scottish Government and Local Authority, for the final BID business plan and proposal being submitted by the BID proposer, which was 9 October 2019. Under the legislation, which governs the Scottish Business Improvement Districts, the Local Authority has to consider the proposal and business plan for a BID.
- 3.16 A Local Authority has the right to veto within 28 days, if for example it conflicts with any Planning Acts or for reasons such as the proposed levy would create disproportionate or unreasonable financial burden amongst rate payers. However any appeal against a veto will be decided by the Scottish Ministers.
- 3.17 The ballot procedure will be sub-contracted to an Election Services Company and Moray Speyside Tourism has confirmed in writing to the Council's Chief Executive that sufficient funds have been set aside to meet the cost of the ballot. The key dates are:
- Publish notice of the ballot by 20th November 2019
 - Ballot papers to be issued by 4 December 2019
 - Final day for voting papers to be received by 15 January 2020
 - Announcement of ballot results by 17 January 2020

4. SUMMARY OF IMPLICATIONS

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

The Tourism BID ballot proposal will contribute 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 legislations which implement BIDs in Scotland are:

- The Planning etc (Scotland) Act 2006 (Part 9)
- The Business Improvement Districts (Scotland) Regulations 2007
- The Business Improvement Districts (Ballot Arrangements) (Scotland) Regulations 2007 and
- The Planning etc (Scotland) Act 2006 (Business Improvement Districts Levy) Order 2007

Under the legislation where the local authority is of the view that the BID proposal or renewal and preliminary procedures conflict with a policy formally adopted and published by the authority, the authority shall notify the BID proposer in writing explaining the nature of that conflict.

A local authority can veto a detailed BID proposal if it conflicts with any of the above Acts or for reasons such as the proposed levy would create disproportionate or unreasonable financial burden amongst rate payers. However an appeal against a veto will be decided by the Scottish Ministers.

Any proposed improvement projects and services will be in addition to any existing provisions provided by Moray Council and Community Planning Partners. It is intended to draw up an operational agreement between Moray Council and the Moray Speyside Tourism BID Company Ltd, in consultation with Legal.

(c) Financial implications

Corporate Management Team Additional Expenditure Warning

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

- Is there a statutory requirement to incur the expenditure?
Should the ballot be successful, Moray Council would be liable to pay a levy for its property the Falconer Museum in the Tourism BID area. For the financial year 20/21 the levy liability is £365. On the assumption of a 2.5% index linked annual increase, it could rise by year 5 to £402.89.
No levy would be payable if the Museums Service closes which is one of two options previously agreed for 1920/21, the other being transfer to a trust.
- Are there any alternative actions available to avoid or reduce the cost?
Through a potential Community Asset Transfer of the building the levy liabilities would be with the new occupier.
- Are there alternative ways in which the service could be provided?
The Tourism BID proposal is offering a comprehensive service for the tourism sector and it is unlikely that an alternative model could provide this.
- What are the risks and consequences of not allocating the funding?
Should the Council decide to either not vote or vote no in the ballot, it will not have a major impact in terms of finance or non-domestic rateable value for the Tourism BID proposal, however the risks are on reputational level in terms of supporting a sustainable solutions for Moray's Destination Marketing Organisation.
- Does the expenditure contribute to long term financial stability?
The Council levy contribution by itself is marginal, however the Tourism BID proposal will remove reliance on public sector funding.

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

If the additional spend recommended in this report is approved, this will increase the savings targets by £365 in 20/21 and £374 in 21/22.

While in isolation these figures may not be significant, the cumulative impact of all new pressures will require to be taken into account for future years. If the committee recommends additional budget to be allocated this recommendation will be considered in the next quarterly budget monitoring report in the context of the current overall financial position of the council and in particular in the overall context of spend beyond affordable limits that impinges on the Council's reserves policy position.

(d) Risk Implications

Although the very limited grounds on which the recommendations could be refused are set out in 4b, it should be noted that there appear to be no prospects of future public sector funding for MST and therefore if the bid process is not supported, whilst HIE and council officers would meet to discuss options, there currently appear to be no reasonable alternative means of effectively promoting and supporting tourism in Moray which could be implemented in the short term.

(e) Staffing Implications

The Economic Growth & Regeneration section will continue to work with the Tourism BID to support any developments and external funding opportunities.

(f) Property

Moray Council would be liable to pay a levy for the Falconer museum within the Tourism BID area at a non-domestic rateable value of £14,500

(g) Equalities/Socio Economic Impact

There are no equalities/socio economic impacts arising from this report.

(h) Consultations

The Depute Chief Executive (Economy, Environment and Finance), the Head of Economic Growth and Development, Paul Connor (Principal Accountant), the Legal Services Manager, the Equal Opportunities Officer, the Head of Housing & Property, the Taxation Manager and Tracey Sutherland (Committee Services Officer) have been consulted and comments received have been incorporated into the report.

5. CONCLUSION

5.1 The creation of a Tourism BID will provide a sustainable model which will focus on delivering key strategic tourism development projects and

services for Moray. If supported, it is democratic, time bound, accountable and provides a clear mandate for actions.

- 5.2 If the ballot is successful the Tourism BID will deliver on the identified priorities of marketing Moray Speyside nationally and internationally; improving the visitor experience and supporting the business sector.**
- 5.3 It will enable local tourism businesses to work in collaboration, place the local tourism industry at the heart of the decision-making process and remove reliance on public sector funding.**
- 5.4 Should the BID be unsuccessful, the Council and HIE would require to consider what if any support could be put in place for tourism in Moray but financial restrictions and staffing issues would present very significant challenges in this respect.**

Author of Report:	Reni Milburn, Economic Growth & Regeneration Manager
Background Papers:	Tourism BID Business Plan, Proposals with all appendixes, data base and correspondence on file in Environmental Services, Economic Growth & Regeneration Section

Ref:

A BRIGHTER FUTURE FOR TOURISM IN MORAY SPEYSIDE

**Tourism Business Improvement
District Business Plan**

1 April 2020 – 31 March 2025

www.morayspeysidetbid.com

MORAY **SPEYSIDE**
TOURISM

“Business” or variations of the word **“business”** are used throughout this document. The word **“business”** in this context **refers to tenants and occupiers of properties who are liable to pay the non-domestic rate (NDR)**, whether they pay business rates or not.

This includes all properties listed on the Scottish Assessors Association Portal (www.saa.gov.uk) with a non-domestic rateable value, many of whom may be a charitable organisation, public sector organisation, social enterprise or community group who may not consider themselves to be a business.

Photography credits:

Kim McIntyre, Colin Nutt, Tony Sanderson, Moray Speyside Tourism, Isla Brig Images, Andy Curry, Gary Murison, Andrew Howard, Zsofia Beres, Alan Tough, Bruce McInnes, Ali Horne, Connor Crane, Paul McMillan

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How Do We Get There?

Since 2014, Moray Speyside Tourism have promoted our region to visitors from around the world, supported local tourism businesses and represented the Moray Speyside tourism industry at national and international level. We have led Moray's representation at trade shows, many for the first time, built relationships with the travel trade, brought journalists, bloggers and influencers to experience our region, delivered training courses and networking events and helped Moray Speyside to be among the first regions in Scotland to gain World Host Destination Status.

As a result of these efforts, and those of many others, Moray Speyside is now one of the fastest-growing destinations in the UK. The last few years have seen annual visitor numbers grow by more than 100,000 to almost 800,000. Tourism now contributes just short of £130 million per year to the Moray Speyside economy. Tourism in our region is in the best state in living memory.

For that reason, I believe that now is the time to build on the achievements of recent years and work together to secure the future of tourism in Moray Speyside by the introduction of a Tourism Business Improvement District, or Tourism BID.

“ Moray Speyside is now one of the fastest-growing destinations in the UK and tourism in our region is in the best state in living memory. ”

The model being proposed is the right way to ensure continued growth of the area's tourism industry; it will empower local tourism businesses, put the local tourism industry at the heart of the decision-making process, remove reliance on public sector funding and take our region's tourism industry to the next level.

Following an extensive period of consultation with tourism businesses, stakeholders and partners we have produced a business plan which details a blueprint to deliver a brighter future for tourism in Moray Speyside through the introduction of a secure, accountable and dynamic Tourism BID.

By voting YES to the Tourism BID during the 6-week ballot period from 4th December 2019, you will be writing a new chapter for tourism in Moray Speyside – one that will enable the area to thrive as a world-class tourism destination for years to come.

My Steering Group and I look forward to joining you on the next stage of the journey towards the brighter future which is outlined in this business plan.



Laurie Piper
Operations Manager,
Moray Speyside Tourism



WHAT EXACTLY IS A BUSINESS IMPROVEMENT DISTRICT (BID) AND HOW WILL IT BENEFIT YOUR BUSINESS?

BIDs were invented in Canada in the 1970s. The concept has proved popular worldwide and first arrived in Scotland in 2006, where there are now 35 BIDs in existence.

The UK's first tourism-specific BID, Visit Inverness Loch Ness, has recently been renewed for a second 5-year term, having delivered outstanding results for their area over its first 5-year term, including securing £2 million funding for international marketing through a partnership with VisitBritain. Find out more about the success of the Inverness Tourism BID at www.visitinvernesslochness.com.

A Business Improvement District (or in our case, a Tourism Business Improvement District) is an industry led initiative that sees businesses within a defined geographical area invest in the delivery of a five-year business plan. Once that period is over, there is a renewal ballot to determine if businesses wish to continue for a further five years.

“ The strength of the Tourism BID concept is in its simplicity. ”

By pooling and sharing resources, local businesses, working with a range of partners, take a leading role in improving local economic conditions through the delivery of an agreed package of investment and initiatives over and beyond those delivered by local and national government.

All the money raised from the Tourism BID levy is ring-fenced for the delivery of projects outlined in the business plan agreed by local tourism businesses. Moray Speyside Tourism's current annual budget is just £83,000. A successful vote for the Tourism BID will double that amount, and crucially, will also enable the Tourism BID to leverage significant extra funding, currently not available to us, or indeed, to you as local tourism businesses.

As well as having the financial resources to deliver a vibrant and exciting business plan, the Tourism BID company will lobby Moray Council and government on behalf of tourism businesses and work collaboratively with tourism organisations near and far, for the benefit of Moray Speyside's tourism industry.

The Moray Speyside Tourism BID is about local tourism businesses of all shapes and types working together to build on Moray Speyside's growing international reputation in a mutually supportive way.

Greame Ambrose
CEO Visit Inverness
Loch Ness Tourism BID



Accountable

*To its members,
the tourism industry*



Credible

Industry run and governed



Financially Secure

*Free from reliance
on public funding*



Focused

*Priorities determined
by its members*



Independent

*Free of government
or council*



Qualified

*Staffed by tourism and
marketing experts*



Measurable

Clearly defined outcomes



The Moray Speyside Tourism BID is about local tourism businesses of all shapes and types working together

“ Establishing a Tourism BID in Moray Speyside will deliver a sustainable organisation which can aid longer-term planning and continue the great work we have seen in recent years by Moray Speyside Tourism. Tourism is a key growth sector for Moray Speyside and investment in a tourism-focused organisation will allow the industry to continue to develop and thrive, providing jobs and sustaining communities. ”

Jo Robinson

VisitScotland
Regional Director



WHY DOES MORAY SPEYSIDE NEED A TOURISM BID?

Put simply, because our region deserves it.

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.

Yet there is so much more to our region for visitors to discover and so much potential in our tourism industry yet to be unleashed that we need to make sure there is an organisation here in Moray Speyside dedicated to promoting our region.

Neighbouring regions and other destinations around the world have invested in tourism for the long-term and compete fiercely to attract visitors to their areas.

Moray Speyside Tourism is the current Destination Marketing Organisation (DMO) for Moray. Since 2014, we 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.

The annual value of tourism to Moray has grown by more than £30 million, reaching almost £130 million in 2018.

Tourism in our region is now in the best state in living memory

Annual visitor numbers have increased by more than 100,000 with visitor spend and average occupancy also at their highest-ever levels.

Tourism now employs more people in Moray than ever before.

Despite this success, the future of tourism in Moray is uncertain.

Moray Speyside Tourism's funding expires at the end of 2019. 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. There will be no tourism development function in Moray, your business will have no voice at a national level and there will be no advocate for the local tourism industry.

All of the good work carried out since 2014 will have been in vain.

To ensure that the progress made under Moray Speyside Tourism can continue and our tourism industry can be confident for the future, the Tourism Business Improvement District will deliver a financially sustainable, independent and accountable future, free from dependence upon public funding which will give local businesses control over tourism and marketing of our area for the long-term.

A 'YES' vote for the Tourism BID is a vote for a brighter future where Moray Speyside will gain its rightful place as world-class visitor destination many for years to come.

Our coastline is officially recognised by National Geographic as one of the most beautiful on the planet.

There is so much more to our region for visitors to discover


HOW DO WE KNOW WHAT YOU WANT?

To ensure that the Tourism BID plans address the issues facing tourism businesses like yours, an initial survey was carried out between November 2018 and January 2019.


To ensure that the Tourism BID plans address the issues facing tourism businesses like yours, an initial survey was carried out between November 2018 and January 2019. More than 130 responses were received from the electronic survey, a further 44 people took part in focus groups and 12 'in-depth interviews' were also conducted. The survey was managed by an independent and respected market research company with experience in the tourism industry.

The initial survey confirmed not only that there was sufficient support for us to begin developing the Tourism Business Improvement District proposals, it also established key priority areas for tourism development in Moray Speyside:


Tourism Businesses told us...




That Marketing the visitor offer was the key priority




They wanted an organisation to provide support for Events and Festivals




They wanted a collective tourism voice and advocacy



They wanted an organisation which would help deliver a better visitor experience



They wanted help and advice on extending the visitor season and improving the night-time economy



They wanted training, advice and support to help deal with digital and online challenges and opportunities

With this insight in hand, a further, more detailed online and paper survey was made available for completion online, was posted by Royal Mail to more than 340 eligible tourism businesses across the Moray Speyside area and was presented at engagement events across the region.

Over the past months we have hosted open meetings and drop-in sessions, held joint events with key stakeholders and given briefings to councillors and community organisations, all aimed at refining and focusing the Tourism BID proposals to make sure they address your concerns.

We are confident that the blueprint outlined in the following pages represents a clear indication of the ways in which the Tourism BID will address the issues raised by you, the tourism industry, both during our consultation and in the years that Moray Speyside Tourism has been working on your behalf.



Consultation comments:

We asked if there was 'One Big Thing' that the Tourism BID could do...

1

"Maintain Moray Speyside as a 'year-round' destination of choice."

2

"Improve awareness of Moray as a destination and encourage visitors to stay for longer."

3

"Get everyone involved in Moray/ Speyside tourism to see the benefit of working together to create a world class tourism destination."

4

"Represent the sector to raise the region's profile with large scale funders & government to drive volume across the whole of Moray."

5

"The consolidation of local marketing and promotional activities led through a single, effective DMO."

6

"Digital support and training"

7

"Promoting the area as a destination that offers so many different things for so many different people."

8

"A tag-line or slogan that says something relevant and real about Moray Speyside and a website that is easy to navigate, inspiring and relevant to the customer."

WHAT WILL THE TOURISM BUSINESS IMPROVEMENT DISTRICT DO?

Following a successful ballot, the Tourism BID will focus its activities on three priority areas, each of which will inform a detailed, measurable and fully costed annual workstream.

MARKETING MORAY SPEYSIDE NATIONALLY AND INTERNATIONALLY

Marketing of Moray Speyside as a destination to both consumers and the travel trade is crucial. The combined resource of the Tourism BID will see more investment than ever before dedicated to marketing and promotion of our region.

The Tourism BID will establish a new, vibrant and engaging brand which will convey the ambition and aspirations of our region's tourism industry as well as Moray Speyside's unique assets.


The Tourism BID's consumer marketing activities will leverage these assets to drive forward targeted marketing and PR campaigns which promote our region to visitors from the rest of Scotland, the UK and across the world. Using themes such as dark skies, the northern lights, golf and short breaks, focusing on emerging markets such as China and India and leveraging the fact that we are Malt Whisky Country, the Tourism BID will make sure that everyone knows Moray Speyside is open for business and offers visitors a rewarding, authentic visitor experience.

The Tourism BID will represent our region at key UK and overseas trade shows, expos and business development events, showcasing Moray Speyside to the worldwide travel trade, enabling Moray Speyside's tourism businesses to access this valuable market and making sure that travel trade buyers throughout the world make Moray Speyside their destination of choice.


The Tourism BID will ensure that Moray Speyside's profile is maintained and developed in a relevant way to key markets across the world by organising and delivering regular, themed familiarisation trips for the travel trade, the global media, social media influencers and online leaders.




The Tourism BID won't try to replicate the work of the big online players with a flashy new website. The existing Moray Speyside destination website will be gradually developed to provide more functionality to benefit local tourism operators and deeper, more engaging content for consumers aimed at driving bookings to local providers.




Travel Trade Activity




Uk And Overseas Shows And Expos




Familiarisation Trips




Business Development Missions




Consumer Marketing



Bloggers & Press Trips



Targeted Consumer Campaigns In Growth Markets



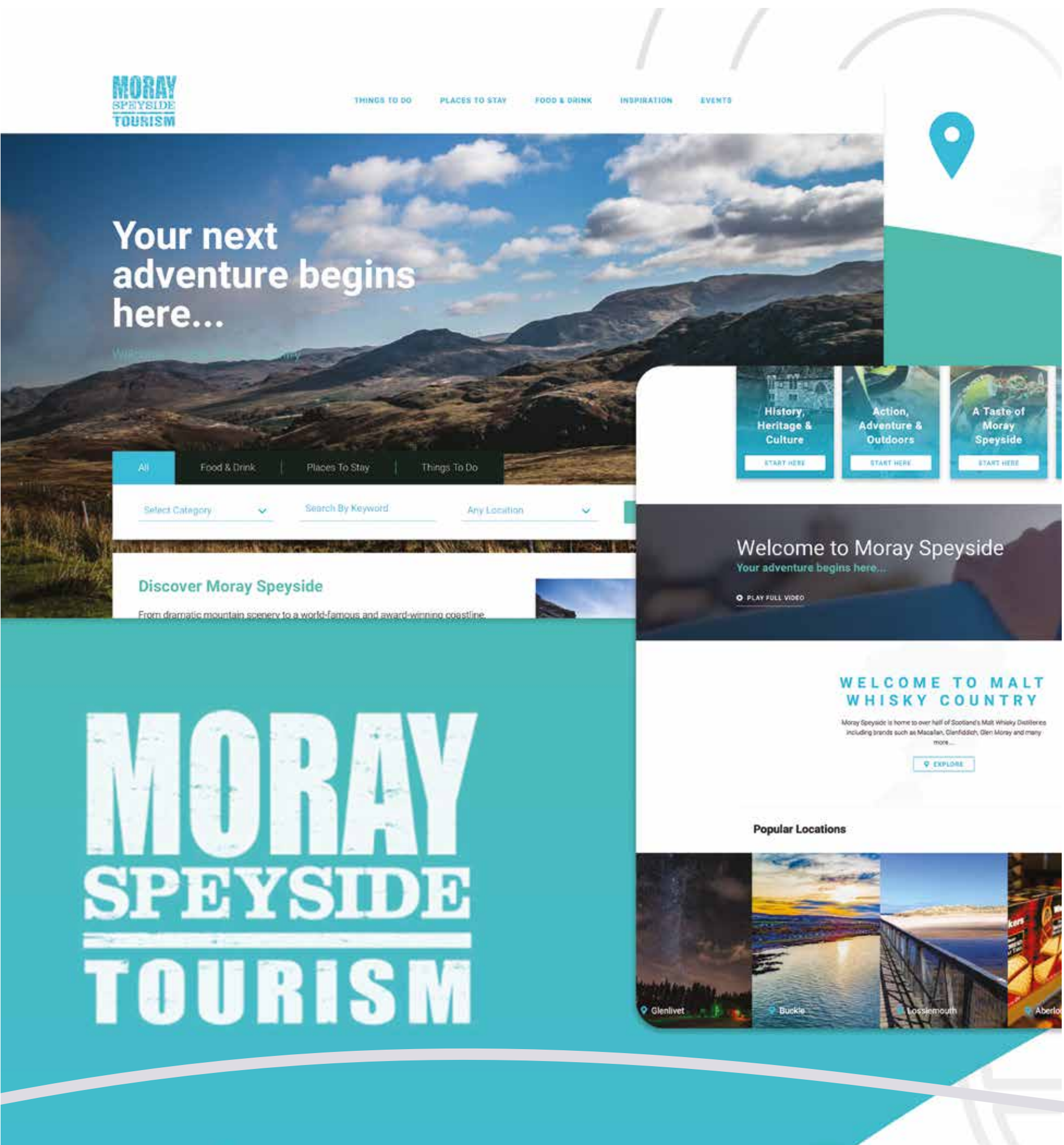
Consultation comments:

1

"Marketing must be addressed to all levels and not focussed on large, already known brands or business. Small, bespoke, individual businesses need specific help to attract their target customers."

2

"Marketing is the only way forward - Moray has to promote what is unique in the area"



IMPROVING THE VISITOR EXPERIENCE - FROM INSPIRATION TO ARRIVAL AND BEYOND

Visitors look for experiences, not holidays. From the way people book to the places they stay and their expectations whilst they're here, it's all about delivering a great experience for visitors to Moray Speyside.

The Tourism BID will work with you to improve the experience of visitors to the area. We will make sure that visitors can access up-to-date, accurate information about the region and its incredible assets - not just while they are here, but from moment they consider Moray Speyside as the start of their next adventure.








The Tourism BID will develop and introduce a consumer-facing Moray Speyside App; a one-stop digital destination guide with booking functionality and comprehensive information covering everything from the region's history, heritage and culture to its outdoor activities and world-class coastline. The app will be available for global download and completely free.


The Tourism BID will adopt a 'digital first' approach to most of its work, but it will recognise that not every area of Moray Speyside has access to good mobile signal and that not every visitor is 'logged on' to the world wide web. To that end, an annual visitor guide and an A3 sized tear-off map will be developed and distributed widely throughout the region.

A network of local Tourism Ambassadors will ensure they will never be far from a friendly face and some local knowledge.

The Tourism BID recognises that events draw visitors and drive footfall to communities. It will actively support new, existing and emerging events and activities which aim to extend the visitor season and aid in positioning Moray Speyside as a year-round destination. Over the lifetime of the Tourism BID we will work with partners to leverage additional funding for an annual region-wide Moray Winter Festival.

The Tourism BID will work with you to grow the value of specialist tourism to your business in a sustainable way, working to attract conferences and seminars to the region and to grow the year-round value of business tourism.

-  Improved Visitor Information Online And On The Ground
-  Annual Visitor Guide & Tear-Off Map
-  Creation Of A Moray Speyside Ambassador Network
-  Delivery Of A Moray Speyside Visitor App
-  Support For Events & Festivals Including an Online 'Clash Calendar'
-  Annual Moray Winter Festival
-  Business Events & Conferences

-  Consultation comments:
- 1 "A new website/app would act as a fantastic year-round digital guide."
 - 2 "An App would be a very positive way forward"
 - 3 "Community events should be whole-heartedly encouraged as they bring in visitors to Moray"

Visitors don't see administrative boundaries; they don't care who empties the bins. The Tourism BID will actively engage with neighbouring regions to ensure its activities are, wherever possible, coordinated and complementary.

SUPPORTING YOUR BUSINESS - PROTECTING OUR TOURISM INDUSTRY

With an ever-changing tourism landscape, Brexit, Business Rates, the potential Transient Visitor Levy and continually decreasing public sector budgets there has never been a time when our region's tourism industry has needed a strong, unified voice more than now.

The Tourism BID will work to support tourism businesses across the region. It will ensure that Moray Speyside's tourism businesses have a strong, unified voice - representing our industry with local, regional and national agencies, fighting for you and your business interests and lobbying for improvements to infrastructure and visitor services, such as signage, transport links and public toilet & waste disposal provision.

The Tourism BID will help to create a stronger and more resilient local tourism industry, delivering a comprehensive programme of tailored support and advice including regular digital and online training, masterclasses and workshops and a 'travel trade ready' initiative. An annual conference and regular networking events will ensure that every business has the opportunity to be part of the Tourism BID and to have its voice heard.

The Tourism BID will build on the region's World Host destination status, working with tourism businesses to introduce a unique, tailored Moray Speyside customer service standard focused on delivering customer excellence for visitors, reducing staff turnover and increasing profitability.

The Tourism BID will leverage additional funding from a range of sources, including VisitScotland Growth Fund, to maximise investment in our region's tourism industry.

The Tourism BID will introduce local tourism networks to ensure every part of Moray Speyside feels the benefit of the Tourism BID and every tourism business has direct access to specialist advice and support.

Lobbying for service and infrastructure improvements

Representing your interests with key agencies

Creation of a Moray Speyside customer service standard

Support for businesses working with Online Travel Agents and Travel Trade

Local tourism networks

Consultation comments:

- 1 "We need one "mouthpiece" to express the views of the many. The assurance that all voices will be heard and represented is essential."
- 2 "The BID should focus on higher level strategic initiatives & campaigns to drive footfall, focused on the honeypot elements via an attract and disperse type model for once people are in destination."

" I have been running the Digital Tourism Scotland programme for the last 5 years and have worked with every DMO in Scotland, I can honestly say that Moray Speyside Tourism stands out as the most active, most exciting and best organised of them all and considering the modest budget they are working with it makes their achievements all the more impressive "

Steven Whitelaw
Digital Marketing Expert &
Digital Tourism Scotland Trainer

MORAY SPEYSIDE TOURISM

A PROVEN TRACK RECORD

Here's just a flavour of some of the work that we do....

The past years have seen Moray Speyside Tourism leading representation for our region at events such as VisitScotland Expo, the only travel show dedicated to Scotland - growing the number of stands from 3 in 2016 to 12 in 2018 and putting our region up front and centre of Scottish tourism, where it deserves to be.

Working in partnership with UKinbound, the trade association for inbound tour operators, Moray Speyside Tourism put together the first ever organised travel trade familiarisation trip to our region in 2017 which saw more than 20 buyers from some of Europe's most respected travel companies experience our region for the very first time.

“ In 2018 Moray Speyside represented our region overseas for the very first time at two of Europe's largest travel shows. ”

In 2018 Moray Speyside represented our region overseas for the very first time at two of Europe's largest travel shows, World Travel Market and ITB Berlin where delegates were introduced to Moray Speyside with the assistance of specially themed itineraries and fresh, engaging video content.

Moray Speyside Tourism's partnership with DYW Moray has seen us work with VisitScotland to create new course materials for pupils studying National 5 Travel & Tourism. This collaboration has since been held up as an example of best-practise and is soon to be rolled out in other areas of Scotland.

Moray Speyside Tourism led the region-wide initiative which saw our Moray Speyside achieve WorldHost Destination status in recognition of good customer service in 2018. We have been delivering a programme of digital support and training called Digital Tourism Scotland since 2016 - helping more than 100 businesses to tackle a wide range of digital challenges.

“ Moray Speyside Tourism led the region-wide initiative which saw our Moray Speyside achieve WorldHost Destination status in recognition of good customer service in 2018. ”

We've hosted more than 30 bloggers and social media influencers, organised trips for dozens of journalists, welcomed Chinese and German government delegations, hosted the Japanese Ambassador and Japan's most significant travel companies, secured more than £1,000,000 of press and media coverage for the region, achieved a temporary reprieve to avoid closure of the region's public toilets and supported local initiatives, funding applications and more - all seeking to strengthen our region's tourism industry.

We've done all of this, and much more besides, with just two staff and an annual budget of around £80,000... just think what the future could look like with the Tourism BID in place.


















*Moray Speyside STEAM Data

www.morayspeyside.co.uk

“ To me MST have successfully put Moray Speyside on the map of tourism within just 15 months. This is mainly due to their vast expertise of the area, profound experience within the tourism industry and almost unlimited commitment.

However, there is still a long way to go to establish Moray Speyside as a strong region for tourism development comparing it to other strong competition like the Isle of Skye, Loch Ness, Oban/Fort William area, NC500, etc. ”

Wilfried Klopping,
Der Schottland Berater
(The Scotland Advisor)
German Travel Trade Expert

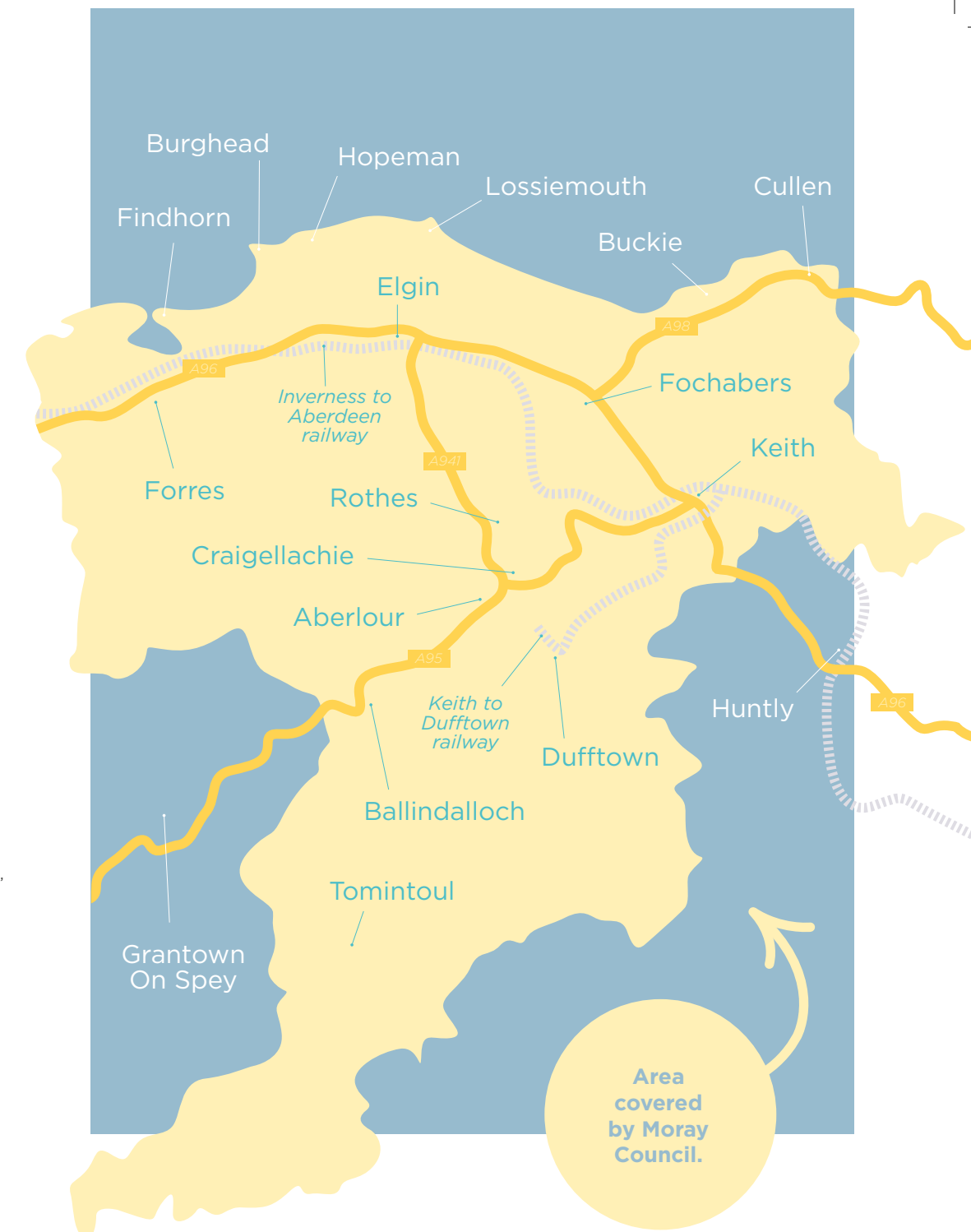
-  **Activity & Outdoor Centres**
-  **Bed & Breakfasts**
-  **Caravan and Camping Parks**
-  **Breweries & Distilleries with visitor centres**
-  **Golf Courses**
-  **Guest Houses**
-  **Historic Buildings & Ancient Monuments**
-  **Holiday Parks**
-  **Hotels & Exclusive Use Venues**
-  **Museums**
-  **Self-Catering Accommodation**
-  **Serviced Apartments**
-  **Tourist Shops**
-  **Visitor Centres / Visitor Attractions**
-  **Youth Hostels / Hostels & Bunkhouses**

WHO WILL PAY AND WHAT WILL IT COST?

The operational area of the proposed Moray Speyside Tourism BID reflects the area currently covered by Moray Speyside Tourism - the region's existing destination management organisation.

This refers to Moray Council wards of Elgin, Forres, Findhorn & Kinloss, Dyke Landward, Finnerne, Burghead & Cummingston, Hopeman & Covelea, Lossiemouth, Heldon & Laich, Innes, Buckie & District, Findochty & District, Portknockie, Cullen & Deskford, Lennox, Keith, Strathisla, Speyside, Dufftown & District and Glenlivet.

The Tourism BID will operate within the geographical area covered by Moray Council excluding the area already included in the existing 'Embrace Elgin' city centre Business Improvement District.



WHO'S IN?

The Moray Speyside Tourism BID Steering Group have established that as at 1st September 2019 there were 378 eligible businesses within the proposed Tourism BID area.

Tourism businesses have been defined as those businesses falling within the classifications outlined by VisitScotland's Quality Assurance Scheme (whether or not the business has signed up to that programme). This definition was chosen as an independent, third party selection criteria for the inclusion of businesses in the Tourism BID zone.

There are four criteria that determine if a business is included in the scope of the Tourism BID:

- The business operates in one of the sectors listed to the left.
- The business premises are in Moray Speyside, the designated geographical area covered by the proposed Tourism BID.
- The business has a non-domestic rateable value of £2,000 or above.
- The business is eligible to pay non-domestic rates, as detailed on Moray Council Valuation Roll by the local Assessor (even if exempt).

Retail businesses are only included in the Tourism BID if Quality Assured by VisitScotland as a 'tourist shop' through their Quality Assurance scheme.

Food and Drink businesses (cafés, pubs, takeaways, restaurants) are only included if quality assured by VisitScotland as a 'visitor attraction' through their Quality Assurance scheme.

Other tourism businesses, such as activity and tour businesses without premises, or below the RV threshold but who would still like to participate in the Tourism BID, will be able to pay an 'opt-in' fee no less than the minimum levy rate.

Non-tourism businesses can also opt -in as supporters as part of their wider corporate social responsibility commitments.

WHO WILL PAY THE LEVY?

A Tourism BID levy is an equitable and fair way of funding tourism projects and initiatives which the local authority and other statutory bodies do not and are not required to provide.

There are 378 eligible tourism businesses in the Moray Speyside Tourism BID area whose levy payments will generate approximately £151,000 per annum (net) and an estimated total levy income of £785,000 (net) over 5 years.

It has been agreed by the Moray Speyside Tourism BID Steering Group that the levy rate will be based on the rateable value (RV) of the property on the day of the ballot, and which rateable value will remain unchanged throughout the 5-year term of the Tourism BID: -

- The BID levy will be paid by the occupier (the eligible person liable to pay the non-domestic rates)
- There will be no increase in the levy amount throughout the term of the BID or as a result of a non-domestic rateable revaluation occurring during the BID term other than for inflationary rises
- All eligible occupiers (of eligible properties) i.e. the eligible person liable to pay the non-domestic rate, as listed on the Local Assessors Valuation Roll on the ballot date will be liable to pay the levy
- The levy payments are not linked to what businesses actually pay in rates but are based on the rateable value of the property
- The levy must be paid either in one or two instalments, each of which is due within 28 days of invoice
- Any new, eligible tourism business starting within, or coming into the Tourism BID area during the 5-year term of the Tourism Business Improvement District will be liable for the Tourism BID Levy.
- The Moray Speyside Tourism BID Steering Group has agreed that the levy would be applied to properties with a rateable value of £2,000 and above. 4 band levels have been applied with a maximum banding at £100,000 and above
- The Moray Speyside Tourism BID Steering Group has also decided to index-link the Moray Speyside Tourism BID Levy to the Retail Price Index (RPI) in order to take account of inflation

Exclusions

The BID Steering Group decided to exclude premises that have a rateable value of under £2,000. These premises can pay a voluntary levy and become an "opt-in member" should they wish, details of which are given in the BID Business Plan.

The BID Steering Group decided that Tourism businesses run or operated solely by volunteers, i.e. that have no paid staff, whether or not they charge an entrance or service fee will not be included in the Tourism BID but can opt-in if they wish.

Businesses within the existing Embrace Elgin town centre BID will not be included in the Tourism BID.

THE LEVY TABLE

In deciding the proposed levy scale, the Moray Speyside Tourism BID Steering Group investigated the levy arrangements for every other Scottish Business Improvement District in operation including the nearby Inverness Tourism BID and took into account feedback from businesses received during the consultation process that a 'banded' scale of charges was their preference.

Band	Rateable Value	Annual Levy	Cost Per Day
1	£2,000 - £4,999	£273.75	75P
2	£5,000 - £14,999	£365	£1
3	£15,000 - £99,999	£730	£2
4	£100,000 and above	£1460	£4

There are 378 eligible tourism businesses in the Moray Speyside Tourism BID area whose levy payments will generate approximately £151,000 per annum (net) and an estimated total levy income of £785,000 (net) over 5 years.

It has been agreed by the Moray Speyside Tourism BID Steering Group that the levy rate will be based on the rateable value (RV) of the property on the day of the ballot, and which rateable value will remain unchanged throughout the 5-year term of the BID:

- A banded system was chosen as it represents a simple and easy way for businesses to understand their levy payment, provides for ease of collection and represents a fair and reasonable methodology
- A minimum payment of £273.75 per annum is affordable for the smallest businesses
- A maximum of £1,460 is affordable for the businesses at the higher end of the banding
- Whilst the Moray Speyside Tourism BID is focused squarely on tourism and visitor businesses, any business can 'opt-in' to the Tourism BID, subject to approval by the Board of Directors, paying the appropriate minimal annual levy
- The levy provides, with some additional income, the amount required to deliver the business plan

Collection of the BID Levy

Moray Council will collect the levy on behalf of the Moray Speyside Tourism BID. Moray Council will lodge the levy within a Revenue Account on behalf of the Moray Speyside Tourism BID.

The BID Revenue Account and levy cannot be accessed by Moray Council nor can it be used by the Council as an additional source of income.

Enforcement

In the event of any non-payment of the Moray Speyside Tourism BID levy, Moray Council (as the billing body) will strongly pursue non-payment using recovery powers available to them to ensure complete fairness to all the businesses that have paid.

Moray Council will be entitled to charge an additional fee to the levy amount to meet any additional costs incurred in the recovery of the levy.

HOW WILL THE MORAY SPEYSIDE TOURISM BID OPERATE?

Moray Speyside Tourism BID Development Staff

The Project Manager for the development of the Moray Speyside Tourism BID is Laurie Piper, Operations Manager of Moray Speyside Tourism, the region's current Destination Marketing Organisation (DMO).

Moray Speyside Tourism BID Steering Group

The Moray Speyside Tourism BID Steering Group, which directs the development of the Moray Speyside Tourism BID is made up of a cross-section of the area's business community. Ultimately all key decisions relating to the developing BID have been taken by the BID Steering Group, who are as follows:

Shona Donnelly <i>Moray Speyside Tourism</i>	Sarah Medcraf <i>Moray Chamber of Commerce</i>	Gill Reid <i>Speyside Cooperage</i>
Fraser Edgar <i>Marketing Professional & Angel Investor</i>	Stevie Milne <i>Moray Speyside Golf Ambassador</i>	Alastair Ross <i>The Sunninghill Hotel</i>
Brian Ford <i>Historic Environment Scotland</i>	Stephanie Murray <i>Dowans and Archiestown 1881 Hotels</i>	Kevin Smith <i>Craigellachie Hotel</i>
Lynn Fyvie <i>Ardvorlich Guest House</i>	Steve Oliver <i>Dufftown 2000 / former CBP Board Member</i>	Jacqui Taylor <i>Moray College UHI</i>
Oliver Lyon <i>Speyside Gardens Caravan Park</i>	Laurie Piper <i>Moray Speyside Tourism</i>	Joanna Taylor <i>Forres Events & Rafford Consulting</i>
		Linda Mellis <i>Director - Spirit of Speyside Whisky Festival</i>

Management of the Moray Speyside Tourism BID

Following a successful ballot, the management and operation of the BID will be transferred to a limited company, which will operate from 1st April 2020.

The Moray Speyside Tourism BID Company will be a not for profit company i.e. a Private Company Limited by Guarantee and Not Having a Share Capital and will be administered by the Board of Directors who will be elected from the eligible persons (those liable to pay the levy).

A Board of Directors will be established. Every eligible person that pays the levy, who becomes a member of the Moray Speyside Tourism BID Company will have the opportunity to nominate themselves or someone else to be elected to Company Board (limited to one eligible person from each eligible business) up to a maximum of 12 Directors. A maximum of 3 additional Directors may be co-opted to the Board at the Board's discretion to provide additional support and expertise as required.

" The Moray Speyside Tourism BID Company will be run by the businesses for the businesses. "

The Company will operate in an open and transparent way, answerable to the levy payers.

The Board of Directors will ensure that a Code of Conduct (including a Register of Interests) and Management and Governance will be created and agreed as policy by the Directors.

The Chair and Vice Chair will be elected from the Directors of the Board.

There will be a detailed set of protocols (the Operating Agreement) to be agreed with Moray Council, which will cover, as well as other items, the billing, collection and transfer of the levy to the Moray Speyside Tourism BID Company.

The Board will oversee all decisions relating to staff, contracts, the delivery of the approved business plan and other activities undertaken by the Moray Speyside Tourism BID.

The Board of Directors will recruit 1 Chief Executive, 1 Operations & Marketing Manager and an administrative assistant, to ensure the efficient delivery of the projects and effective communications with the levy payers.

The Moray Speyside Tourism BID Company Board will have the authority to adapt or alter the projects and services from year to year to reflect any change in economic circumstances or any new opportunities that may arise. This will be in the best interests of the levy payers and without recourse to an alteration ballot.

Measuring the Success of the BID

Throughout the lifetime of the Moray Speyside Tourism BID, all projects and activities will be monitored to ensure they are progressing in accordance with the published Moray Speyside Tourism BID Business Plan and individual workstreams.

The Moray Speyside Tourism BID Company's Board of Directors will monitor and oversee the efficient delivery of the BID projects.

Financial Management

The Moray Speyside Tourism BID Company's Board of Directors will agree on an annual basis how the funds will be spent for the coming year, based on the published Business Plan.

The Moray Speyside Tourism BID Company's Board of Directors will have the authority to adapt or alter the projects and services to reflect any change in economic or other circumstances or any new opportunities that may arise. Any such changes will be in the best interests of the businesses and without recourse to an alteration ballot.

The Moray Speyside Tourism BID Company's Board of Directors will appoint accountants and auditors and will adopt an authorisation and expenditure process to ensure that the financial management of the Moray Speyside Tourism BID Company is fully auditable, open and transparent.

Budgets will be reconciled on a monthly basis to ensure good governance and financial management.

At the end of the operational year a full set of accounts will be prepared and presented to the Board of Directors. Accounts will then be passed to an accredited independent auditor for review and approval.

The audited accounts will be presented to the Tourism BID members at the Annual General Meeting and a summary of the accounts will be published in the Annual Report which will be published on the Moray Speyside Tourism BID web page.

Moray Council will collect the levy payments on behalf of the Moray Speyside Tourism BID company and will transfer the levies collected to the Moray Speyside Tourism BID Company. The Moray Speyside Tourism BID Board will manage the levy funds once remitted by the Council.

In the event of any non-payment of the Moray Speyside Tourism BID levy, it will be strongly pursued by Moray Council (as the billing body) using the recovery powers available to them to ensure complete fairness to all the businesses that have paid. Moray Council will be entitled to charge the Tourism BID Company an additional fee to meet any additional costs incurred in the recovery of the levy.

TOURISM BID FINANCES

Estimated Income and Expenditure

As at 1st September 2019, there were 378 eligible properties located within the Moray Speyside Tourism BID area (this figure will vary as businesses move, expand or close). The BID levy income is calculated to be £151,000 (net) per annum.

Current Scottish collection rates for the BID levy are reported to be standing at 95%. With this in mind, an amount has been set aside in the budget under 'contingency' to allow for any bad debt.

The Moray Speyside Tourism BID will seek to secure additional funding for specific projects. It will also attract other investment, sponsorship and generate trading income to increase the amount available to spend on projects as they develop.

Funds will also be sought from but not restricted to VisitScotland, LEADER or its successors, Windfarm Community Benefit Funds and others.

Moray Speyside Tourism BID Projected Income and Expenditure

Income	2020	2021	2022	2023	2024	Total
Income from Levy	£151,028	£154,048	£157,129	£160,272	£163,477	£785,953
*Opt-in Memberships	£10,000	£11,000	£11,550	£12,128	£12,249	£56,926
*Income from Commercial Activity	£23,750	£24,225	£25,436	£26,708	£28,043	£128,163
**VisitScotland Growth Fund	£0	£15,000	£15,000	£15,000	£0	£45,000
***Other Grants / Funding	£0	£0	£0	£0	£0	£0
Total Income	£184,778	£204,273	£209,115	£214,107	£203,769	£1,016,042
Expenditure	2020	2021	2022	2023	2024	Total
Destination Marketing	£64,238	£80,523	£82,133	£83,776	£70,451	£381,120
Improving the Visitor Experience	£65,444	£66,753	£68,088	£69,450	£70,839	£340,574
Supporting Your Business	£48,738	£49,713	£50,707	£51,721	£52,755	£253,634
Overheads	£6,206	£6,330	£6,457	£6,586	£6,718	£32,298
BID Renewal Campaign	-	-	-	-	£8,250	£8,250
Total Expenditure	£184,626	£203,319	£207,385	£211,533	£200,763	£1,015,876

**Opt-in Membership and Income from Commercial Activity is currently not secured or committed by others. Therefore, in the event any or all of this funding is not realised then the scope of some of the projects outlined will be adjusted correspondingly, to ensure that they remain within budget.*

***Subject to application to VisitScotland and not in years 1 or 5 - if an application is not made or is not successful, projects outlined will be adjusted correspondingly, to ensure that they remain within budget.*

****Subject to application & not in years 1 or 5.*

Current Scottish collection rates for the BID levy are reported to be standing at 95%. With this in mind, an amount has been set aside in the budget under 'contingency' to allow for any bad debt.

HOW DO WE GET THERE?

Pre-Ballot

The BID Proposer must submit the Moray Speyside Tourism BID Proposals to the Local Authority, the Scottish Ministers and the billing body at least 98 days in advance of the ballot date and of their intention to put the BID Proposals to ballot.

The Local Authority then has 28 days in which to veto or not the Moray Speyside Tourism BID Proposals. A 'Notice of Ballot' will be issued at least 42 days before the day of ballot.

The Ballot

For the ballot to be successful there must be a minimum turnout of 25% (the headcount) by number of eligible persons and by combined rateable value; and of those who vote, the majority must vote in favour by number and combined rateable value.

Voting papers are easy to complete, simply place a cross on either "yes" or "no" to the question "are you in favour of the Moray Speyside Tourism BID?" The ballot paper must then be signed by the person eligible to vote and returned in the pre-paid envelope.

Ballot papers will be posted to the eligible person responsible for casting a vote within their business 42 days before the ballot day. In the case of national companies, the responsibility for voting may lie with head office.

All eligible persons (i.e. those persons liable to pay non-domestic rates) will have one vote or where a person is liable for non-domestic rates for more than one property, that individual shall be eligible to cast more than one vote however they will be required to pay the levy for each of the properties that they occupy.

Prior to or on the date the ballot papers are issued the Moray Speyside Tourism BID Proposer will provide to all those eligible to vote in the ballot, a copy of the BID Business Plan.

The ballot papers will be counted on 16th January 2020 and the results announced by Moray Council within one week.

The Moray Speyside Tourism BID ballot is a confidential postal ballot conducted by Moray Council on behalf of the Moray Speyside Tourism BID, in accordance with Scottish BID legislation.

Following a successful ballot, the BID will commence on 1st April 2020 and will run for a period of five years until the 31st March 2025.

In Moray Speyside Tourism BID's case, voting papers will be issued on 4th December 2019.

The last date for all ballot papers to be returned is 5pm on 15th January 2020. Papers received after this date and time will be deemed null and void.

WHAT IF THERE IS NO TOURISM BID?

There will be no promotion of our region to visitors, locally, nationally or overseas



There will be no tourism development organisation in our region

There will be no organisation working to leverage additional funding to improve conditions for tourism businesses in Moray Speyside

Moray Speyside's tourism industry will have no representation at local, regional or national level

There will be no specialist support, training or advice offered to tourism and visitor businesses in our region

There will be no organisation to support events and festivals in our region

There is no plan B

“ The work done so far, so tirelessly and enthusiastically delivered at many events has really made a difference, and I don't believe that we are the only operator in our space which has now embraced the promotion of Moray Speyside as a direct result. ”

David Lyne
Managing Director
Barton Hill Travel & Armchair DM

www.morayspeysidethebid.com
VOTE YES
for
#ABRIGHTER FUTURE



VOTE YES **FROM 4TH** **DECEMBER**

for

#ABRIGHTERFUTURE

#BACKTHEBID

**For more information
please visit**

www.morayspeysidetbid.com

Moray Speyside Tourism Stakeholders and Partners



Appendix 2 - Details of Consultation

The Moray Speyside Tourism BID has carried out a widespread consultation exercise to ensure that all tourism businesses in the region are engaged as far as can be with the campaign.

Campaign activity included, but was not limited to:

- The Tourism BID campaign was officially announced at the 2018 Moray Speyside Annual Conference in the presence of more than 150 individuals from local tourism businesses and stakeholder organisations.
- Initial survey of tourism businesses conducted across the region in November 2018/ January 2019 to establish sufficient support for the Tourism BID to progress and identify key areas of concern for tourism businesses. The survey had 138 respondents (70 of whom represent businesses from within the Tourism BID area) followed by 4 focus groups (44 participants) and 12 'in-depth' interviews key industry leaders. (See Sub-Appendix 2A for detail).
- 11 business engagement events took place in Forres, Rothes, Elgin, Cullen, Keith, Tomintoul, Ballindalloch, Lossiemouth and Aberlour. A record of eligible voters who attended can be found at Appendix 2E. Other businesses were also present but are not listed.
- A joint event was held with the Association of Scotland's Self-Caters at Strathisla Distillery on 19th August 2019. A record of eligible voters who attended can be found at Appendix 2E. Other businesses were also present but are not listed.
- A Business Breakfast event, in partnership with VisitScotland attracted on 22nd March 2019. A record of eligible voters who attended can be found at Appendix 2E. Other businesses were also present but are not listed.
- A personalised letter was sent to 343 eligible voters with a copy of the outline business plan, a copy of the further business survey / consultation and a stamped address envelope. (Letters to Self-Caterers were sent recorded delivery as many live outside the region)
- An online version of the business survey is hosted on www.morayspeysidetbid.com and on www.morayspeyside.com

Briefings and updates have been given to / at:

- Douglas Ross MP
- Richard Lochhead MSP
- Jamie Halcro Johnston MSP
- Moray Council - The Moray Council's Economic Development & Infrastructure Committee, and Conservative and SNP groups
- Keith Community Council, Buckie Community Council, the Joint Community Councils of Moray, Elgin Community Council
- The Forres Area Tourism Network
- The Lossiemouth Business Association
- The Moray Economic Partnership
- Moray Chamber of Commerce
- Tomintoul & Glenlivet Development Trust
- Tomintoul & Glenlivet Landscape Partnership

- The Malt Whisky Trail Directors and Board
- Moray Speyside Golf Management Group
- The Cairngorm Tourism Partnership
- VisitScotland regional team

Communication

Communication with the electorate within the proposed Tourism BID was carried out in a wide range of different way, including email, personal contact, phone calls, letters, social media posts, media coverage. A selection of evidence and examples can be found at Appendix 2C.



Background & Methodology



Moray Speyside Tourism is interested in understanding interest levels and expectations of a Moray TBID among tourism businesses within Moray Speyside.

STR are conducting a quantitative and qualitative piece of research on behalf of Moray Speyside Tourism to explore views on a Moray TBID. For the quantitative phase, an online survey was sent out to local tourism businesses and 135 responses were received. This report outlines the findings from this survey.

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A reminder of the definition of a TBID

A Tourism Business Improvement District (TBID) is the gathering of local businesses to support the growth and development of their local area's tourism industry. It gives businesses a voice and financial stake in the future direction of tourism in the area.

An agreed, moderate levy is collected from members and is used to fund key tourism priorities. Members decide how funds are spent and what the key priorities should be.

TBIDs are not designed to replace public sector funding but are supposed to supplement existing funding. They are not a council project, but an industry-led initiative focusing only on tourism development, to benefit the entire region's tourism industry.

For a TBID to exist a majority of businesses need to vote for it for an agreed period of time (normally 5 years). After this time members vote on whether it should continue. This ensures that the work remains current and focused on the needs of its members.

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Research Objectives



Key research objectives:

- Explore the interest levels amongst Moray Speyside tourism businesses in a TBID
- Understand the expectations of a TBID
- Establish key priorities for a TBID
- Collate feedback on the TBID structure/ process

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Profile of Businesses

Business type



56%

Local independent business (single unit)



19%

Local independent business (multiple units)



12%

Social Enterprise/charity/trust



9%

International, Scotland or UK-wide chain/brand

Sector



46%

Accommodation



15%

Retail/ shopping



29%

Visitor Attraction



10%

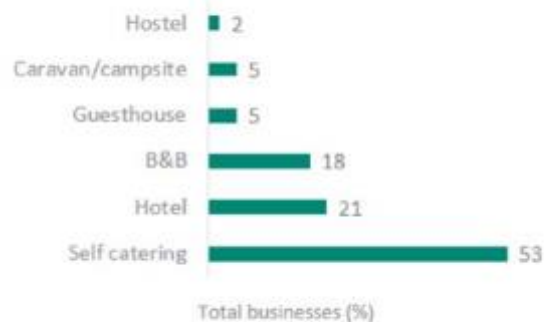
Not for profit



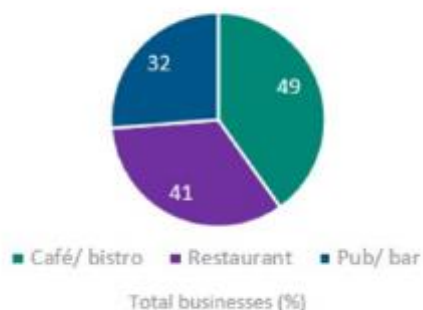
27%

Food and Beverage

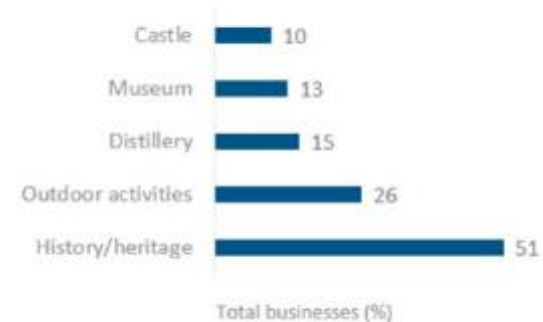
Accommodation



Food/ beverage



Visitor attraction



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Moray Speyside is an increasingly good place to do business

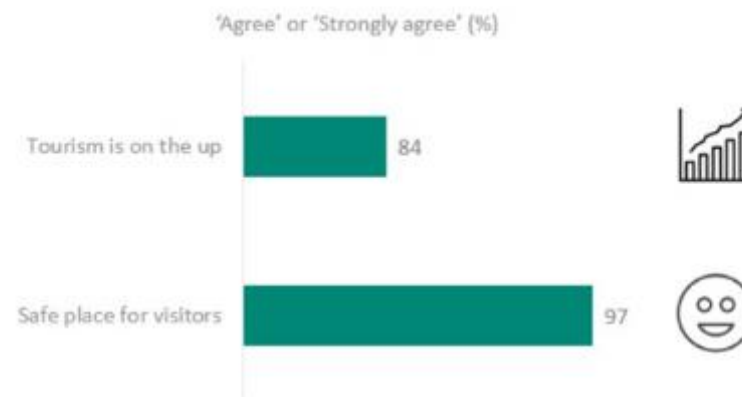


Businesses felt that Moray Speyside was a 'good' or 'very good' place to do business in, and is currently better than it was 5 years ago in 2013



Particular strengths associated with Moray Speyside

It is felt that tourism is on the up in Moray Speyside, and that it is a safe place for visitors to go



* Core tourism: accommodation, food & beverage, visitor attractions.

Q7: On a scale of 1 to 5 where 1= very poor and 5= very good what is your overall view of Moray Speyside as a place to do business?

a. Now, in 2018

b. 5 years ago (or since establishment if less)

Q8: Thinking about Moray Speyside, on a scale of 1 to 5, where 1= strongly disagree and 5 = strongly agree, to what extent do you agree or disagree with the following statements about Moray Speyside?

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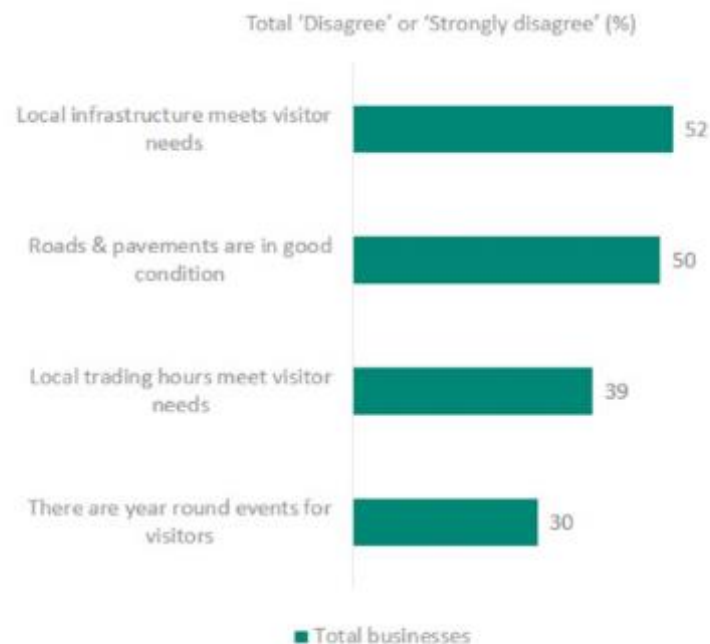
However, there are still some areas for improvement

Businesses felt that various elements are not currently meeting visitor needs.

Over half of businesses 'disagreed' or 'strongly disagreed' that local infrastructure met visitor needs and half felt that roads and pavements were not in good condition.

Many also felt that local trading hours did not meet visitor needs and that there were not year round events for visitors.

These figures were similar between core tourism businesses and total visitors overall.



Q8: Thinking about Moray Speyside, on a scale of 1 to 5, where 1= strongly disagree and 5 = strongly agree, to what extent do you agree or disagree with the following statements about Moray Speyside?

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Businesses feel that Moray Speyside has a lot to offer



Businesses feel that Moray Speyside has a rich offering for visitors. The main draws to the area are thought to be the outstanding natural beauty, wildlife, diversity of visitor attractions, range of food and drinks outlets, whisky experiences, and local friendliness. The weather was also thought to be good (for Scotland!).

"There are numerous high-quality visitor attractions ranging from outdoor activities to whisky experiences and everything in between."



"Beautiful countryside and coast, interesting leisure activities such as golf, sightseeing, sailing and other watersports, shooting and fishing, reasonable weather."

"World class distilleries to visit , fantastic scenery ,amazing variety of potential outdoor activities, very friendly and accommodating local people, great Moray/Speyside food & drinks on offer"



"The beautiful coastline (featured in National Geographic top 12 a few years ago) flora and fauna, dolphin and whale spotting, great coastal walks and for those interested great opportunities to take part in active watersports from picturesque harbours and beautiful uncrowded beaches."

Q9: What would you summarise as the main strength/s of the visitor offer in Moray Speyside?

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However, there are some perceived barriers



Although it was felt that Moray Speyside has a lot to offer, a few areas for improvement were highlighted. Some felt that business opening hours were limited, that transport links and public transport could be improved and that more accommodation and evening restaurants would be beneficial to the area. Additionally it was felt by some that there was a lack of collaboration between businesses and sectors, and that the area was often overlooked in favour of other local areas



"Lack of choice of decent places to eat on an evening. Poor public transport. Inward looking businesses not keen on collaborating with other local businesses for the greater good. Lack of good quality accommodation."

"Infrastructure to link key tourist areas together. Visitors are not keen to take 3 different buses to get to a distillery or outdoor pursuit."

"Very few visitors know about the area and what it has to offer. Little exposure to the global market."



"Opening hours of cafes, most seem to close at 4pm. Excluding pubs there is not enough family eating establishments open between 4- 7 PM. Most businesses only cater for Scottish Holiday periods and not the English ones."

"1. Short opening hours 2. Lack of accommodation"

Q10: What would you summarise as the main weakness/es of the visitor offer in Moray Speyside?

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The TBID was well received

Overall the idea of a TBID was well received. Businesses felt that it was likely to increase footfall and improve the area. They liked the collective nature of the TBID and thought it was feasible as businesses already worked well together and they had seen other areas where TBIDS had worked previously. There were some concerns that not everyone who was contributing would benefit or see a return on investment and some concern over the cost.

"I think working as a collective should have been done years ago to embrace what our area has to offer locals and visitors. This would be a brilliant asset."

"Sounds like a great idea, puts the control back in the hands of the businesses that need it."

"Having worked with BIDs in other areas of North Scotland I think it is a forward-thinking plan in order to continue to grow and develop the offering in the region."



"I would be keen to see this developed in Moray, however this would need to be balanced with the increased financial pressures faced with rates etc."

"I have been impressed by the work of Elgin BID and I can see the benefits and potential of a TBID. I like the idea of every business having a vote as this acts as a leveler between big and small businesses."

Q11. Based on the above explanation of TBIDs, and any prior knowledge you have, what are your views on the appropriateness and potential of a Moray Speyside TBID?

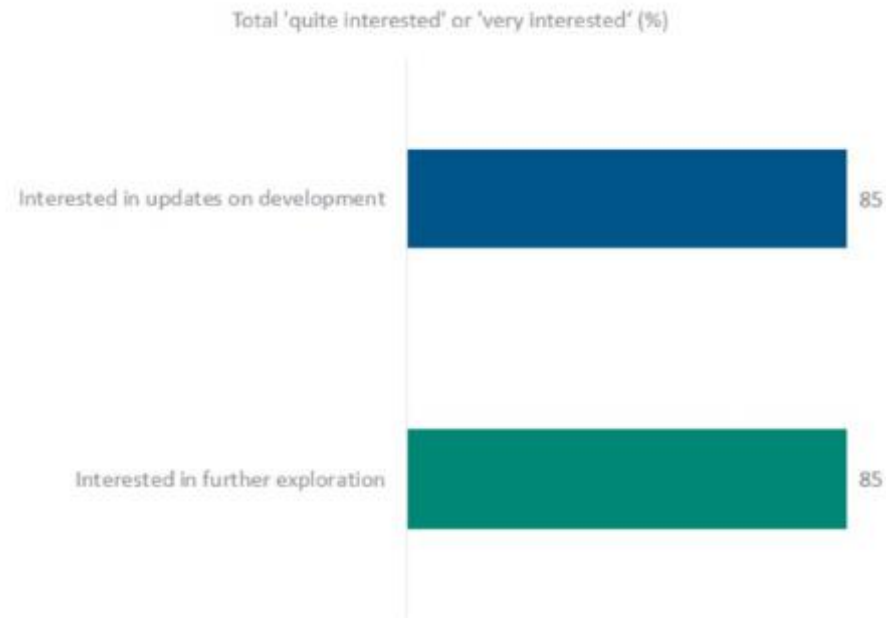
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There is high initial interest in further exploration of a Moray Speyside TBID model



85% of businesses said that they would be interested in further exploration of a TBID in Moray Speyside. This was the same for both Core Tourism businesses and the total number of businesses.

85% of businesses additionally said that they would like updates on development of a Moray Speyside TBID. Of the core tourism businesses, 84% said that they would like updates.



Q12. On a scale of 1 to 5 where 1 = not at all interested and 5 = very interested, how interested would you be in the following:

a) Further exploration of a Moray Speyside TBID model b) Updates on development of a Moray Speyside TBID model c) Becoming a Moray Speyside TBID member d) Making an annual financial contribution to a Moray Speyside TBID e) Influencing the priorities of a Moray Speyside TBID f) Influencing the spending of a Moray Speyside TBID

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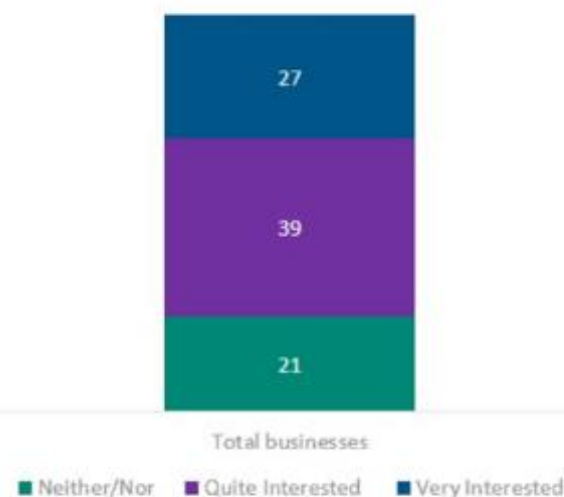
Many also showed an interest in becoming members

Of the total number of businesses 66% were 'interested' or 'very interested' in becoming members of the TBID. When 'neither/nor' is added into the figures this becomes 87% of businesses.

There could be up to 750 businesses eligible to become levy paying businesses. Of the businesses who replied to the survey 66% (or 89 businesses) said that they would be 'quite interested' or 'very interested' in taking part.

These businesses are likely to be more engaged in the TBID than other local tourism businesses as they responded to the questionnaire.

Interested in becoming a TBID member (%)



Q12. On a scale of 1 to 5 where 1 = not at all interested and 5 = very interested, how interested would you be in the following:

a) Further exploration of a Moray Speyside TBID model b) Updates on development of a Moray Speyside TBID model c) Becoming a Moray Speyside TBID member d) Making an annual financial contribution to a Moray Speyside TBID e) Influencing the priorities of a Moray Speyside TBID f) Influencing the spending of a Moray Speyside TBID

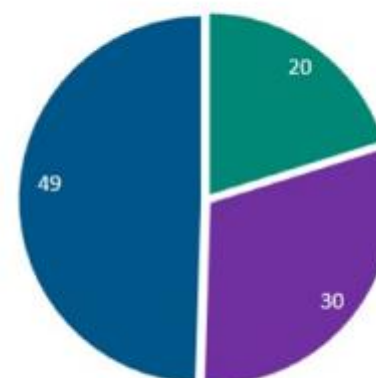
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Businesses were open to making a financial contribution

Businesses interested in making an annual financial contribution (%)

49% of the total businesses and 52% of the core tourism businesses said that they were 'quite interested' or 'very interested' in making a financial contribution to a Moray Speyside TBID.

A further 30% of total businesses said that they were 'neither/nor', potentially suggesting that some additional businesses may be willing to make a financial contribution.



■ Not interested/ Not at all interested ■ Neither/nor
■ Quite interested/ very interested

Q12. On a scale of 1 to 5 where 1 = not at all interested and 5 = very interested, how interested would you be in the following:

a) Further exploration of a Moray Speyside TBID model b) Updates on development of a Moray Speyside TBID model c) Becoming a Moray Speyside TBID member d) Making an annual financial contribution to a Moray Speyside TBID e) Influencing the priorities of a Moray Speyside TBID f) Influencing the spending of a Moray Speyside TBID

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The majority of businesses were willing to contribute over £75



When asked about the amount that they would contribute, 45% of total businesses said that they would be willing to contribute £100+, and a further 32% said that they would be willing to contribute between £75-£100.

Taking the sample as being representative of Moray Speyside Tourism businesses and estimating a total number of up to 1,000 businesses, this would suggest that up to 450 businesses would be willing to contribute over £100. However, it is worth keeping in mind that this sample is likely to be more engaged than the average business in Moray Speyside.



Q13. You indicated a willingness to contribute financially to a Moray Speyside TBID. How much would you anticipate contributing per year to a TBID? SINGLE CODE
 A) £10 or less b) Between £10 - £25 c) Between £25 - £50 d) Between £50 - £75 e) Between £75 - £100 f) £100 or more

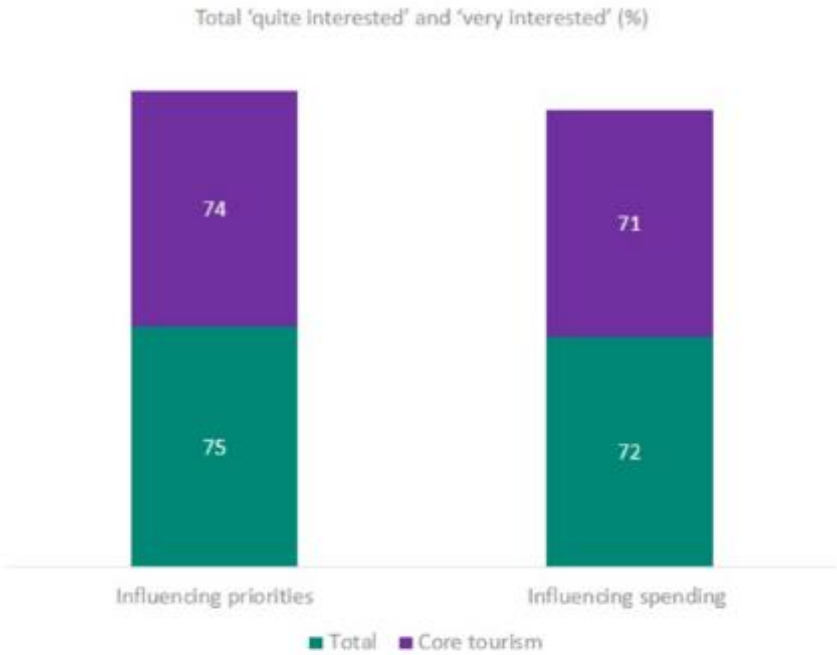
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High engagement in influencing priorities and spending



75% of the total businesses said that they were 'quite interested' or 'very interested' in influencing priorities for a Moray Speyside TBID. This was very similar at 74% for core tourism businesses.

Similarly, 72% total businesses were 'quite' or 'very' interested in influencing spending for a TBID and 71% of core tourism businesses, indicating a high desire for involvement in the TBID process.



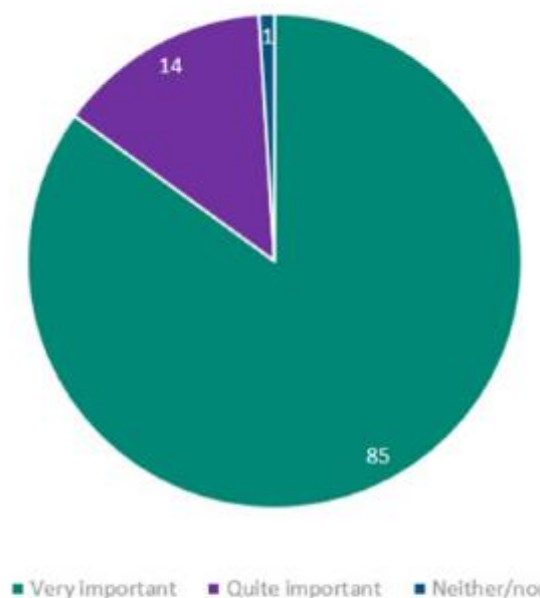
Q12. On a scale of 1 to 5 where 1 = not at all interested and 5 = very interested, how interested would you be in the following:
a. Further exploration of a Moray Speyside T-BID model b. Updates on development of a Moray Speyside T-BID model c. Becoming a Moray Speyside T-BID member d. Making an annual financial contribution to a Moray Speyside T-BID e. Influencing the priorities of a Moray Speyside T-BID f. Influencing the spending of a Moray Speyside T-BID

Of the priorities for the visitor offer, marketing was thought to be most important

Of all the priorities for improving the visitor offering, marketing stood out as the most important to businesses.

85% of both the total businesses and the core tourism businesses said that 'marketing the visitor offer' was 'very important', 14% said that it was 'quite important' and 1% said 'neither/ nor'. None of the businesses felt it wasn't important.

Marketing the visitor offer (%)



Q15. On a scale of 1 to 5 where 1 = not at all important and 5 = very important, how important do you consider the following for the Moray Speyside visitor offer?

a. Marketing the visitor offer b. More events and festivals c. Extending the holiday season d. Improved visitor signage in the area e. Improved access to Moray Speyside e.g. bus, train etc... f. Improved transport within Moray Speyside e.g. local connections

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Importance of marketing was reiterated in verbatim comments

Businesses were spontaneously asked what the short and medium term priorities were for a Moray Speyside TBID, and the answer was commonly about marketing the area and the visitor offering. It was felt that a consolidation of sectors and a single tourism offering would be a good place to start, which could then be marketed to increase exposure. Ideas for exposure included listing the area on the Visit Scotland website, having group events with all tourism sectors and developing a better website. Businesses suggested networking events to organise such things.

Additional priorities included gaining more knowledge about the visitors to the area, improving transport infrastructure, improving the accommodation offering and making Moray Speyside a year-round destination.

"Getting really great websites up with comprehensive, reliable and up to date on line information for the area. Coming up with initiatives for making Moray really stand out as an all-season destination of exceptional quality."

"Enhancing and improving visitor information about Moray Speyside - through websites, social and other forms of media."

"Improving the tourist experience with mapping of attractions, accommodation etc. Publicising the diversity of Moray - Scotland in miniature."

"Exploring ways to make tourism less seasonal, e.g. by promoting Moray as an "add-on" destination to the more popular parts of Scotland alternative or a gateway to the Highlands, NC500 etc., enhancing the image and exposure of Moray Speyside to the world's tourists."

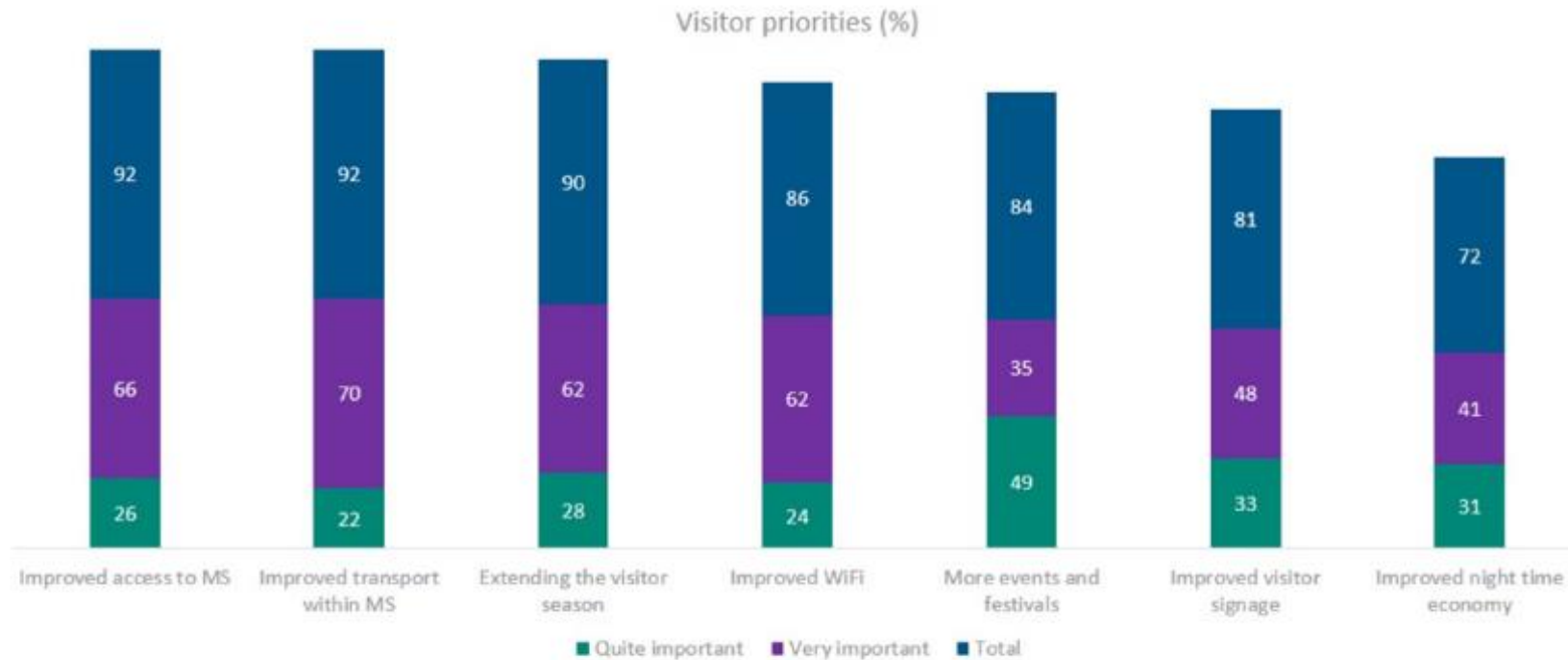
"Consolidating the offer of the area as one tourism sector rather than various parts and ensuring that, where funding is available from Government bodies, that it is controlled by those within the tourism sector in Moray rather than those out with the area."



Q14. Thinking about a Moray Speyside T-BID what would you recommend as its main priorities in the short to medium term?

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The remaining visitor priorities were all also thought to be important



Q15. On a scale of 1 to 5 where 1 = not at all important and 5 = very important, how important do you consider the following for the Moray Speyside visitor offer?

a. Marketing the visitor offer b. More events and festivals c. Extending the holiday season d. Improved visitor signage in the area e. Improved access to Moray Speyside e.g. bus, train etc... f. Improved transport within Moray Speyside e.g. local connections

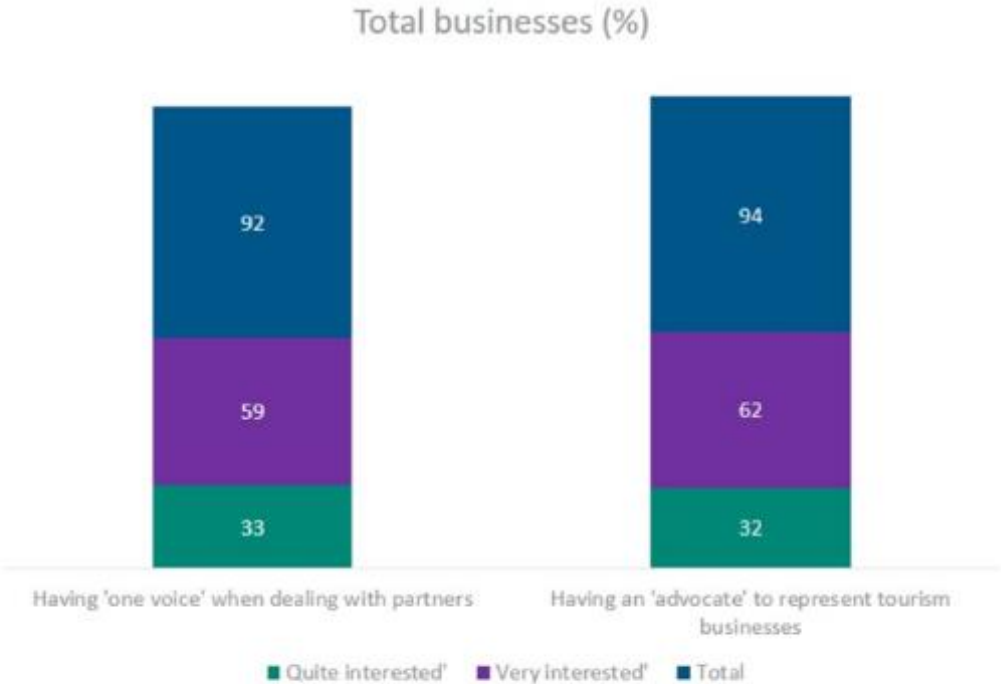
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Of the business priorities listed, having ‘one voice’ and having an ‘advocate’ came out as most important



Of the business priorities listed, businesses felt that having ‘one voice’ when dealing with partners e.g. local and national government and having ‘an advocate’ to represent tourism businesses were most important. The biggest proportion said that they thought these were ‘very important’, at 59% and 62% respectively.

These results were broadly the same for core tourism businesses, with 57% saying that having ‘one voice’ was ‘very important’ and 59% saying that ‘having an advocate’ was ‘very important’.



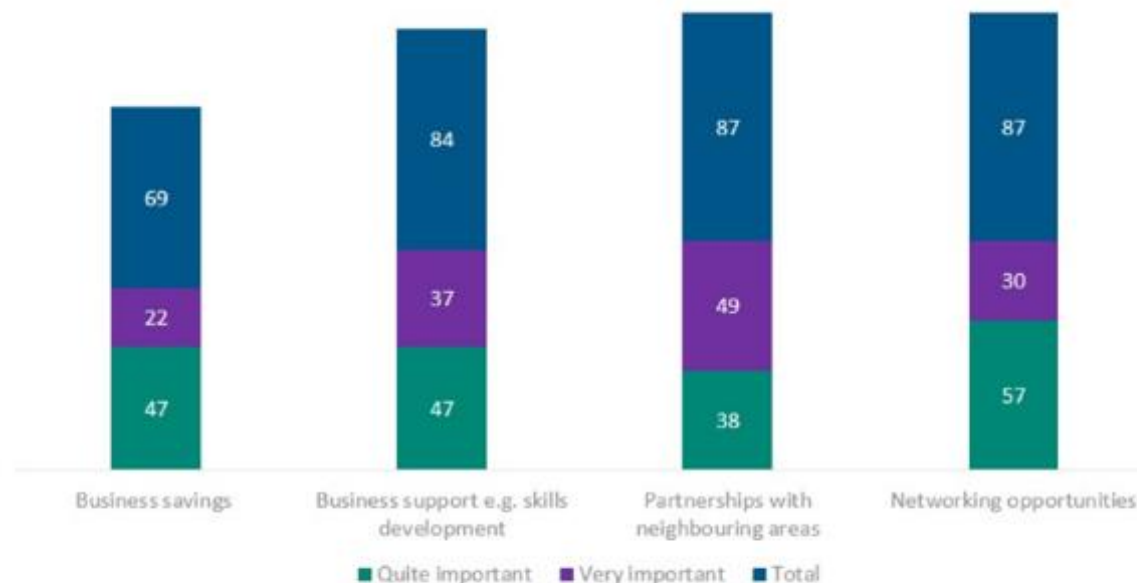
Q15. On a scale of 1 to 5 where 1 = not at all important and 5 = very important, how important do you consider the following for the Moray Speyside visitor offer?
a. Marketing the visitor offer b. More events and festivals c. Extending the holiday season d. Improved visitor signage in the area e. Improved access to Moray Speyside e.g. bus, train etc... f. Improved transport within Moray Speyside e.g. local connections

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Other priorities were also important to businesses

Of the other business priorities, business support, partnerships with neighbouring areas and networking opportunities were all also seen as very important. While still important, business savings were deemed less critical than the others.

There was no significant difference between the total businesses and the core tourism businesses.



Q15. On a scale of 1 to 5 where 1 = not at all important and 5 = very important, how important do you consider the following for the Moray Speyside visitor offer?

a. Maximizing the visitor offer b. More events and festivals c. Extending the holiday season d. Improved visitor signage in the area e. Improved access to Moray Speyside e.g. bus, train etc... f. Improved transport within Moray Speyside e.g. local connections

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Summary



- The idea of a TBID was well received by businesses
- There was a strong interest among businesses in becoming members and making a financial contribution
- The majority were willing to pay over £100 for this membership
- Many businesses expressed an interest in influencing priorities and spending for a TBID
- The main priority for a TBID in relation to the visitor offering was thought to be marketing the visitor offer; both when asked unprompted and with a prompted list
- Improving transport to and within Moray Speyside, extending the visitor season, improving WiFi, having more events and festivals and signage were also viewed as important priorities for improving the visitor offering
- The main businesses priorities for a TBID were having one collective voice and having an advocate
- Additionally getting business support, partnerships with neighbouring areas and networking opportunities were also important business priorities

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Appendix 2B - Copy of Stage 2 Survey

Name.....	
Position / Title	
Company Name	Who in your business would make the decision on how your company would vote in the Tourism BID ballot?
Nature of Business (i.e. accommodation, attraction)	<input type="checkbox"/> Self <input type="checkbox"/> Someone else <input type="checkbox"/> Don't know
Company address	If Someone else will decide, please provide their contact details:
.....	Name
.....	Address
Postcode
Email
Phone
Head Office
.....	Postcode
.....	Email
.....	Phone
** MST WILL COMPLETE THIS SECTION Rateable Value of Property / Business	** MST WILL COMPLETE THIS SECTION Assessor / Local Authority Reference Number
Name of Eligible Person (if different from above	Details Confirmed on Assessors Website <input type="checkbox"/>
	Details confirmed on Tourism BID Database <input type="checkbox"/>

PRIORITIES FOR THE TOURISM BUSINESS IMPROVEMENT DISTRICT

Marketing				
<i>Marketing the visitor offer was identified as the key priority for a Moray Speyside TBID</i>				
Please tick the box that reflects your opinion	Very Important	Quite Important	Neutral	Not Important
Marketing to potential visitors from other areas of Scotland				
Marketing to potential visitors from other areas of the UK				
Marketing to potential visitors from Europe				
Marketing to potential visitors from China				
Marketing to potential visitors from the rest of the world				
Promoting Moray Speyside as a destination for Business Events and Conferences				
Which of these is most important?				

Speaking with One Voice				
<i>A collective tourism voice and advocacy were deemed important by tourism businesses</i>				
Please tick the box that reflects your opinion	Very Important	Quite Important	Neutral	Not Important
Responding to external changes (i.e. Tourist Tax)				
Fighting for you and your business interests (i.e. business rates, and VAT)				
Lobbying for infrastructure improvements (i.e. visitor signage, transport, cashpoints etc)				
Industry leadership (i.e. campaigning and advocacy)				
Collaboration and partnership with neighbouring regions				
Which of these is most important?				

Improving the Visitor Experience				
<i>Tourism businesses told us they wanted the TBID to help deliver a better visitor experience</i>				
Please tick the box that reflects your opinion	Very Important	Quite Important	Neutral	Not Important
Producing an annual Moray Speyside Visitor Guide				
Improving visitor orientation and interpretation facilities				
Improving online provision (i.e. website + planning tools)				
Creation of a Moray Speyside Visitor 'APP'				
Establishing a Moray Speyside Customer Service standard				
Which of these is most important?				

Supporting Your Business				
<i>Tourism businesses told us they wanted help and advice on extending the visitor season, improving the night-time economy and supporting events and festivals</i>				
Please tick the box that reflects your opinion	Very Important	Quite Important	Neutral	Not Important
Working with businesses to establish demand for longer opening hours				
Supporting new and emerging events and festivals				
Supporting voluntary and community organisations				
Access to regional and national funding (i.e. VisitScotland Growth Fund)				
Training and Support (i.e. digital skills, working with travel trade)				
Annual Conference and Networking Events				
Which of these is most important?				

SUPPORT FOR THE TOURISM BUSINESS IMPROVEMENT DISTRICT

Based on information available to you, do you support the establishment of the proposed Moray Speyside Tourism Business Improvement District?		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> UNSURE
Please detail below the reason(s) for the answer above		
.....		
.....		
.....		
.....		
.....		
If you indicated NO or UNSURE, what could we do change your mind?		
.....		
.....		
.....		
How likely are you to vote (i.e. will you fill in the ballot paper)?		
<input type="checkbox"/> I WILL VOTE	<input type="checkbox"/> I WILL NOT VOTE	<input type="checkbox"/> I AM UNSURE IF I WILL VOTE
SIGNED DATE		

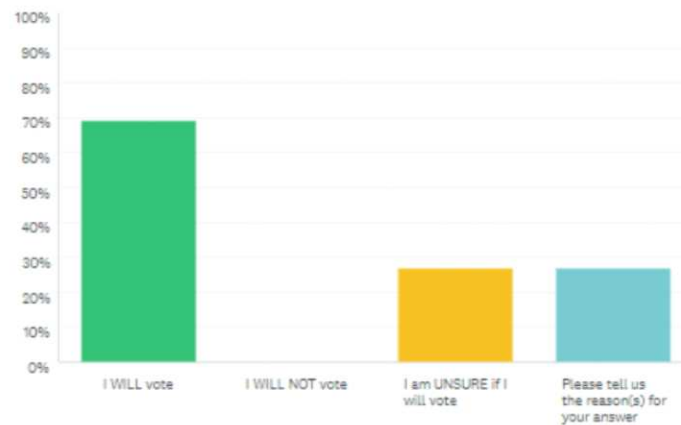
Please complete your questionnaire and return in the supplied addressed envelope no later than 31st August 2019, complete online at www.morayspeysidetbid.com/survey or drop it in to the office at Unit 1, Elgin Business Centre, Maisondieu Road, IV30 1QP

Details collected through this survey will remain confidential and will not be passed on to a third party. Your answers will be entered anonymously into a database which will be used only by Moray Speyside Tourism to contact you about the TBID.

Should you wish to clarify anything further please do not hesitate to contact tbid@morayspeyside.com or telephone 01343 610 383

Please tell us how likely you are to vote.

Answered: 26 Skipped: 10

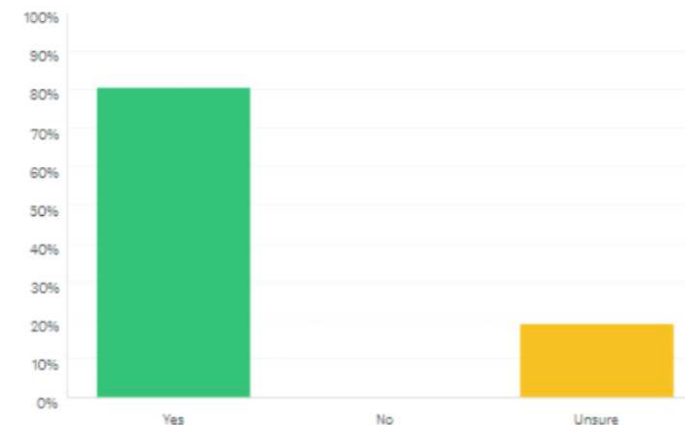


Tourism Business Improvement District Online Consultation

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Based on information available to you, do you support the establishm...

Answered: 26 Skipped: 10

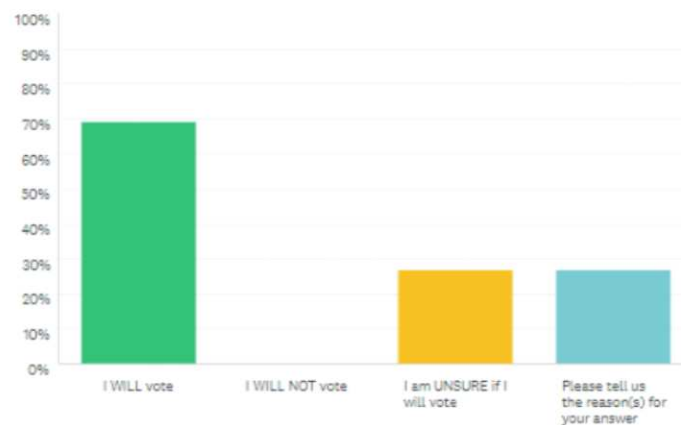


Tourism Business Improvement District Online Consultation

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Please tell us how likely you are to vote.

Answered: 26 Skipped: 10



Tourism Business Improvement District Online Consultation

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If there is 'ONE BIG THING' that the Tourism BID organisation could do...

Answered: 26 Skipped: 10

A much stronger one-stop-shop online for everything you can do, where you can eat and where you can stay. Visit Scotland is useless and has driven zero clients to me.

I'M AFRAID IT HAS TO BE TWO, ASSIST IN EXTENDING THE TOURIST SEASON AND IMPROVING THE QUALITY OF THE VISITOR EXPERIENCE

Continue with the support they offer us, guidance, and ways to tap into alternative groups of visitors.

Get more people to the area

Improve awareness of Moray as a destination and encourage visitors to stay for longer.

Get everyone involved in Moray/ Speyside tourism to see the benefit of working together to create a world class tourism destination

More networking opportunities for people who are new to the tourism business

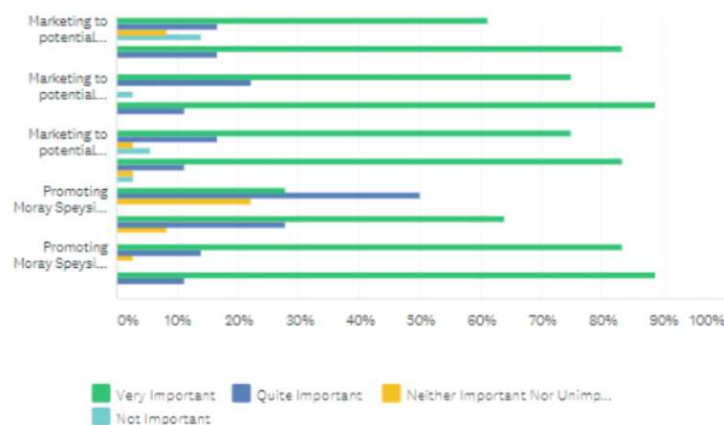
Promote joined up thinking between Visit Scotland and The Moray Council.

Tourism Business Improvement District Online Consultation

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Marketing Marketing the area was identified as the key priority for a M...

Answered: 36 Skipped: 0

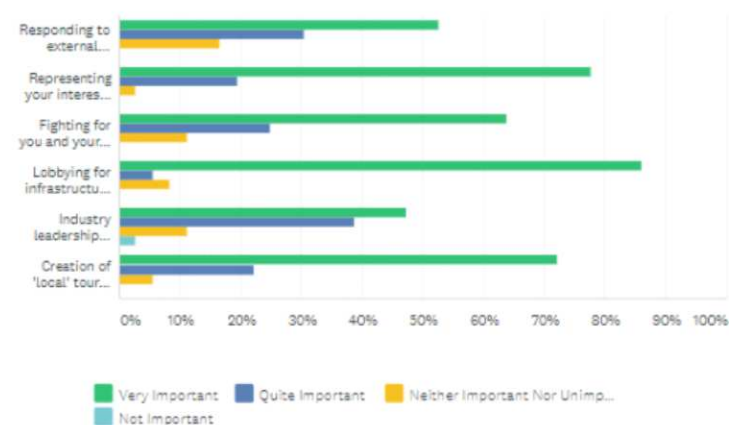


Tourism Business Improvement District Online Consultation

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Speaking with One Voice Tourism businesses said that they wanted le...

Answered: 36 Skipped: 0

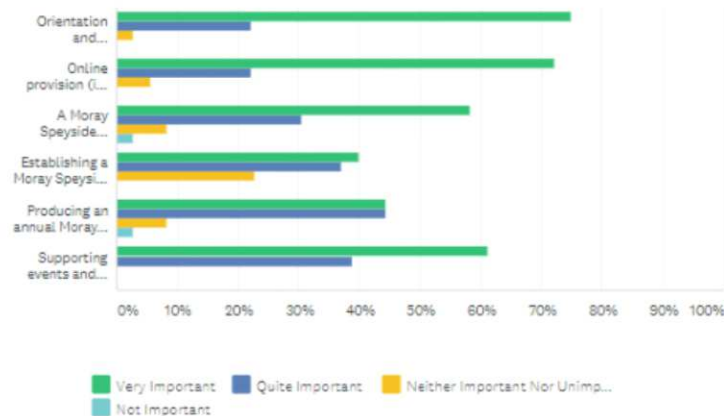


Tourism Business Improvement District Online Consultation

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Improving the Visitor Experience

Answered: 36 Skipped: 0

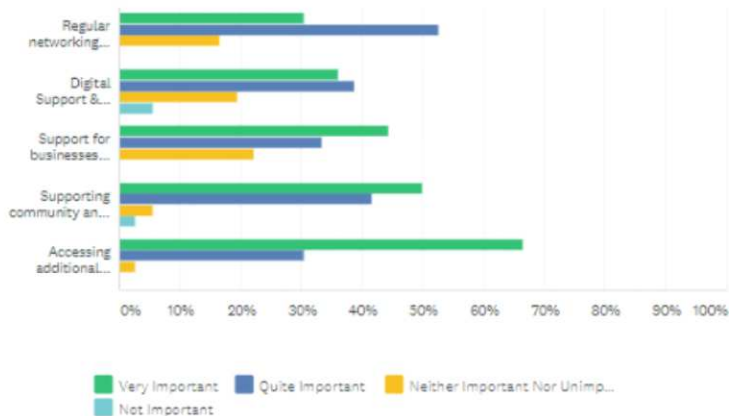


Tourism Business Improvement District Online Consultation

0

A Stronger Industry Tourism businesses told us they wanted advice o...

Answered: 36 Skipped: 0



Tourism Business Improvement District Online Consultation

0

If there is 'ONE BIG THING' that the Tourism BID organisation could do...

Answered: 26 Skipped: 10

"A much stronger one-stop-shop online for everything you can do, where you can eat and where you can stay. Visit Scotland is useless and has driven zero clients to me."

← PREV

1 of 26

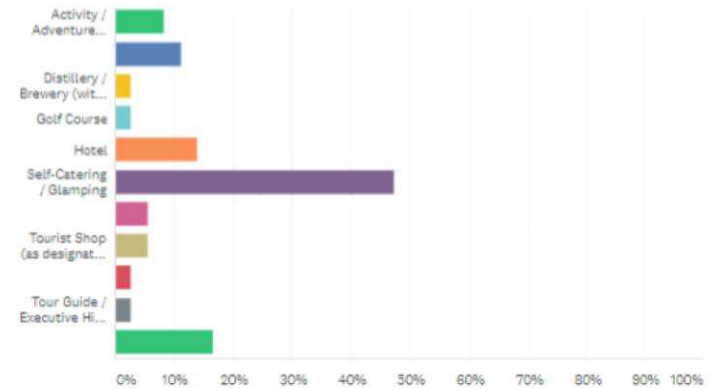
NEXT →

Tourism Business Improvement District Online Consultation

🔍 (0)

Nature of Business

Answered: 36 Skipped: 0

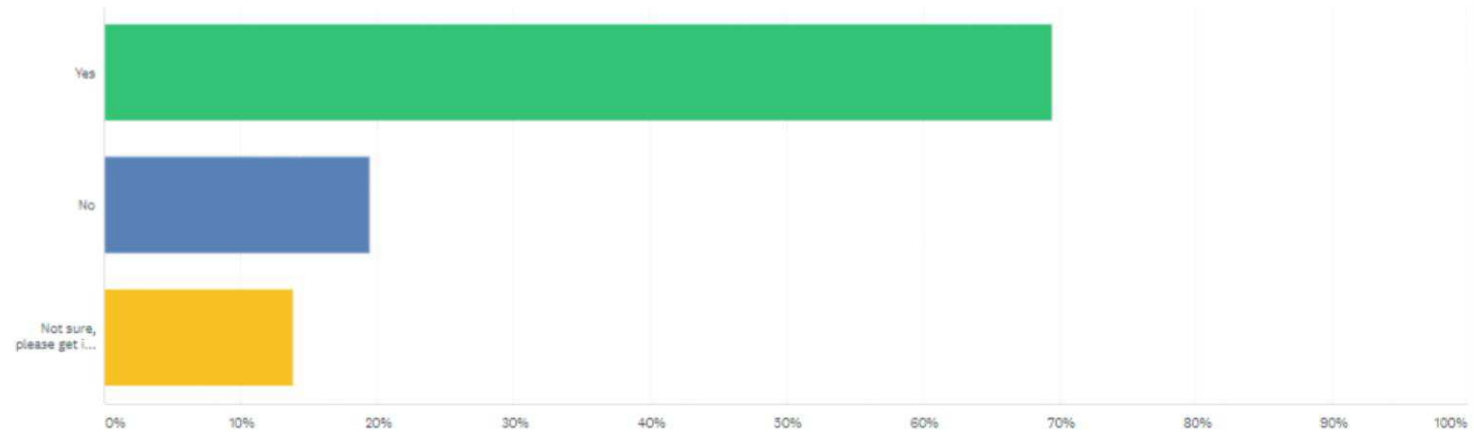


Tourism Business Improvement District Online Consultation

🔍 (0)

Does your business or organisation meet the criteria detailed above

Answered: 36 Skipped: 0

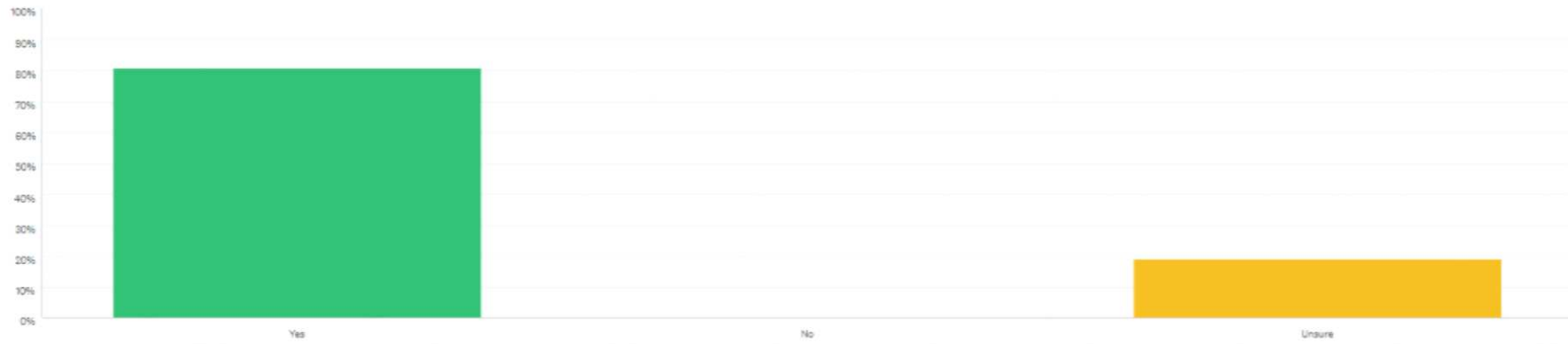


Tourism Business Improvement District Online Consultation

🔍 (0)

Based on information available to you, do you support the establishment of the proposed Moray Speyside Tourism Business Improvement District?

Answered: 26 Skipped: 10

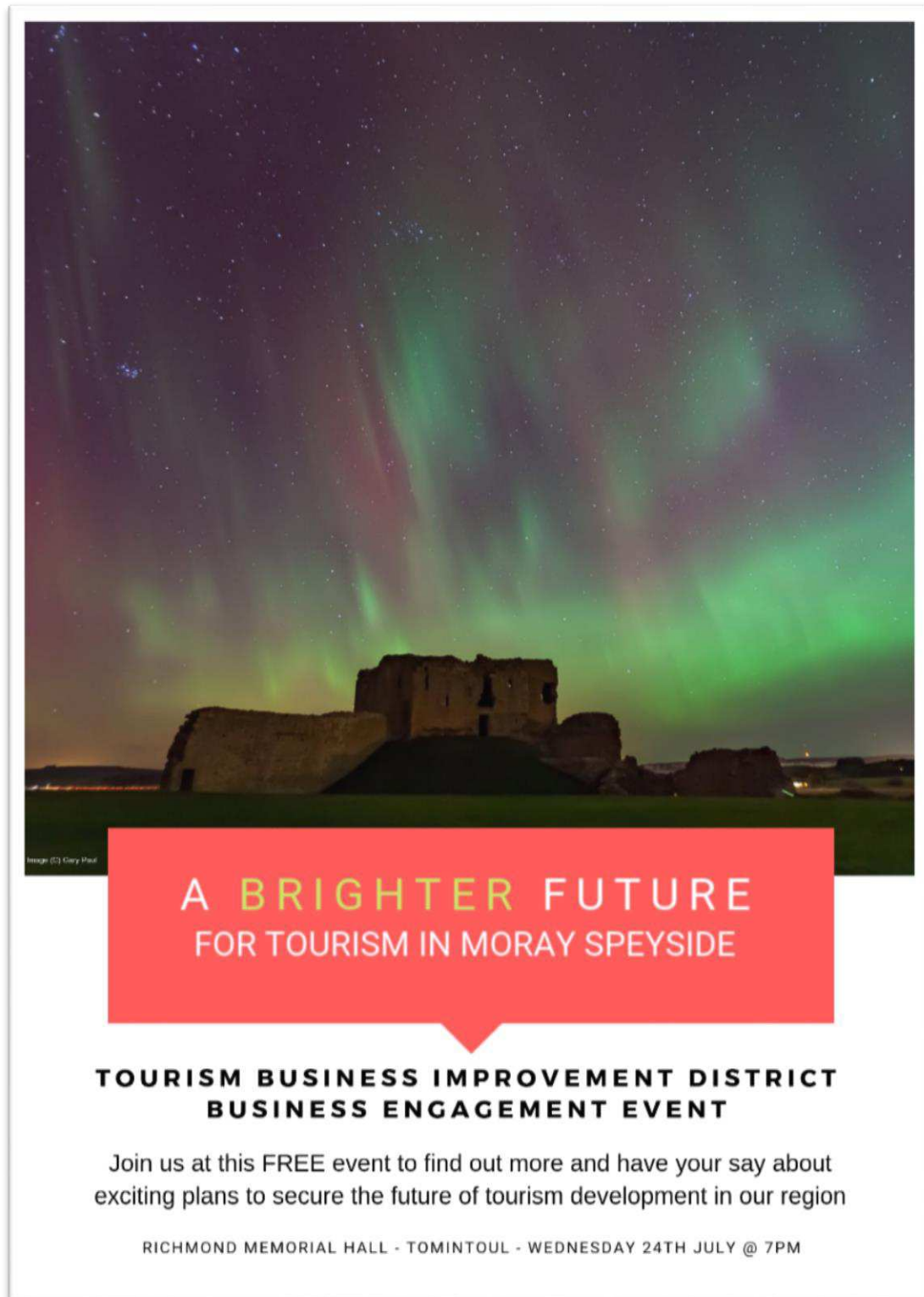


Tourism Business Improvement District Online Consultation


▼ (0)

Appendix 2C - Examples of Promotional Materials and Media Coverage

Poster Advertising Engagement Event:




Email Advertising Drop-in Event:




Drop-in, Sit Down, Find Out!

To make sure that as many businesses as possible can get involved in the Tourism BID consultation, we've organised 3 **free informal sessions** which will offer an opportunity for tourism businesses to ask questions about any aspect of the Tourism BID, to highlight their priorities and to make sure their views are recorded as part of the consultation in advance of the publication of the final business plan later this year.

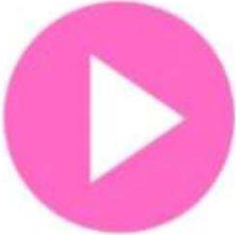
You can reserve your space by clicking on the appropriate arrow below.
(You don't have to pre-book, but it helps us know numbers for teas and coffees!)



Cullen Bay Hotel
Monday 19th
11am - 3pm



Horizon, Forres
Tuesday 20th
12pm - 5pm



Seafield Arms Rothes
Wednesday 21st
2pm - 5pm

Social Media activity:





Moray Speyside Tourism

186 followers

1mo

Shared from Moray Speyside Tourism BID Group:

Moray Speyside Tourism has been consulting on the possibility of introducing a Tourism Business Improvement District (TBID) which would provide funding to continue marketing and promotion of the area beyond 2019.

You may have heard about these developments or taken part in consultations that included an online survey (November 2018) and ongoing discussions with tourism businesses.

The Tourism Business Improvement District is a blueprint for tourism in Moray Speyside – it would be 100% accountable to you, the members – a key benefit being that it would give your business a strong voice in the future direction of tourism in the Moray Speyside area.

Find out more here: <https://lnkd.in/gBkYfSV>

Please direct any queries to: laurie@morayspeyside.com or post any comments / information/ queries and points for discussion as a reply to this post.

[#MoraySpeyside](#) [#tourism](#) [#destinationmarketing](#)



A Brighter Future For Tourism in Moray Speyside

morayspeysidetbid.com

BBC TV Coverage of Tourism BID campaign:



Radio Scotland Coverage of Tourism BID Campaign:



Example of Press & Journal Media Coverage:



MAIN ATTRACTION: A Tourism Business Improvement District (TBid) for Speyside was launched at Balvenie Castle, Dufftown, with Laurie Piper, pictured front

Support growing for new tourism body, say bosses

Economy: Many businesses already backing attempts to form fresh group

BY DAVID MACKAY

Tourism bosses in Moray say their campaign to set up a new organisation to promote the region is gathering support.

Moray Speyside Tourism faces being shut down within a year due to a lack of funding - despite record visitor numbers to the area.

Officials have now pinned their hopes of saving the organisation on forming a tourism business improvement

district (TBid), which would involve tourist-related businesses paying an annual levy.

Companies will vote in December about whether they want to contribute to the scheme, which has already been supported by VisitScotland.

Yesterday, Laurie Piper, Moray Speyside Tourism's operations manager, revealed he had already received positive indications from about 90 of the area's 390 companies,

with talks still to be held with 160 of them.

He said: "We're hugely encouraged at the support we have received at this stage.

"Businesses are continuing to tell us what their priorities are, which we will incorporate into our final business plan in a couple of months' time.

"We want that plan to represent the priorities and aspirations for the industry for the future."

Forming a TBid group

is expected to more than double Moray Speyside Tourism's current annual budget to £150,000, with hopes the total could be pushed even higher.

"We're hugely encouraged at the support"

Mr Piper explained talks with businesses so far had encouraged the group to continue to prioritise

marketing the area as a destination for tour operators to ensure large groups visit.

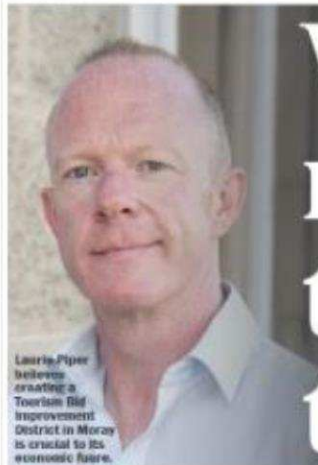
An event will be held at Forres Enterprise Park on Tuesday between noon and 4pm with Scotland's only existing TBid group, Visit Inverness Loch Ness.

Chief executive Graeme Ambrose will visit to answer questions about how the initiative has run in the Highlands. Mr Piper added: "There's a lot to market here aside

from the obvious whisky and coast." The results of the TBid vote are expected in mid-January. Further consultation events will be held next week on Monday at the Cullen Bay Hotel from 11am to 3pm and at the Seafield Arms in Rothes on Wednesday from 2pm to 5pm.

Last year, the industry was worth £130 million to the region, the third fastest-growing destination in the UK over the last five years.

Key player in tourist industry backs plan for TBID



Laurie Piper believes creating a Tourism Bid Improvement District in Moray is crucial to its economic future.

Why we need a tourism taskforce

By Alistair Whittfield
a.whittfield@moray.gov.uk

A NEW Tourism Bid Improvement District (TBID) in Moray will ensure years of hard work promoting the area as a top-quality destination for visitors is not wasted.

That is the claim made by Laurie Piper, Moray Speyside Tourism's operations manager, who is strongly in favour of the proposed scheme.

The plan is to turn Moray into only the second region in Scotland with a dedicated tourism taskforce, which is run by the industry itself.

A ballot will begin in

December asking all the region's 400 businesses with a connection to tourism if they want to set up a TBID.

Due to the level of interest, three extra drop-in sessions have been arranged for next week to allow local business people to find out more about the proposed TBID. That is in addition to 11 consultation events which have already taken place over the past fortnight.

Mr Piper pointed to the success of a similar scheme in Liverpool, where businesses recently voted with an increased majority to retain their TBID for another five

years. He said: "This might sound a bit 'locality', but there is no plan B.

"After this year Moray won't be getting any money from Highlands and Islands Enterprise to support tourism. Meanwhile, Moray Council has already cut the £17,000 grant it used to pay.

"My fear is that if the TBID doesn't happen, then all the good work which has been done in the recent past to promote Moray as a tourism destination will have been for nothing."

In 2010 there were 629,000 visitors to Moray. Last year that figure had risen by more

than a quarter to an all-time high of 797,880.

These visitors generated £110 million for the local economy and supported the equivalent of 2800 full-time jobs.

Last year's figures also backed the general trend across Scotland, where numbers fell slightly.

Mr Piper said a large reason for this was the strengthening of contacts with international travel operators.

If the majority of the 400 local businesses connected to tourism agree to the creation

TURN TO PAGE 3

Businesses to be balloted on BID plan

BUSINESSES across Moray/Speyside are to be balloted on the establishment of a Tourism Business Improvement District (TBID).

Moray Council's economic development and infrastructure services committee last week agreed to back a poll of around 420 firms working in the sector – including many in the Keith area – after a request from Moray Speyside Tourism (MST).

Established in 2014, the destination marketing organisation was supported with a funding package from Highlands and Islands Enterprise (£355,000) and the council (£105,000). That is coming to an end and, with future funding unclear and in a move to become self-sustaining, MST is leading the development of a Tourism BID.

A steering group, including 14 representatives from the sector, has been established to drive the project forward.

A report to the committee stated: "The creation of a Tourism Bid will provide a sustainable model which would

By Sarah Rolfe
s.rolfe@moray.gov.uk

focus on delivering key strategic tourism development projects and services for Moray.

"If supported, it is democratic, time-bound, accountable and provides a clear mandate for action.

"If the ballot is successful, the BID's identified key priorities so far include marketing the visitor offer, lobbying on behalf of the region, extending the visitor season, improved visitor signage, events and festivals over the next five years."

Members heard that in 2017, tourism generated £129.8 million for the Moray economy – the equivalent of £30,000 extra per day compared to the previous year.

Committee chairman

“Six or seven years ago, tourism in Moray was worth £94 million. It is now worth £130 million.

John Cowe



Moray councillor John Cowe believes the Business Improvement District would further boost the local tourism industry.

Graham Leadbitter (Elgin City South) said: "This doesn't commit the council to any financial commitment at the moment, it is simply giving them permission and officer support to run the ballot."

A further report detailing the priority projects, costs and a business plan will now be worked up and is expected back before the council in June.

It is envisaged voting would then take place in the summer, with results announced at the end of July.

Councillor John Cowe (Holden and Laich) welcomed the idea, stating "Six or seven years ago, tourism in Moray was worth £94 million. It is now worth £130 million. It is now, at this time, £10 million more a year than what Lossiemouth airport was worth to the local economy in 2020, so it is going in the right direction and doing extremely well.

"Laurie Piper, of MST, and his team are working extremely hard on this and I wish them success."

While TBIDs are generally thought

to be based on a geographical area, such as the Elgin BID, they can also be established on a thematic basis.

The committee heard: "TBIDs are developed and managed by the business sector, with projects being partly funded through a compulsory levy, which can be calculated on the non-domestic rates valuation. All tenants and, if applicable, property owners who will be asked to pay this contribution will be invited to vote on whether a BID proposal will go ahead or not."

REGIONAL ECONOMY

Moray tourism campaign wins support from VisitScotland

‘Once in a generation’ opportunity would allow local businesses to shape their future

SPYGLASS PHOTOS **S**peyside’s multifaceted landscape is the perfect backdrop for a tourism campaign to showcase the region’s unique character and heritage. The Moray Speyside Tourism Business Improvement District (MSTBID) has been awarded a grant by VisitScotland to develop a new tourism campaign for the region.

The campaign, which is part of the VisitScotland’s ‘Once in a generation’ initiative, will allow local businesses to shape their future and create a new identity for the region. The campaign will be developed over a period of 12 months and will involve a range of activities, including the development of a new website, the production of a new brochure, and the launch of a new social media campaign.

‘This campaign is a culmination of three years of hard work’

The MSTBID has been working for three years to develop a new tourism campaign for the region. The campaign will be developed over a period of 12 months and will involve a range of activities, including the development of a new website, the production of a new brochure, and the launch of a new social media campaign.

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Proposal: Scheme will follow in the footsteps of Visit Inverness Loch Ness

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COMMITTEES
Landscape
at the Church of the
Duke of Buccleuch
Castle, Edinburgh

‘Huge loss’ to region if MST closes down

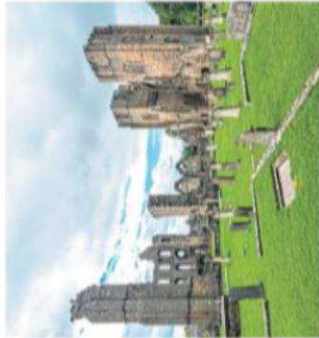
BUSINESS

SPYGLASS PHOTOS **W**ith the MSTBID currently in its final stages, the region is facing a ‘huge loss’ if the district closes down. The MSTBID has been working for three years to develop a new tourism campaign for the region.

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View of the medieval ruins of Castle of the Duke of Buccleuch



Loch Ness, Scotland, with the castle of the Duke of Buccleuch in the background



Loch Ness, Scotland, with the castle of the Duke of Buccleuch in the background

Businesses voice support for plan to boost tourism

Community: Tourism Business Improvement District idea finds favour

BY DAVID WALKER

Ambitious plans to promote tourism in Moray have been given a boost after winning the backing of businesses.

Four fifths of the 120 businesses surveyed backed the idea of setting up a Tourism Business Improvement District (TBid), similar to the one in Inverness that has helped boost occupancy rates in hotels and create jobs.

Tourism businesses across Moray would pay a levy to the Bid which would then be invested in projects to improve trade and ensure visitors come back time and time again.

The idea was put forward after Moray Speyside Tourism warned last month it could be forced to close after its funding stops.

"Overwhelmed that they have endorsed our proposals"

The body, which acts as a tourism board, receives £66,000 from Highlands and Islands Enterprise and a further £16,000 from the local authority.

However the council recently announced that due to its own financial crisis, it will no longer be able to offer the funding.

Last night, Moray Speyside Tourism's operations manager Laurie Piper said he believes the TBid is the only sustainable future for the tourism industry in the region, and welcomed the results of the survey.



FUTURE: Laurie Piper at the Eight Acres Hotel, where he is hosting the Moray Speyside Tourism Convention. Photograph by Jason Hedges

"I'm absolutely delighted that at this early stage of proposals the companies have engaged and have an appetite for a brighter future for tourism in the region," he said.

"I'm overwhelmed that they have endorsed our proposals and if today's positivity in the conference is a reflection of strength in tourism in the region, the future is very bright.

"The TBid is absolutely critical as without it, there won't be a tourism destination marketing organisation in Moray. This is the only show in town."

Tourism businesses from across the region met at the Eight Acres Hotel in Elgin

yesterday for the annual conference organized by Moray Speyside Tourism.

During the event, businesses also identified some aspects of tourism in the area that they would like to see improved through the scheme, such as improving local roads and pavements and amending trading hours to meet visitor needs.

They also agreed initial priorities should include marketing the visitor offering across the region, improving transport around Speyside and extending the holiday season.

It was also suggested that TBid should act as an

advocate for local tourism businesses while dealing with the government and other large organisations.

Now the survey has been carried out, the next part of the plan is a formal consultation that will involve the TBid steering group holding one-to-one meetings with tourism businesses to find out what they want.

Mr Laurie added: "This is really encouraging as I firmly believe that a TBid will provide the sustainable solution the region needs.

"Most heartening though was the majority view that Moray Speyside is a better place to do business in 2018 compared to five years ago."

Aberfeldy
MOTOR SERVICES

All Tours Depart from Aberdeenshire, Moray, Tayside, Fife and Stirling.

COACH HOLIDAYS 2018

Charmouth and Chertie: 1 Day, 19 November	£295	Strictly Come Dancing: 2 February
St Nicholas Fairs, York: 4 Days, 23 November	£285	NEW FOR 2019
Metro Centre, Newcastle: 3 Days, 23 November	£160	Mossburn: 5 Days, 18 February

Dear [REDACTED],

The Future of Tourism in Moray Speyside is in Your Hands

I am writing to you today because later this year tourism businesses throughout Moray will be asked to vote in a ballot which will determine the future of tourism in our region.

Moray Speyside Tourism are the Destination Marketing Organisation (DMO) for Moray. Since 2014, we 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.

Tourism in our region is now in the best state in living memory

The annual value of tourism to Moray has grown by more than £30 million over the past 6 years, reaching almost £130 million in 2018. Annual visitor numbers have increased by more than 100,000 with visitor spend and average occupancy also at their highest-ever levels. Tourism now employs more people in Moray than ever before.

Despite this, the future of tourism in Moray is uncertain.

Moray Speyside Tourism's funding expires at the end of this year, leaving our region with no tourism marketing agency, our tourism businesses with no support and our tourism industry with nobody fighting its corner.

To ensure that the work undertaken by Moray Speyside Tourism since 2014 can continue, a new blueprint for tourism in the region is being proposed through the introduction of a region-wide Tourism Business Improvement District (or Tourism BID).

A Business Improvement District is an industry-led initiative that sees businesses invest in the delivery of a five-year business plan. At the end of the 5 years, there is a renewal ballot to see if businesses would like to continue for a further five years.

Eligible tourism businesses will be asked to vote on the proposal by means of a postal ballot which will run for 6 weeks from December 2019 into January 2020. If the vote is successful, a tourism business will pay an annual levy which will fund the work set out in the final Business Plan.

If the vote is unsuccessful, Moray Speyside Tourism will close and the progress we have made will cease.

Consultation with business began in November 2018 with an online survey, focus groups and several 'in-depth' interviews. Since then, we have held events and meetings throughout the region, seeking to hear the views and priorities of tourism operators and have now produced a draft business plan which outlines how we intend to deliver a brighter future for tourism in Moray Speyside.

Further consultation is needed to ensure that the final Tourism BID Business Plan addresses the right priorities for your business and to this end I enclose a copy of the Draft Business Plan and a copy of a brief survey which will help us focus the final business plan priorities in the right area.

I would be grateful if you could take some time to complete the survey (returning it in the self-addressed envelope) or, if you would prefer, complete it online at www.morayspeyside.com/tourismbid no later than Friday 20th September.

Your views are crucial to the creation of the Moray Speyside Tourism BID – make sure they are heard!

The Tourism Business Improvement District can only come into being if it is voted on by you, the tourism businesses in our region.

If you have any questions, please feel free to get in touch with either myself or my colleague Rhona on the number below.

Sincerely,



Laurie Piper

Operations Manager, Moray Speyside Tourism

laurie@morayspeyside.com

tel: 01343 610 383

Appendix 5 – Instruction to Hold a Ballot

Roddy Burns
Chief Executive
The Moray Council
High Street
ELGIN
IV30 1BX

Moray Speyside Tourism BID
C/O Moray Sports Centre
Linkwood Road
Elgin
IV30 8AR

Dear Mr Burns

**Planning etc. (Scotland) Act 2006
Business Improvement Districts (Scotland) Regulations 2007**

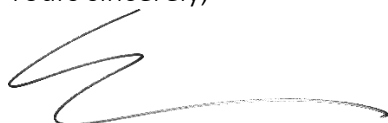
**Moray Speyside Tourism Business Improvement District - Formal Submission of BID Proposals
to the Local Authority and the Scottish Government**

We refer to the above legislation, which requires the BID Proposer to notify you in writing that we wish to put the **Moray Speyside Tourism** BID Proposals to a ballot.

This letter is our formal request for The Moray Council, to instruct the ballot holder to put the BID Proposals to a ballot on the 15th January 2020.

Will you kindly acknowledge receipt of this letter.

Yours sincerely,



Laurie Piper
Operations Manager, Moray Speyside Tourism
On behalf of Moray Speyside Tourism BID

Forestry and Land Scotland – Baseline Services Statement

Service Area: -	
Activity Area	<p>Recreation Facility Management</p> <ul style="list-style-type: none"> • Deliver the Scottish Forestry Strategy and the FLS Corporate Plan. • Provide and maintain areas for recreation • Deliver events • Work with businesses and community groups to deliver services through leases and the Community Asset Transfer Scheme. <p>Partnership Management</p> <ul style="list-style-type: none"> • We will work with other countryside agencies and partners to develop structured learning and development pathways for staff (and volunteers) who work with visitors. <p>Grants and Regulations</p> <ul style="list-style-type: none"> • FLS to provide advice and grant aid to private landowners through the Scottish Rural Development Programme and challenge funds.
Statutory/Non-statutory Service	Mix of Statutory and Non-Statutory services. Tourism / Recreation activities are non-statutory.
Description/Specification	As above.
Contact	<p>Justin Livesey - Regional Visitor Services Manager (East) Forestry and Land Scotland, Ordiquhill, Portsoy Road Huntly AB54 4SJ Aberdeenshire justin.livesey@forestryandland.gov.scot m: +44 7748 181687</p>
Existing Activity	As above
Operational Times	FLS facilities are unmanned and open all year round unless there are events or operations which require temporary closure. These closures are advertised in advance on our website, through on-site signage and sometimes by press release. FLS staff generally work full time (Monday – Friday).
Equipment Levels	NONE
Staff Levels	FLS have managers, rangers and field staff based at Elgin and Huntly who have responsibility across the area. Grants and licences are managed through the FLS Office in Huntly.
Key Performance Indicators	FLS is accredited to the UK Woodland Assurance Standard (UKWAS) which is an independent certification standard for verifying sustainable woodland management in the United Kingdom. Independent audits ensure compliance with the standard.

	Progress against key commitments in the FLS Corporate Plan which is aligned with Scotland Performs – the Scottish Government’s performance framework.
Legislation/Policy	<p>The Forestry Commission was set up by the Forestry Act in 1919. Now known as Forestry and Land Scotland, it has responsibility for managing the National Forest Estate, forest policy, grants and licences for the private sector and Forest Research.</p> <p>In Scotland FLS is responsible to Scottish Ministers. New legislation has passed in the Scottish Parliament which means that forestry will be fully devolved to Scotland, and two new agencies were established 1st April 2019. Forestry and Land Scotland will take on the functions from FES (management of the National Forest Estate) and Scottish Forestry from FCS (grants and regulation).</p>
Existing Value of Contract/Service	N/A
Boundary Area	The area to covered by the Moray Speyside Tourism BIDis managed by the Moray and Aberdeenshire Forest District team. From autumn 2018 Districts will be replaced by larger Regions. The area covered by MST Tbid will be covered by the new north region.
Non-compliance Procedure	N/A
Additional Information or Notes	<p>Forests for People, our recreation framework, sets out how we manage Scotland’s national forests to benefit the people who visit them. Our priorities are to provide:</p> <ul style="list-style-type: none"> • Accessible woodland close to communities • Low key, well designed, high quality and welcoming facilities that fit with the natural environment • Opportunities to learn about the natural and cultural heritage • Robust locations for physical activity and adrenaline sports • Iconic places that are part of Scotland's natural and cultural heritage • Access through woodlands as part of daily journeys, longer distance routes or mountain access <p>Support for Moray Speyside TBID</p> <ul style="list-style-type: none"> • FLS fully supports BID outcomes based upon areas where Forestry and Land Scotland have influence and legal obligations. • FLS fully support BID outcomes in promoting the area for recreational activity • FLS will fully engage with BID during planning, implementation and review

Highlands and Island Enterprise (HIE) – Baseline Services Statement

Service Area: -	
Activity Area	As the Scottish Government's economic and community development agency for the Highlands and Islands of Scotland, HIE's purpose is to generate sustainable and inclusive economic growth across the region.
Statutory/Non-statutory Service	Economic Development is a non-statutory function, therefore by extension HIE's support for tourism businesses and the tourism industry is non-statutory.
Description/Specification	<p>HIE have three main priorities that will focus activity to deliver sustainable economic growth across the region.</p> <p>They are:</p> <p>Grow successful, productive and resilient businesses</p> <p>Create the conditions for growth</p> <p>Build strong, capable and resourceful communities</p>
Contact	<p>Angie Smith</p> <p>Highlands and Island Enterprise</p> <p>The Enterprise Park</p> <p>Forres</p> <p>IV36 2AB</p> <p>Angie.smith@hient.co.uk</p> <p>DDI: 01309 696007</p>
Existing Activity	HIE is currently working with a number of businesses and social enterprises within the Moray area to help them to deliver their growth plans. The assistance offered will be tailored on a case by case basis. All funding is discretionary and levels of funding will vary.
Operational Times	HIE activity within Moray is covered by staff based in Forres where the office is staffed from 8.30am to 5pm from Monday to Friday (public holidays excepted)
Equipment Levels	N/A
Staff Levels	The HIE Moray team is based at The Enterprise Park Forres, Moray
Key Performance Indicators	Working with partners, especially VisitScotland, HIE is a key player in meeting the national ambitions to grow the value of the tourism sector equating to an additional £600m expenditure into the region.
Legislation/Policy	Full details of HIE 's operating plan are available online www.hie.co.uk/operatingplan

Existing Value of Contract/Service	All HIE engagement is discretionary and assistance will depend upon a project's fit with HIE's strategic priorities.
Boundary Area	Moray Area
Non-compliance Procedure	Any complaints about the service offered by HIE which cannot be resolved locally can, under the Scottish Public Services Ombudsman Act 2002, be referred to the Scottish Public Services Ombudsman.
Additional Information or Notes	



Visit Moray & Speyside (Moray & Speyside Tourism Improvement District) – baseline services information

Service Area – Balvenie Castle, Historic Environment Scotland

As of March 2019

Activity Area	<p>Our programme and priorities are firmly aligned to the Government's Purpose, strategic priorities and National Performance Framework.</p> <p>We contribute directly to the Scottish Government's National Outcomes.</p> <p>Historic Environment Scotland's is a Non Departmental Public Body and act as the lead public body for Scotland's historic environment and are central to the delivery of Our Place in Time – Scotland's first ever strategy for the historic environment.</p> <p>Historic Environment Scotland is a charity dedicated to the advancement of heritage, culture, education and environmental protection.</p> <p>We also act as leader and enabler to ensure that the historic environment delivers economic, social, cultural and environmental benefits for Scotland. We do this through historic environment legislation, our people, our partners and our combined resources, including the provision of financial assistance through our grants programme.</p> <p>We foster a strong sense of identity in telling Scotland's story through interpretation of our sites and through outreach in its broadest sense.</p> <p>Additionally the organisation's work is rooted in primary legislation, relating to the historic environment that include:</p> <ul style="list-style-type: none"> • scheduling sites of national significance; • taking sites of national importance into State care and managing them on behalf of Ministers; • listing structures for their special architectural or historical interest; • managing and guiding change to the historic environment. <p>Our people are our key resource. With 1,100 staff distributed across Scotland, we deliver a broad remit covering tourism, conservation and development, while also improving the understanding of the historic environment. We are a multidisciplinary organisation, with specialists in many areas including, but not limited to; archaeology, history, architecture, conservation and maintenance, engineering, surveying and tourism and leisure. We also work with professionals from outwith the organisation across all of these disciplines.</p>
Description/ Specification of property within BID boundary	<p>Scottish Ministers has Balvenie Castle in guardianship. The visitor attraction operation is managed by the commercial and visitor operations team and maintained by the conservation team.</p>
Contact	<p>Brian Ford, Tourism & Community Manager 01667 460208, Brian.Ford@hes.scot</p>

	Joy Fotheringham, Historic Environment Scotland Factor 0131 668 8828, Joy.Fotheringham@hes.scot	
Existing Activity	Balvenie Castle is run as a visitor attraction with paid entry. The site also hosts and acts as a venue for events throughout the year.	
Operational Times	Visitor times are April to end September 9.30 am to 5.30 pm	
Equipment Levels	Appropriate to site conservation and maintenance	
Staff Levels	2 permanent seasonal staff are employed by our 12 by Visitor Operations during the summer months.	
High Level Key Performance Targets (KPT) 2018 – 19 Further information can be found at : https://www.historicenvironment.scot/about-us/who-we-are/corporate-plan/	Strategic Theme	Key Performance Indicator
	Lead	KP1 : Championed the historic environment – by taking the lead role in the delivery of Our Place in time KP2 : Increased the overall contributing of heritage tourism to the Scottish economy KP3 : Managed the impact of climate change by improving knowledge and understanding KP4 : Created an organisation that earns respect as the lead public body for the historic environment
	Understand	KP5 : Increased knowledge and understanding of the historic environment
	Protect	KP6 : Improved the condition of Scotland's historic environment
	Value	KP7 : Enhanced engagement with the historic environment KP8 : Provided excellent service to our visitors and service users
Legislation/Policy Further information can be found at: https://www.historicenvironment.scot/about-us/who-we-are/our-board/about-the-board/#the-role-of-the-board_tab	Perform	KP9 : We are efficient, resilient and sustainable organisation KP10 : Our staff are fully engaged in the transformation KP11 : We actively promote equalities
	As a Non Departmental Public Body the Scottish Ministers expect Historic Environment Scotland to support the Scottish Governments Purpose, the Programme for Government and Government Economic Strategy. These expectations are specifically laid out in the Annual Letter of Guidance from the Cabinet Secretary for Culture, Europe and External Affairs to the Chair of Historic Environment Scotland. In addition, the broad ranging remit of Historic Environment Scotland means that it has identified responsibilities in relation to policy areas as diverse as tourism, climate change and traditional craft skills. The Scottish Ministers do not normally intervene in the operational management of the Organisation's functions. The Scottish Ministers are accountable to the Scottish Parliament for what Historic Scotland does. They reply to correspondence from Members of the Scottish Parliament on policy matters. They normally look to the Chief Executive to reply to Members' correspondence on other operational matters.	

Existing Value of contract/service	Historic Environment Scotland's corporate reports can be seen at http://www.historicenvironment.scot/about-us/who-we-are/corporate-information/
Boundary Area	Historic Environment Scotland has a Scotland wide remit.
Non Compliance Further information can be found at: https://www.historicenvironment.scot/about-us/who-we-are/chief-executive/	<p>The Chief Executive of Historic Environment Scotland is accountable for the delivery of its functions, its performance and for planning its future development as well as for ensuring that the Historic Environment Scotland Board and Scottish Ministers receive sound and well-researched advice on the matters for which they are responsible.</p> <p>In particular the Chief Executive is responsible for:</p> <p>Being Accountable Officer for the management of the Organisation's resources, as appointed by the Principal Accountable Officer;</p> <p>Being personally answerable for the efficient and effective operation and financial management and for performance against key targets;</p> <p>Developing Scottish Government policy and providing Scottish Ministers and others with strategic policy advice;</p> <p>Ensuring that the Organisation works in support of the Government's purpose and national outcomes set out in the National Performance Framework;</p> <p>Delivering statutory functions/responsibilities;</p> <p>Ensuring that the Organisation is a high performing and continuously improving organisation and that it is contributing to the 'Serving Government Better' business strategy;</p> <ul style="list-style-type: none"> • Ensuring that all relevant financial considerations and guidance, including issues of propriety, regularity, efficiency and value for money, are taken into account in delivering the Organisation's business; • Preparing and publishing annual reports, accounts and corporate and business plans, subject to Ministerial approval; • Management, development and well-being of staff; • Ensuring Best Value in all aspects of operations, both front line delivery and corporate support functions, including the use of collaborative procurement and shared service arrangements where participation offers value for money for the Agency or to the wider public purse; • Replying to correspondence from MSPs on operational and related policy issues within responsibilities and otherwise supporting Scottish Ministers by preparing Ministerial briefing and responses to Ministerial correspondence and Written or Oral Parliamentary Questions; • Keeping the content of the Agency's Framework Document under review, discussing changes with the Director General/Portfolio Accountable Officer; • Determining the operational policies for the Organisation; • Determining the Agency's organisation and management structure; • Exercising responsibility for delegated human resource management and financial powers; • Security at all sites managed by the Agency; • Health and safety in relation to all Agency business <p>and</p> <ul style="list-style-type: none"> • Communications and public relations.
Additional Information or Notes	Further information about Balvenie Castle can be found at: https://www.historicenvironment.scot/visit-a-place/places/balvenie-castle/



Visit Moray & Speyside(Moray & Speyside Tourism Improvement District) – baseline services information

Service Area – Dallas Dhu Distillery, Historic Environment Scotland

As of March 2019

Activity Area	<p>Our programme and priorities are firmly aligned to the Government's Purpose, strategic priorities and National Performance Framework.</p> <p>We contribute directly to the Scottish Government's National Outcomes.</p> <p>Historic Environment Scotland's is a Non Departmental Public Body and act as the lead public body for Scotland's historic environment and are central to the delivery of Our Place in Time – Scotland's first ever strategy for the historic environment.</p> <p>Historic Environment Scotland is a charity dedicated to the advancement of heritage, culture, education and environmental protection.</p> <p>We also act as leader and enabler to ensure that the historic environment delivers economic, social, cultural and environmental benefits for Scotland. We do this through historic environment legislation, our people, our partners and our combined resources, including the provision of financial assistance through our grants programme.</p> <p>We foster a strong sense of identity in telling Scotland's story through interpretation of our sites and through outreach in its broadest sense.</p> <p>Additionally the organisation's work is rooted in primary legislation, relating to the historic environment that include:</p> <ul style="list-style-type: none"> • scheduling sites of national significance; • taking sites of national importance into State care and managing them on behalf of Ministers; • listing structures for their special architectural or historical interest; • managing and guiding change to the historic environment. <p>Our people are our key resource. With 1,100 staff distributed across Scotland, we deliver a broad remit covering tourism, conservation and development, while also improving the understanding of the historic environment. We are a multidisciplinary organisation, with specialists in many areas including, but not limited to; archaeology, history, architecture, conservation and maintenance, engineering, surveying and tourism and leisure. We also work with professionals from outwith the organisation across all of these disciplines.</p>
Description/ Specification of property within BID boundary	<p>Scottish Ministers has Dallas Dhu Distillery in guardianship. The visitor attraction operation is managed by the commercial and visitor operations team and maintained by the conservation team.</p>
Contact	<p>Brian Ford, Tourism & Community Manager 01667 460208, Brian.Ford@hes.scot</p>

	Joy Fotheringham, Historic Environment Scotland Factor 0131 668 8828, Joy.Fotheringham@hes.scot	
Existing Activity	Dallas Dhu Distillery is run as a visitor attraction with paid entry. The site also hosts and acts as a venue for events throughout the year.	
Operational Times	Visitor times are April to end September 9.30 am to 5.30 pm October to end March 10.00 am to 4.00pm	
Equipment Levels	Appropriate to site conservation and maintenance	
Staff Levels	5 permanent staff are employed by our Visitor Operations team of which 4 are seasonal staff.	
High Level Key Performance Targets (KPT) 2018 – 19 Further information can be found at : https://www.historicenvironment.scot/about-us/who-we-are/corporate-plan/	Strategic Theme	Key Performance Indicator
	Lead	KP1 : Championed the historic environment – by taking the lead role in the delivery of Our Place in time KP2 : Increased the overall contributing of heritage tourism to the Scottish economy KP3 : Managed the impact of climate change by improving knowledge and understanding KP4 : Created an organisation that earns respect as the lead public body for the historic environment
	Understand	KP5 : Increased knowledge and understanding of the historic environment
	Protect	KP6 : Improved the condition of Scotland's historic environment
	Value	KP7 : Enhanced engagement with the historic environment KP8 : Provided excellent service to our visitors and service users
Legislation/Policy Further information can be found at: https://www.historicenvironment.scot/about-us/who-we-are/our-board/about-the-board/#the-role-of-the-board-tab	Perform	KP9 : We are efficient, resilient and sustainable organisation KP10 : Our staff are fully engaged in the transformation KP11 : We actively promote equalities
	As a Non Departmental Public Body the Scottish Ministers expect Historic Environment Scotland to support the Scottish Governments Purpose, the Programme for Government and Government Economic Strategy. These expectations are specifically laid out in the Annual Letter of Guidance from the Cabinet Secretary for Culture, Europe and External Affairs to the Chair of Historic Environment Scotland. In addition, the broad ranging remit of Historic Environment Scotland means that it has identified responsibilities in relation to policy areas as diverse as tourism, climate change and traditional craft skills. The Scottish Ministers do not normally intervene in the operational management of the Organisation's functions. The Scottish Ministers are accountable to the Scottish Parliament for what Historic Scotland does. They reply to correspondence from Members of the Scottish Parliament on policy matters. They normally look to the Chief Executive to reply to Members' correspondence on other operational matters.	

Existing Value of contract/service	Historic Environment Scotland's corporate reports can be seen at http://www.historicenvironment.scot/about-us/who-we-are/corporate-information/
Boundary Area	Historic Environment Scotland has a Scotland wide remit.
Non Compliance Further information can be found at: https://www.historicenvironment.scot/about-us/who-we-are/chief-executive/	<p>The Chief Executive of Historic Environment Scotland is accountable for the delivery of its functions, its performance and for planning its future development as well as for ensuring that the Historic Environment Scotland Board and Scottish Ministers receive sound and well-researched advice on the matters for which they are responsible.</p> <p>In particular the Chief Executive is responsible for:</p> <p>Being Accountable Officer for the management of the Organisation's resources, as appointed by the Principal Accountable Officer;</p> <p>Being personally answerable for the efficient and effective operation and financial management and for performance against key targets;</p> <p>Developing Scottish Government policy and providing Scottish Ministers and others with strategic policy advice;</p> <p>Ensuring that the Organisation works in support of the Government's purpose and national outcomes set out in the National Performance Framework;</p> <p>Delivering statutory functions/responsibilities;</p> <p>Ensuring that the Organisation is a high performing and continuously improving organisation and that it is contributing to the 'Serving Government Better' business strategy;</p> <ul style="list-style-type: none"> • Ensuring that all relevant financial considerations and guidance, including issues of propriety, regularity, efficiency and value for money, are taken into account in delivering the Organisation's business; • Preparing and publishing annual reports, accounts and corporate and business plans, subject to Ministerial approval; • Management, development and well-being of staff; • Ensuring Best Value in all aspects of operations, both front line delivery and corporate support functions, including the use of collaborative procurement and shared service arrangements where participation offers value for money for the Agency or to the wider public purse; • Replying to correspondence from MSPs on operational and related policy issues within responsibilities and otherwise supporting Scottish Ministers by preparing Ministerial briefing and responses to Ministerial correspondence and Written or Oral Parliamentary Questions; • Keeping the content of the Agency's Framework Document under review, discussing changes with the Director General/Portfolio Accountable Officer; • Determining the operational policies for the Organisation; • Determining the Agency's organisation and management structure; • Exercising responsibility for delegated human resource management and financial powers; • Security at all sites managed by the Agency; • Health and safety in relation to all Agency business <p>and</p> <ul style="list-style-type: none"> • Communications and public relations.
Additional Information or Notes	Further information about Dallas Dhu Distillery can be found at: https://www.historicenvironment.scot/visit-a-place/places/dallasdhu-distillery/



Moray Council

Moray Speyside Tourism BID Area - Baseline Information

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Introduction

Moray Council provides a range of services in the Moray Speyside Tourism BID area. To ensure that any investments by a BID are additional to existing services, an Operating Agreement will be drawn up between Moray Council & Moray Speyside Tourism BID Company. Regular reviews of the services will be provided and their contribution to achieving Moray Speyside Tourism objectives will be assessed.

This baseline services information does not detail the full range of services provided by Moray Council but is instead limited to the Moray Speyside Tourism BID related services.

The baseline information described is those provided in the current financial year (2019 / 2020) and is a mix of statutory duties, permitted and / or discretionary activities.

Service levels provided in future financial years will depend on the level of funding available to Moray Council and may be varied in line with budgetary constraints. However Moray Council will not disproportionately vary services in the Moray Speyside Tourism BID area because of the existence of the BID.

Service Area	
Activity Area	Environmental Protection
Statutory/Non-Statutory Service	Environmental Protection - Moray Council's support for tourism businesses and the tourism industry is a mixture of statutory and non-statutory.
Description/Specification	<ol style="list-style-type: none"> 1. Street Cleansing. 2. Waste Management. 3. Complimentary/requested services. 4. Horticultural/Ground care services on Council owned land.
Contact	Mike Neary, Waste Manager, mike.neary@moray.gov.uk 01343 550169
Existing Activity	<p><u>Street Cleansing</u> The Council provides a regular programme of street cleansing including:</p> <ul style="list-style-type: none"> • Provision of free standing litter bins throughout the BIDS area and, their routine servicing • Annual cleaning of litter bins • Litter picking(Manual) • Road Channel Sweeping • Fly Posting removal • Removal of dog fouling <p><u>Waste Management</u> The Council provides a regular service for:</p> <ul style="list-style-type: none"> • Refuse Collections from non-domestic rate payers at a minimum collection frequency of once weekly (chargeable) • Recycling Collections from Non domestic rate payers at a minimum collection frequency of once weekly (chargeable) <p><u>Complimentary/Requested Services</u> The council provides additional complimentary services available on request</p> <ul style="list-style-type: none"> • Fly Tipping Removal • Advice and assistance to non-domestic rate payers relating to effective waste management practices. • Provision of waste/recycling services for ad hoc events (chargeable)

	<ul style="list-style-type: none"> Emergency cover available from on call staff to manage issues that arise with relation to provision <p><u>Horticultural/Groundcare</u> The Council undertakes supply of the following services and assets</p> <ul style="list-style-type: none"> Provision and maintenance of seating Design and maintenance of grass plots, and street trees Treatment of ground level weeds
Operational Times	<p>Service staff are available to provide information on matters pertaining to waste/recycling/litter/fly tipping/graffiti etc. during office hours 0845 – 1700hrs</p> <p>Operational staff are available to provide front line services between 0730- 1530hrs</p> <p>Street sweeping and litter clearance function is catered for between 0630 – 1530hrs Monday to Friday and 0630 – 0930hrs Saturday and Sunday</p>
Equipment Levels	Not specific to BID area
Staff Levels	Not Specific to BID area
Key Performance Indicators	Street Cleansing –now undertaken in line with operational parameters.
Legislation/Policy	<p>Environmental Protection Act 1990</p> <p>Waste (Scotland) Regulations 2012</p>
Existing Value of Contract/Service	Nil
Boundary Area	All of Moray area
Non Compliance Procedure	Enquiries are recorded on modular software which highlights the matter to officers and allows inspections to be undertaken/communications to be made and issues resolved
Additional Information or Notes	Street Cleanliness was managed in line with the Local Environmental Audit Management System (LEAMS). MC no longer participates in this programme.

Service Area	
Activity Area	Transportation
Statutory/Non-Statutory Service	Transportation provides a mixture of statutory and non-statutory services.
Description/Specification	Transportation has responsibility for the management of all traffic and road safety functions, street works, co-ordination, active and sustainable travel, transport planning and strategies, off street car parks, public transport unit PTU, maintenance and operation of 6 harbours including a dredger.
Contact	Nicola Moss, Transportation Manager, nicola.moss@moray.gov.uk 01343 563785
Existing Activity	As above
Operational Times	Office hours, may include events at other times
Equipment Levels	Not specific to BID area
Staff Levels	Not specific to BID area
Key Performance Indicators	N/A
Legislation/Policy	<p>Legislation: Roads (Scotland) Act 1984, Road Traffic Regulation Act 1984, Harbours Act 1964, Pilotage Act 1987, Grampian Regional Council (Harbours) Order Confirmation Act 1987, Education (Scotland) Act 1980, Town & Country Planning (Scotland) Act 1997 amongst others.</p> <p>Policy: National Transport Strategy, Low Carbon Economic Strategy for Scotland, Elgin Transport Strategy, Moray Active Travel Strategy,</p>
Existing Value of Contract/Service	£5.3m per annum (not specific to BID area)
Boundary Area	All of Moray
Non Compliance Procedure	N/A
Additional Information or Notes	

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Service Area	
Activity Area	Environmental Health
Statutory/Non-Statutory Service	Environmental Health provides a mixture of statutory and non-statutory services.
Description/Specification	To maintain and improve environmental conditions to the benefit of public health through the provision, cost effective services (including advice) and enforcement of statutes.
Contact	Karen Sievewright Environmental Health and Trading Standards Manager Karen.sievewright@moray.gov.uk 01343 563356
Existing Activity	Food safety – advice and enforcement Housing – statutory nuisance enforcement <ul style="list-style-type: none"> - Tolerable standards enforcement - Repairing standard enforcement - Empty homes assistance Health and Safety at Work – advice and enforcement Public Health including food or water related infectious disease – investigation and enforcement
Operational Times	Office hours, may include events at other times
Equipment Levels	Not specific to BID area
Staff Levels	Not specific to BID area
Key Performance Indicators	N/A
Legislation/Policy	Food Safety Act and associated regulations Health and Safety Act and associated regulations Environmental Protection Act 1990 Public Health Act 2008 Housing Scotland Act 1987-2006 Anti-social behaviour Act 2004 Prevention of Damage by Pests Act 1949 amongst others

Existing Value of Contract/Service	£956K per annum (not specific to BID area)
Boundary Area	All Moray
Non Compliance Procedure	N/A
Additional Information or Notes	

Service Area	
Activity Area	Economic Growth & Regeneration
Statutory/Non-Statutory Service	Economic Growth & Regeneration provides a mixture of statutory and non-statutory services. Moray Council's support for tourism businesses and the tourism industry is non-statutory.
Description/Specification	Develop & manage projects, programmes & services in the areas of Economic Growth, Regeneration, Tourism, Business Support and External Funding.
Contact	Reni Milburn Manager, Economic Growth & Regeneration reni.milburn@moray.gov.uk 01343 563425
Existing Activity	<p>Relevant to the Moray Speyside Tourism BID area –</p> <p>Economic Growth, Regeneration & Tourism - Develop and deliver tasks & projects as part of the Moray Economic Strategy Action plans, Moray Growth Deal, Employability Strategy & the Local Outcome Improvement Plans.</p> <p>Develop & deliver place partnership projects such as Castle to Cathedral to Cashmere Heritage Experience & Discover Moray's Great Places</p> <p>Develop, administrate & co-ordinate across all Council Departments the Town Centre Capital Fund grant schemes and initiatives.</p> <p>Provide Film Liaison Service – free advice & support for permissions, locations & facilities.</p> <p>Co-ordination in consultation with other Council departments, Police, Fire and Ambulance Services for major events. It includes providing a wide range of advice and expertise for organisers such as licensing, road closure to environmental health etc., to ensure that events are both safe and enjoyable.</p> <p>Co-ordination, booking & support for markets and other non-commercial events in Moray's towns</p> <p>Business Support & External Funding – Provide first point of contact for the development & support of Business Improvement Districts.</p>

	<p>Provide a comprehensive Business Gateway Service for start-up and exciting businesses, which includes advice and practical guidance; one to one support, specialist advice, business skills workshops and networking events. It includes access to finance, recruitment, digital business skills, expanding into overseas markets.</p> <p>Supplier Development Programme - a public sector partnership which delivers a variety of free tender training, workshops, webinars and a range of online resources to connect businesses with the Scottish public sector.</p> <p>Provide advice and assistance on the wide range of funding streams to all Council services and partnerships. It includes funding initiatives and programmes with the European Union, Scottish Government, Lottery and Trust funding to maximise opportunities to assist the local economy and community. It includes regular free funding seminars for organisations & individuals from across all sectors.</p>
Operational Times	Office hours, may include evening & weekends
Equipment Levels	N/A
Staff Levels	Not specific to BID area
Key Performance Indicators	Business & employment statistics and specific projects & programmes performance indicators , but not specific to BID area
Legislation/Policy	Varies
Existing Value of Contract/Service	Varies
Boundary Area	All of Moray
Non Compliance Procedure	N/A
Additional Information or Notes	

VisitScotland – Baseline Services Statement

Service Area: -	
Activity Area	VisitScotland's core purpose is to deliver sustainable and inclusive economic growth throughout Scotland by growing the value and volume of tourism to the Scottish economy.
Statutory/Non-statutory Service	Mixture of Statutory & Non-Statutory
Description/Specification	<p>VisitScotland is the National Tourism Organisation for Scotland and has a crucial role to play in helping to deliver the Scottish Government's core purpose of creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.</p> <p>As a Non-Departmental Public Body we will also act as advisor to Scottish Ministers on tourism matters and policy affecting tourism and businesses which are part of the visitor economy. In so doing, we will work with our sponsor department to ensure tourism is taken into account across all Government policy. Similarly, we will work with our colleagues in Scottish Government to influence policy reserved to Westminster, but which may have an impact on the visitor economy in Scotland.</p>
Contact	<p>Jo Robinson Regional Director VisitScotland Lord Cullen House Fraser Place Aberdeen AB25 3UB</p> <p>01224 269183 / 07876 132051 Jo.robinson@visitscotland.com</p>
Existing Activity	<p>VisitScotland provides global online visitor information services at www.visitscotland.com which features downloadable area accommodation material and the Moray 'Explore' guide.</p> <p>As part of wider promotion of Scotland as a tourism destination to visitors both with the UK and from overseas, VisitScotland promotes Moray Speyside within marketing activity throughout the year.</p> <p>EventScotland as a Directorate of VisitScotland has the aim of strengthening and promoting Scotland's events industry and runs two primary funding programmes, the International Programme and the National Events Programme, as well as the Themed Years Programme and VisitScotland Growth Fund, a marketing fund designed to support collaborative marketing projects from groups of tourism businesses operating at a local or national level.</p>

	<p>Working closely with tourism businesses and a wide range of organisations means that we can support and influence the growth of Scotland's visitor economy. It's one of the ways we support Scotland's Economic Strategy and our industry strategy for growth.</p> <ul style="list-style-type: none"> • Online consumer information services www.visitscotland.com • Online industry information services www.visitscotland.org • iKnow services in Moray Speyside – Coo-van presence at major events, active recruitment of businesses into iKnow VIP programme. • Area accommodation & Explore guide print, distribution and fulfilment • Industry Relationship Manager – one-to-one support for industry. • Quality Assurance • Welcome Schemes • Corporate and industry communications aimed at sharing positive tourism stories and events with regional stakeholders and industry. • Support for collaborative marketing via Growth Fund - general and linked to Themed Years • Scotland, UK and International marketing across paid, owned and earned channels. • Event support through EventScotland www.eventscotland.org • Financial support for Moray Tourism Conference • Consumer and industry research/insight
Operational Times	VisitScotland provides online visitor information every day of the year. The local office supporting the Moray Speyside area is staffed Monday to Friday from 09:00 – 17:00
Equipment Levels	N/A
Staff Levels	The Moray Speyside area is supported by a number of VS teams. A Regional Director leads engagement with the region's tourism businesses and the DMO
Key Performance Indicators	In addition to economic benefit performance targets, VisitScotland monitor performance against internal targets
Legislation/Policy	<p>VisitScotland was originally established as the Scottish Tourist Board under the Development of Tourism Act 19969. The Tourist Board (Scotland) Act 2006 officially changed the name of the Scottish Tourist Board to VisitScotland.</p> <p>Under the 1969 Act, the principal function of VisitScotland was to encourage British people to visit and to take holidays in Scotland, and to advise Government and public bodies on matters related to tourism in Scotland. The Tourism (Overseas Promotion) Act 1984 provides the authority for VisitScotland to market Scotland overseas.</p>

Existing Value of Contract/Service	<p>In 2018, Tourism was worth £5.1 billion to the Scottish economy. As the lead delivery agency for the visitor economy, VisitScotland focuses its resources on marketing Scotland as a tourism destination and the perfect stage for events, with the aim of attracting domestic and international visitors. In particular, we will work closely with the Scottish Tourism Alliance to contribute to the delivery of Tourism Scotland 2020 and to the development of a new Industry strategy for the period beyond 2020.</p> <p>VisitScotland will work to support the continued growth of tourism in Moray Speyside, from its current level of £129 million per year.</p>
Boundary Area	VisitScotland operates across the country. The organisation recognises the geographical area proposed for the Tourism BID as 'Moray Speyside'
Non-compliance Procedure	N/A
Additional Information or Notes	<p>Our vision is to be a leading National Tourism Organisation which makes a significant contribution to Scotland's economy and people the length and breadth of the country through our activities domestically and internationally. In delivering this vision we will ensure our activities are aligned to the two key pillars of Scotland's Economic Strategy, namely increasing competitiveness and tackling inequality.</p> <p>To deliver our core purpose and our vision we will adopt five strategies:</p> <ol style="list-style-type: none"> 1. Marketing: we will drive advocacy by inspiring a national movement, helping to facilitate this global advocacy with quality information, content and advice, and empowering and enabling the Scottish tourism industry, in particular our large SME base, to seize the opportunities that the digital economy presents 2. Events: we will support the delivery of the national events strategy, Scotland the Perfect Stage, working with partners to sustain, develop and promote Scotland's international profile as one of the world's foremost public-facing events destinations and as the perfect stage for events 3. Quality and sustainability: we will promote and facilitate the continuous improvement of total quality of the visitor experience in Scotland, building on the strong foundation and economic impact delivered to date by

	<p>the Quality Assurance Schemes and ensuring that a sustainable approach is taken to developing the industry</p> <ol style="list-style-type: none"> 4. Inclusive tourism: we will strive to make tourism in Scotland inclusive and available to all, engaging with and listening to our partners and stakeholders to ensure that every corner of Scotland benefits from tourism 5. International engagement: we will work across a wide range of audiences, including other Team Scotland Partners such as Scottish Government, Scottish Development International (SDI) and VisitBritain; the international travel trade; Associations; other National Tourism Organisations; and academia, alumni and Diaspora networks to better understand international opportunities and optimise the potential that increased internationalisation of the tourism industry represents. <p>VisitScotland provides global online visitor information services at www.visitscotland.com which features downloadable area accommodation material and the Moray 'Explore' guide.</p>
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Visit Moray & Speyside(Moray & Speyside Tourism Improvement District) – baseline services information

Service Area – Spynie Palace, Historic Environment Scotland
As of March 2019

Activity Area	<p>Our programme and priorities are firmly aligned to the Government's Purpose, strategic priorities and National Performance Framework.</p> <p>We contribute directly to the Scottish Government's National Outcomes.</p> <p>Historic Environment Scotland's is a Non Departmental Public Body and act as the lead public body for Scotland's historic environment and are central to the delivery of Our Place in Time – Scotland's first ever strategy for the historic environment.</p> <p>Historic Environment Scotland is a charity dedicated to the advancement of heritage, culture, education and environmental protection.</p> <p>We also act as leader and enabler to ensure that the historic environment delivers economic, social, cultural and environmental benefits for Scotland. We do this through historic environment legislation, our people, our partners and our combined resources, including the provision of financial assistance through our grants programme.</p> <p>We foster a strong sense of identity in telling Scotland's story through interpretation of our sites and through outreach in its broadest sense.</p> <p>Additionally the organisation's work is rooted in primary legislation, relating to the historic environment that include:</p> <ul style="list-style-type: none"> • scheduling sites of national significance; • taking sites of national importance into State care and managing them on behalf of Ministers; • listing structures for their special architectural or historical interest; • managing and guiding change to the historic environment. <p>Our people are our key resource. With 1,100 staff distributed across Scotland, we deliver a broad remit covering tourism, conservation and development, while also improving the understanding of the historic environment. We are a multidisciplinary organisation, with specialists in many areas including, but not limited to; archaeology, history, architecture, conservation and maintenance, engineering, surveying and tourism and leisure. We also work with professionals from outwith the organisation across all of these disciplines.</p>
Description/ Specification of property within BID boundary	<p>Scottish Ministers has Spynie Palace in guardianship. The visitor attraction operation is managed by the commercial and visitor operations team and maintained by the conservation team.</p>
Contact	<p>Brian Ford, Tourism & Community Manager 01667 460208, Brian.Ford@hes.scot</p>

	Joy Fotheringham, Historic Environment Scotland Factor 0131 668 8828, Joy.Fotheringham@hes.scot	
Existing Activity	Spynie Palace is run as a seasonal visitor attraction with paid entry. The site also hosts and acts as a venue for events throughout the year.	
Operational Times	Visitor times are April to end September 9.30 am to 5.30 pm	
Equipment Levels	Appropriate to site conservation and maintenance	
Staff Levels	2 permanent seasonal staff are employed by our Visitor Operations team.	
High Level Key Performance Targets (KPT) 2018 – 19 Further information can be found at : https://www.historicenvironment.scot/about-us/who-we-are/corporate-plan/	Strategic Theme	Key Performance Indicator
	Lead	KP1 : Championed the historic environment – by taking the lead role in the delivery of Our Place in time KP2 : Increased the overall contributing of heritage tourism to the Scottish economy KP3 : Managed the impact of climate change by improving knowledge and understanding KP4 : Created an organisation that earns respect as the lead public body for the historic environment
	Understand	KP5 : Increased knowledge and understanding of the historic environment
	Protect	KP6 : Improved the condition of Scotland's historic environment
	Value	KP7 : Enhanced engagement with the historic environment KP8 : Provided excellent service to our visitors and service users
Legislation/Policy Further information can be found at: https://www.historicenvironment.scot/about-us/who-we-are/our-board/about-the-board/#the-role-of-the-board_tab	Perform	KP9 : We are efficient, resilient and sustainable organisation KP10 : Our staff are fully engaged in the transformation KP11 : We actively promote equalities
	As a Non Departmental Public Body the Scottish Ministers expect Historic Environment Scotland to support the Scottish Governments Purpose, the Programme for Government and Government Economic Strategy. These expectations are specifically laid out in the Annual Letter of Guidance from the Cabinet Secretary for Culture, Europe and External Affairs to the Chair of Historic Environment Scotland. In addition, the broad ranging remit of Historic Environment Scotland means that it has identified responsibilities in relation to policy areas as diverse as tourism, climate change and traditional craft skills. The Scottish Ministers do not normally intervene in the operational management of the Organisation's functions. The Scottish Ministers are accountable to the Scottish Parliament for what Historic Scotland does. They reply to correspondence from Members of the Scottish Parliament on policy matters. They normally look to the Chief Executive to reply to Members' correspondence on other operational matters.	

Existing Value of contract/service	Historic Environment Scotland's corporate reports can be seen at http://www.historicenvironment.scot/about-us/who-we-are/corporate-information/
Boundary Area	Historic Environment Scotland has a Scotland wide remit.
Non Compliance Further information can be found at: https://www.historicenvironment.scot/about-us/who-we-are/chief-executive/	<p>The Chief Executive of Historic Environment Scotland is accountable for the delivery of its functions, its performance and for planning its future development as well as for ensuring that the Historic Environment Scotland Board and Scottish Ministers receive sound and well-researched advice on the matters for which they are responsible.</p> <p>In particular the Chief Executive is responsible for:</p> <p>Being Accountable Officer for the management of the Organisation's resources, as appointed by the Principal Accountable Officer;</p> <p>Being personally answerable for the efficient and effective operation and financial management and for performance against key targets;</p> <p>Developing Scottish Government policy and providing Scottish Ministers and others with strategic policy advice;</p> <p>Ensuring that the Organisation works in support of the Government's purpose and national outcomes set out in the National Performance Framework;</p> <p>Delivering statutory functions/responsibilities;</p> <p>Ensuring that the Organisation is a high performing and continuously improving organisation and that it is contributing to the 'Serving Government Better' business strategy;</p> <ul style="list-style-type: none"> • Ensuring that all relevant financial considerations and guidance, including issues of propriety, regularity, efficiency and value for money, are taken into account in delivering the Organisation's business; • Preparing and publishing annual reports, accounts and corporate and business plans, subject to Ministerial approval; • Management, development and well-being of staff; • Ensuring Best Value in all aspects of operations, both front line delivery and corporate support functions, including the use of collaborative procurement and shared service arrangements where participation offers value for money for the Agency or to the wider public purse; • Replying to correspondence from MSPs on operational and related policy issues within responsibilities and otherwise supporting Scottish Ministers by preparing Ministerial briefing and responses to Ministerial correspondence and Written or Oral Parliamentary Questions; • Keeping the content of the Agency's Framework Document under review, discussing changes with the Director General/Portfolio Accountable Officer; • Determining the operational policies for the Organisation; • Determining the Agency's organisation and management structure; • Exercising responsibility for delegated human resource management and financial powers; • Security at all sites managed by the Agency; • Health and safety in relation to all Agency business <p>and</p> <ul style="list-style-type: none"> • Communications and public relations.
Additional Information or Notes	Further information about Spynie Palace can be found at: https://www.historicenvironment.scot/visit-a-place/places/spynie-palace/

Steering Group Agreement

01 September 2019

Moray Speyside Tourism Business Improvement District

I confirm, as a member of the Steering Group for the proposed Moray Speyside Tourism Business Improvement District, agree that the decisions on the following elements of the BID Proposals were taken with my full knowledge and support: -

- The BID Area
- The BID Levy
- Exemptions to paying the BID Levy
- BID Levy Caps and Thresholds
- Content of the BID Proposals
- Content of the Business Plan

Name	Signature	Date
Shona Donnelly		01 September 2019
Fraser Edgar		01 September 2019
Brian Ford		01 September 2019
Lynn Fyvie		01 September 2019
Oliver Lyon		01 September 2019
Sarah Medcraf		01 September 2019
Linda Mellis		01 September 2019
Stevie Milne		01 September 2019
Stephanie Murray		01 September 2019
Steve Oliver		01 September 2019
Laurie Piper		01 September 2019
Gill Reid		01 September 2019
Alastair Ross		01 September 2019
Kevin Smith		01 September 2019
Jacqui Taylor		01 September 2019
Joanna Taylor		01 September 2019



Moray Speyside Tourism
C/O Moray Sports Centre
Linkwood Road
Elgin IV30 8AR

Roddy Burns
Chief Executive
The Moray Council
High Street
ELGIN
IV30 1BX

Dear Roddy,

Tourism Business Improvement District Project

Planning etc. (Scotland) Act 2006 /
Business Improvement Districts (Scotland) Regulations 2007

Moray Speyside Tourism Business Improvement District – Cost of BID Ballot

I refer to the above-mentioned subject and to my letter dated 24th April 2019 in which I formally notified you of our intention to request The Moray Council put the Moray Speyside Tourism Business Improvement District Proposals/Renewal Proposals to a ballot.

I can confirm the Moray Speyside Tourism BID has set aside sufficient funds to meet the cost of the ballot.

I would be grateful if you would kindly acknowledge receipt of this letter.

Regards,

A handwritten signature in black ink, appearing to read 'Laurie Piper', with a long horizontal flourish extending to the right.

Laurie Piper
Operations Manager, Moray Speyside Tourism





MORAY SPEYSIDE
TOURISM BUSINESS IMPROVEMENT DISTRICT

BUSINESS PROPOSAL

Term 1st April 2020 – 31st March 2025

www.morayspeysidetbid.com

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BID Proposal Compliance with Legislation

In accordance with Business Improvement District (Scotland) legislation we, the Moray Speyside Tourism BID, as the BID Proposer, acknowledge that we must submit to Moray Council and Scottish Ministers the following in respect of BID Proposals, Renewal Proposals and Alteration Proposals:

1.0 A document which demonstrates a cross section of at least 5% of the electorate, within the Tourism BID area supports the Moray Speyside Tourism BID Proposals.

Please refer to Appendix 1 (Support for the BID) and Section 7.2 Business Survey on page 17 of this Proposal. Following initial consultation and surveys of the businesses our canvassing confirmed that 5.53% (19) by number and 38.92% by rateable value were in favour of the BID.

The information has been gathered in several ways in order to maximise opportunities for engagement, including one to one meetings, surveys and consultation discussions with Moray Speyside Tourism staff and the Moray Speyside Tourism BID Steering Group.

2.0 Summary of the consultation the Moray Speyside Tourism BID has undertaken with those eligible to vote.

The Moray Speyside Tourism BID Steering Group oversaw the process of consultation with the businesses. The consultation took the form of hard copy surveys, meetings and events, letters, telephone calls, e-newsletters, e-mails, local newspaper reports, website, social media and one to one consultation.

Please refer to Appendix 2 (Details of Consultation) and Section 7.0 The Consultation Process on page 16 of this Proposal for a summary of the consultation.

3.0 The Proposed Moray Speyside Tourism BID Business Plan

A copy of the Moray Speyside Tourism BID Business Plan which will be issued to all the BID electorate is provided with this Proposal document – Please refer to Appendix 3 (Tourism BID Business Plan).

4.0 The Financial Arrangements of the Moray Speyside Tourism BID body.

Please refer to Section 13.2 Financial Management Arrangements on page 28 of this Proposal.

5.0 The Arrangements for periodically providing the Local Authority and billing body with information on the finances of the Moray Speyside Tourism BID body (i.e. after a successful ballot)

The Moray Speyside Tourism BID finances will form an integral part of a quarterly report issued to the Moray Speyside Tourism BID Board of Directors. Moray Council will be provided with a financial update annually. An annual audit of the Moray Speyside Tourism BID finances will also take place through an independent Auditor.

6.0 The names and addresses of all those eligible to vote and a description (address) of each relevant property.

Please refer to Appendix 4 (Database of Properties and Persons).

7.0 A notice in writing requesting that the Local Authority hold the ballot.

In accordance with legislation, the attached 56-day letter (Request to Hold a Ballot) (Appendix 5) will be issued to Moray Council by the Chair or nominated representative of the Moray Speyside Tourism BID Steering Group no later than 20th November 2019.

8.0 Provide the Local Authority and billing body with such information as they shall reasonably require satisfying themselves that the BID Proposer or, as the case may be, the BID body has sufficient funds to meet the costs of the BID ballot.

The Moray Speyside Tourism BID has the required funds to meet the costs of the BID ballot and has confirmed this to the Local Authority.

9.0 A statement of the works or services to be provided, the name of the person or body responsible for the implementation (delivery) of these works and services and the status of such person/s; both on and after the date the BID Proposals come into effect.

Please refer to Appendix 3 (Moray Speyside Tourism BID Business Plan) for the proposed works and services.

Following a successful ballot outcome, the Moray Speyside Tourism BID Company (a company limited by guarantee) will oversee and direct the delivery of all the projects and services. Directors will be elected by the eligible persons, limited to one eligible person from each eligible property.

The Chief Executive Officer will be responsible on a day-to-day basis for implementing the Moray Speyside Tourism BID projects and will be accountable to the Directors. For full details please refer to section 6.3 Management of the BID on pages 14-15 of this Proposal.

10.0 A statement of existing baseline services provided by the Local Authority, Police and other agencies.

Please refer to Appendix 6 (Baseline Services).

11.0 A precise description of the geographical area of the Moray Speyside Tourism BID, including a map which defines exactly the boundaries of the BID area.

Please refer to Section 5.1 The Moray Speyside Tourism BID Map and Settlements on page 13 of this Proposal for a map and list of wards in the Tourism BID area.

12.0 A statement providing details of any additional financial contributions, or additional actions for the purpose of enabling the projects specified in the BID Proposals, i.e. where a BID project is expected to cost £X and the proposed levy raises a smaller amount £Y then the BID Proposals must state how that funding gap £X - £Y is to be met and by whom.

The activities specified in the Moray Speyside Tourism BID Proposal (Please refer to Section 13.3 Moray Speyside Tourism BID Projected Income and Expenditure on page 29) have been identified and the levy calculated and apportioned to deliver the activities as defined on pages 17-18 of this Proposal, without the requirement for additional contributions in years two to five. It is expected that the BID will attract additional funding from other sources, however this has not been allowed for at this stage.

13.0 A statement of which aspects of the Moray Speyside Tourism BID Proposals and or Business Plan may be altered without the need for an alteration ballot to be undertaken.

The Moray Speyside Tourism BID Company Board of Directors will have the authority to adapt or alter the projects and services from year to year to reflect any change in economic circumstances or any new opportunities that may arise. This will be in the best interests of the levy payers and without recourse to an alteration ballot.

Please refer to section 6.3 Management of the BID on pages 14-15 of this Proposal for the statement.

14.0 A statement of the proposed start and end dates of the BID Arrangements and the term of the BID. The BID arrangements must commence no later than a year after the date of the statement.

Following a successful ballot on 15th January 2020 the Moray Speyside Tourism BID will commence its activities on 1st April 2020. As the Moray Speyside Tourism BID will be for a term of five years, it will cease its activities on 31st March 2025.

15.0 The Moray Speyside BID Proposals shall specify the apportionment of BID levy in respect of relevant properties and who will be liable to pay the levy: - proprietors, tenants, occupiers or if appropriate a specific business sector or sectors or businesses who will participate. It is advisable to include caps, thresholds, or other arrangements reflecting local circumstances or ability to pay.

The Moray Speyside Tourism BID levy will be paid by the occupier (the eligible person liable to pay the non-domestic rate).

Please refer to Section 9 The BID Levy on page 19 of this Proposal for full details of the BID Levy.

16.0 Confirmation that the levy is to be calculated as a % of the RV or how the charge was arrived at.

It has been agreed by the Moray Speyside Tourism BID Steering Group (please refer to the meeting minutes dated 1st March and 3rd May 2019 (Appendix 9)) that the levy rate will be a fee structure based on the rateable value of the property on the day of the ballot 15th January 2020 and throughout the 5-year term of the BID. Please refer to Section 9 The BID Levy on 19 of this Proposal for full details of how the charge was arrived at and details of the BID Levy.

17.0 Confirmation that the % levy or fee is to be calculated on the RV of the property on the date of the ballot or, if not, another date that is the date, which will be used to calculate the levy or fee over the term of the BID.

The fee structure is based on the rateable value of the property on the day of the ballot 15th January 2020

Please Refer to Section 9 The BID Levy on page 19 of this Proposal for full details of the BID Levy.

18.0 The apportionment of the levy between proprietors, tenants and occupiers – providing the BID is including tenants and proprietors in its proposals.

The BID Proposal does not include proprietors (property owners). The occupier (the eligible person liable to pay the non-domestic rate) will be liable for the payment of the levy.

Please Refer to Section 9 The BID Levy on page 19 of this Proposal for full details of the BID Levy.

19.0 A statement as to how the steering group arrived at who will pay the levy, the percentage levy and how the levy will be split between proprietors, tenants and occupiers.

The BID Steering Group set the levy fee; the area included in the BID and voted on who will pay the levy. A copy of the minutes of the meeting of 1st March 2019 at which this was decided are attached as Appendix 9. The geographic boundary is based on the Moray Council administrative area. The levy amount is based on the amount required to carry out the projects in the business plan and discussions with businesses on what they believe is reasonable. The levy will be paid by the occupier (the eligible person liable to pay the non-domestic rate).

The decision to adopt the levy table and BID area was taken with the agreement of all the members of the Steering Group. Please refer to Appendix 9 (Steering Group Minutes) and Appendix 7 (Steering Group Agreement.)

Please also refer to Section 9 The BID levy on page 19 of this Proposal for full details of the BID Levy.

20.0 Whether any future re-assessment of RV of the property by the Rates Assessor will or will not be considered in the calculation of the levy

It has been agreed by the Moray Speyside Tourism BID Steering Group that the levy fee, calculated on the Rateable Value of the properties in the BID area on the day of the ballot will not change, other than for inflationary rises, during the 5-year term of the BID or change should there be a revaluation of the properties during the term of the BID.

21.0 A statement on why groups or individual businesses are exempt or receive a levy discount

Please refer to Section 9.2 Exclusions on page 20 of this Proposal for full details of all exemptions to the levy. The Moray Speyside Tourism BID Steering Group agreed (please refer to Appendix 7 Steering Group Agreement and Steering Group Minutes Appendix 9) that the properties exempted would not benefit fully from the BID projects and services.

22.0 A statement on whether the levy will be index linked.

The BID levy will be index linked and tied to the Retail Prices Index on the date of the issue of the levy invoices.

23.0 A statement on whether any of the costs incurred in developing the BID Proposals, holding of the ballot or implementing the BID arrangements are to be recovered through the BID levy.

None of the above costs will be recovered through the BID levy.

24.0 The constitution of the BID Company to be formed and its legal status. A statement on who will administer the BID, details regarding the BID board and the BID body and those who drew up BID Proposals and Business Plan.

Please refer to section 6.3 Management of the BID on pages 14-15 of this proposal for details on how the future BID Company will be formed and administered.

The Moray Speyside Tourism BID Company will be a not for profit company i.e. a Private Company Limited by Guarantee and Not Having a Share Capital and will be administered by the Board of Directors who will be elected from the eligible persons (those liable to pay the levy).

The activities will be delivered by the BID team, recruited by the Board of Directors. For full details please refer to Section 6.3 Management of the BID on pages 14-15 of this Proposal document.

Laurie Piper prepared the Moray Speyside Tourism BID Proposals and Business Plan in consultation with and with support from the Moray Speyside Tourism BID Steering Group.

25.0 The methodology for BID levy payers to nominate themselves or others to the BID Board of Directors and the proposed make-up of the BID Board.

Every eligible person that pays the levy will have the opportunity to nominate themselves or someone else to be elected onto the new Board, up to a maximum of 12 Directors.

Directors will be limited to one eligible person per eligible property. The Board of Directors will have the right to co-opt a maximum of 3 further Directors onto the board whose skills and experience will assist the Board in delivery of the Moray Speyside Tourism BID activities.

Please refer to section 6.3 Management of the BID on page 19 of this Proposal for details on how levy payers can participate on the future Moray Speyside Tourism BID Company Board of Directors.

26.0 A statement on how the BID Proposals will be publicised prior to the ballot.

The BID Proposer will send a copy of the BID Business Plan to all persons eligible to vote on the BID Proposals. Should any eligible person require a copy of the BID Proposal, one will be provided on request on request. The Business Plan will also feature prominently on the Moray Speyside Tourism BID website at: www.morayspeysidetbid.com

NB “Business” or variations of the word “business” are used throughout this document. The word “business” in this context refers to property owners or tenants and occupiers of properties who are liable to pay the non-domestic rate (NDR), whether they pay business rates or not. This includes all properties listed on the Scottish Assessors Association Portal (<https://www.saa.gov.uk/>) with a non-domestic rateable value, many of whom may be a charitable organisation, public sector organization, social enterprise or community group who may not consider themselves to be a business.

1.0 Foreword by BID Steering Group Chair

I'm delighted to present this proposal. It outlines your priorities and gives a taste of how we can improve and make Moray Speyside better by working together.

A Tourism BID is where tourism businesses in a defined area vote to invest collectively in initiatives which will benefit not only their own businesses but the wider region.

The purpose of the Moray Speyside Tourism BID is to support the region's tourism businesses, increase visitor numbers and grow the volume and value of tourism to the Moray Speyside economy.

Supporting Moray Speyside Tourism BID is a great opportunity to work together and make the changes we all want. The cost to our businesses is low and through the Moray Speyside Tourism BID we can access external assistance and funding not available to individual businesses.

All the proposed initiatives are based on suggestions and ideas which came out of our initial consultations, surveys and business engagements. Every tourism business in the area has had the opportunity to let us know what their priorities are.

By supporting the Moray Speyside Tourism BID, we can work together to increase visitor numbers, stimulate investment and secure the future of tourism in our region.

You can find more information on our website www.morayspeysidetbid.com or for more general or national information refer to www.improvementdistricts.scot

A notice of ballot will be sent to all eligible persons on the 4th December along with the ballot papers. Eligible voters will have 6 weeks to cast their vote before the ballot closes at **5pm on 15th January 2020**. Ballot papers received after this date and time will be null and void.

By voting YES to the Tourism BID, you can help write a new chapter for tourism in Moray Speyside – one that will enable the area to thrive as a world-class tourism destination for years to come and which will secure the future tourism in our incredible region.

Laurie Piper
Operations Manager
Moray Speyside Tourism

NB "Business" or variations of the word "business" are used throughout this document. The word "business" in this context refers to property owners or tenants and occupiers of properties who are liable to pay the non-domestic rate (NDR), whether they pay business rates or not. This includes all properties listed on the Scottish Assessors Association Portal (<https://www.saa.gov.uk/>) with a non-domestic rateable value, many of whom may be a charitable organisation, public sector organization, social enterprise or community group who may not consider themselves to be a business.

2.0 Executive Summary

2.1 Mission Statement of the Moray Speyside Tourism BID

Moray Speyside's tourism businesses will work together as one destination to ensure a strong and sustainable future for tourism in the area, raising the quality of the visitor experience and growing the value of tourism to the Moray Speyside economy.

2.2 Aims and Objectives of the Moray Speyside Tourism BID

The aims of the Moray Speyside Tourism BID are to:

Market Moray Speyside nationally and internationally

Marketing of Moray Speyside as a destination to both consumers and the travel trade is crucial. Competition amongst areas is fierce and without the Tourism BID, there will be no organisation dedicated to promoting our region to visitors. The combined resource of the Tourism BID will see more activity than ever before directed towards marketing and promotion of the region.

Improve the visitor experience - from inspiration to arrival and beyond

The Tourism BID will work to improve the experience of visitors to the area in a range of ways including the introduction of an annual visitor guide, development of a destination 'App', provision of funding and support for events and festivals and the introduction of a region-wide Moray Winter Festival aimed at attracting visitors out with the main tourist season.

Support your tourism business & our tourism industry

The Tourism BID will work to support your tourism business – building a stronger industry with a comprehensive programme of business support, digital training and advice. The Tourism BID will ensure that Moray Speyside's tourism businesses have a strong, unified voice – representing our industry with local, regional and national agencies and fighting for you and your business interests and lobbying for service and infrastructure improvements.

2.3 Key Findings

The Moray Speyside Tourism BID Steering Group has undertaken considerable research to discover what the tourism businesses of Moray Speyside would like a Tourism BID to deliver. The research established the need for a Tourism BID and confirms that the following key aspects have been completed to deliver a successful ballot and a successful BID:

- Local need for a Tourism BID is strongly identified.
- The Tourism BID area is logical and clearly defined.
- Support of the Local Authority at both officer and political level.
- Support of Historic Environment Scotland.
- The BID levy is sufficient to deliver the projects in the business plan.

3.0 Introduction

3.1 What is a Tourism Business Improvement District (BID)?

A Tourism Business Improvement District (BID) is a geographically defined area, where tourism businesses come together and agree to invest collectively in projects and initiatives that the businesses believe will improve their trading environment. Tourism BID projects do not replace services that may be provided by Moray Council and other statutory bodies.

Tourism BIDs are developed, managed and paid for by tourism businesses by means of a compulsory levy if the Tourism BID is approved. (See section 10.2 for detail of the Tourism BID ballot process)

3.2 Background to BIDs

BIDs were invented in Canada in the 1970s. The BID concept has proved popular and there are now more than 130 BIDs in place across the UK and Ireland.

BID legislation was passed in Scotland in 2006 with the Scottish Government funding 6 pilot projects. The Scottish Government fully supports the development of BIDs in Scotland and as at 1st September 2019 there are 35 fully operational BIDs in Scotland with further BIDS in development including the Moray Speyside Tourism BID. The UK's first tourism-specific BID, Visit Inverness Loch Ness, has recently been renewed for a second 5-year term.

A Business Improvement District is a private sector led initiative that sees businesses within a defined geographical area invest in the delivery of a five-year business plan. Once that period is over, there is a renewal ballot to see if businesses would like to continue for a further five years.

The strength of the BID lies in its simplicity. By pooling and sharing resources, local businesses, working with private, public and third-sector partners, take a leading role in improving local economic conditions through the delivery of an agreed package of investment and initiatives over and beyond what is delivered by local and national government.

All money raised is ring-fenced for the delivery of projects detailed within a business plan agreed by local tourism businesses. In our case, the Tourism BID is about local tourism businesses of all shapes and sizes working together to build on Moray Speyside's growing reputation.

As well as having the financial resources to deliver a vibrant and exciting business plan, the Moray Speyside Tourism BID Company will be able to leverage additional funding from a range of sources, lobby Moray Council and government on behalf of tourism businesses and work collaboratively with tourism organisations for the benefit of Moray Speyside's tourism industry.

4.0 Moray Speyside's Position

4.1 Why does Moray Speyside need a Tourism BID?

Moray Speyside is home to some of the world's most famous brands. Our coastline is one of the most beautiful in the world and is officially recognised by National Geographic as such. With bottlenose dolphins, crystal clear flowing rivers, remote upland landscapes and of course, Speyside's rich and fertile barley fields, Moray Speyside offers visitors a unique experience of the very best of Scotland.

Tourism in our region is now in the best state in living memory

- The annual value of tourism to Moray has grown by more than £30 million over the past 6 years, reaching almost £130 million in 2018.
- Annual visitor numbers have increased by more than 100,000 with visitor spend and average occupancy also at their highest-ever levels.
- Tourism now employs more people in Moray than ever before.

Despite this success, the future of tourism in Moray is uncertain.

Moray Speyside Tourism (MST) is the Destination Marketing Organisation (DMO) for Moray. 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 this year, leaving our region with no tourism marketing agency, our tourism businesses with no support and our tourism industry with nobody fighting its corner.

To ensure that the work undertaken by Moray Speyside Tourism since 2014 can continue, a new blueprint for tourism in the region is being proposed through the introduction of a region-wide Tourism Business Improvement District (or Tourism BID).

If the Tourism Business Improvement District Campaign is not successful, it will leave Moray Speyside as the only Scottish region without a destination marketing organisation, with no tourism development function, no voice at a national level and no advocate for the local tourism industry.

Competition from neighbouring areas in Scotland and other countries is fierce and tourism in the area will not continue to grow at the same rate as other areas if it is not actively promoted and invested in.

A Tourism Business Improvement District will deliver a financially sustainable, independent and accountable future, free from dependence upon public funding and will give local businesses control over tourism development and marketing of our area.

The Moray Speyside Tourism BID provides a unique opportunity for tourism businesses across Moray Speyside to work together, invest collectively and undertake projects which will contribute positively to improving the economic viability of tourism in the region.

4.2 The History of Tourism BIDs

Over the past few years, the popularity of BIDs in the UK has grown at a phenomenal rate. In the UK and Ireland there are currently 270 BIDs. In Scotland there are 35 established BIDs with numerous others being developed. The Tourism BID for Moray Speyside would be only the second Tourism BID in Scotland - therefore our region continues to lead the way in what is possible if tourism businesses come together in a spirit of collaboration to drive improvements in the destination which will benefit their businesses.

4.3 How will Moray Speyside benefit from a BID?

Tourism in Moray Speyside will benefit greatly from the projects and services that the Tourism BID will deliver. With a Tourism BID, there will be:

- More and better marketing of our region to potential visitors
- An improved visitor experience, from inspiration to arrival and beyond
- Support, advice and advocacy for tourism businesses in the region

4.4 Local Authority Support

A Tourism BID is a business-led initiative which contributes to the wider economic aspirations of the public sector and the local community. It is essential to have the support of the local authority and access to its expertise throughout the development of the Tourism BID.

Moray Council have been supportive of the development of the Tourism BID with support given by one council officer.

A crucial element of the Tourism BID is to establish a Baseline Service Agreement (an agreement on which services are already provided to the area by Moray Council), to ensure any project or service provided by the Tourism BID is additional to the statutory services the local authority already provides.

Moray Council shall (under section 41 of the Representation of The People Act 1983 and The Business Improvement Districts (Scotland) Regulations 2007) undertake and manage the postal ballot.

5.0 The BID Area

The Tourism BID will operate within the geographical area covered by Moray Council excluding the area already included in the existing 'Embrace Elgin' city centre Business Improvement District.

For clarity, the Elgin BID area incorporates the following streets: -

Academy Street (Part)	Batchen Street
Blackfriars Road	Boroughbriggs Rd (Part)
Commerce Street	Cooper Park (Part)
Culbard Street	Cumming Street (Part)
Francis Place	Gordon Street
Greyfriars Street (Part)	Hall Place
Harrow Inn Close	Hay Street (Part)
High Street	Lossie Wynd
Lossie Wynd North	Masonic Close
Mayne Road (Part)	Moray Street
Moss Street (Part)	North College St (Part)
North Guildry Street	North Port
North Street	Northfield Terrace
South College St (Part)	South Street (Part)
Thunderton Place	Trinity Place (Part)
Trinity Road	

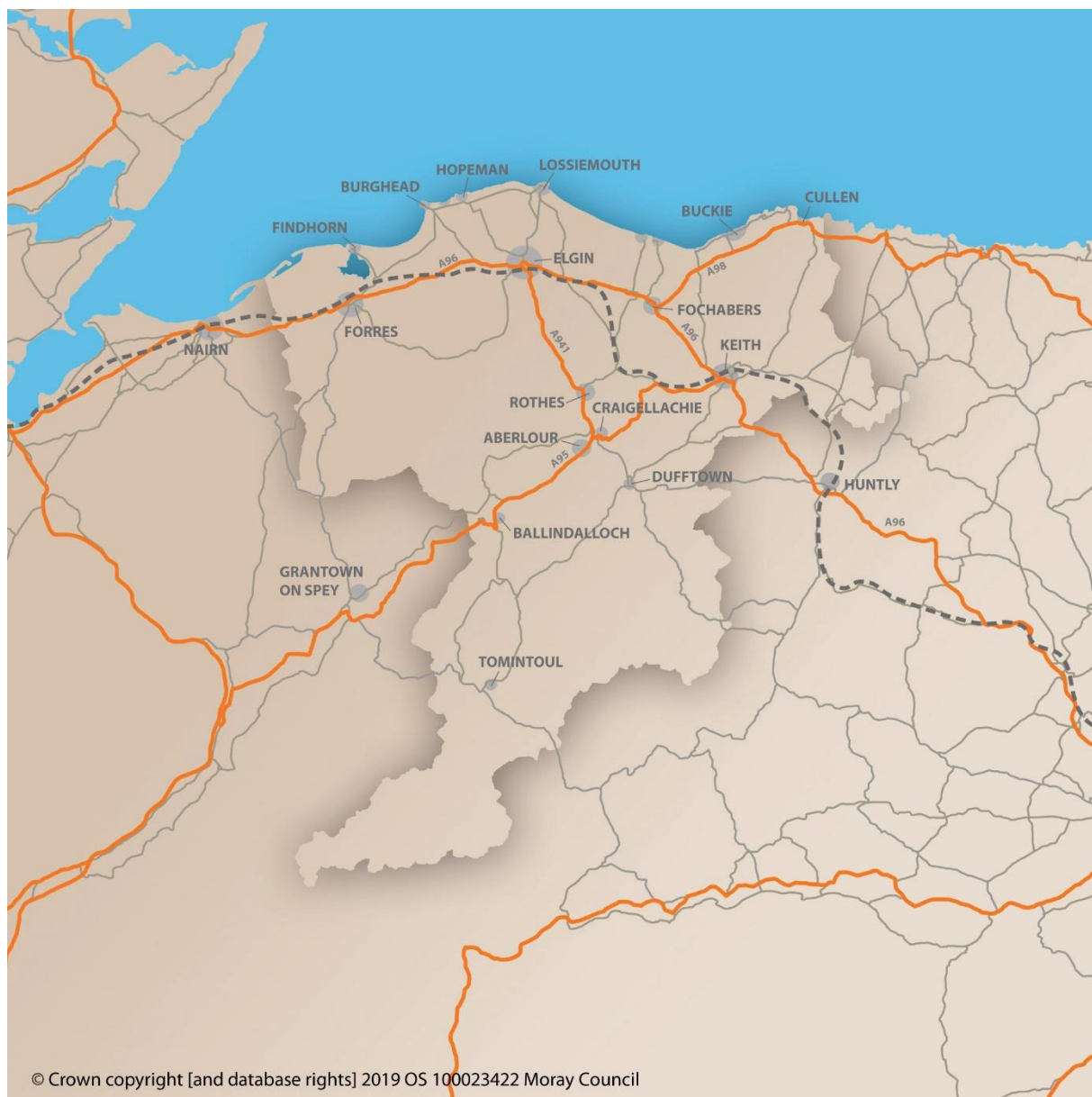
The Moray Speyside Tourism BID Steering Group have established that as at 1st September 2019 there were 378 eligible properties within the proposed Tourism BID area. The person responsible for the non-domestic rates on these properties (even if the business is in receipt of Small Business Rates Relief) will be entitled to vote in the Tourism BID ballot, which will open on the 4th of December for 6 weeks.

Following a successful ballot all eligible businesses within the BID area will be required to pay the annual Moray Speyside Tourism BID Levy.

5.1 The Moray Speyside Tourism BID Map and Area

The operational area of the Moray Speyside Tourism BID was chosen to reflect the region of Moray. This refers to Moray Council wards of Elgin, Forres, Findhorn & Kinloss, Dyke Landward, Finnerne, Burghead & Cummingston, Hopeman & Covesea, Lossiemouth, Heldon & Laich, Innes, Buckie & District, Findochty & District, Portknockie, Cullen & Deskford, Lennox, Keith, Strathisla, Speyside, Dufftown & District and Glenlivet.

These wards reflect the operational area currently covered by Moray Speyside Tourism - the region's existing destination management organisation.



There are 378 eligible tourism businesses located in the Moray Speyside Tourism BID area as at 1st September 2019

6.0 Moray Speyside Tourism BID Management

6.1 Moray Speyside Tourism BID Development Staff

The Project Manager for the development of the Moray Speyside Tourism BID is Laurie Piper, Operations Manager of Moray Speyside Tourism, the region's current destination marketing organisation (DMO), who is accountable to the BID Steering Group.

6.2 Moray Speyside Tourism BID Steering Group

The Moray Speyside Tourism BID Steering Group, which directs the development of the Moray Speyside Tourism BID is made up of a cross-section of the area's business community.

Ultimately all key decisions relating to the developing BID have been taken by the BID Steering Group, who are as follows:

Name	Company	Name	Sector
Shona Donnelly	Moray Speyside Tourism	Fraser Edgar	Baylake Investments
Brian Ford	Historic Environment Scotland	Lynn Fyvie	Ardvorlich Guest House
Oliver Lyon	Speyside Gardens Caravan Site	Sarah Medcraf	Moray Chamber of Commerce
Linda Mellis	Spirit of Speyside Whisky Festival	Stevie Milne	Moray Speyside Golf Ambassador
Stephanie Murray	The Dowans & Archiestown Hotels	Steve Oliver	Dufftown 2000
Laurie Piper	Moray Speyside Tourism	Gill Reid	The Speyside Cooperage
Alastair Ross	The Sunninghill Hotel	Kevin Smith	The Craigellachie Hotel
Jacqui Taylor	UHI Moray College	Joanna Taylor	Forres Events & Rafford Consulting

6.3 Management of the Moray Speyside Tourism BID

Following a successful ballot, the management and operation of the BID will be transferred to a limited company, which will operate from 1st April 2020.

The Moray Speyside Tourism BID Company will be a not for profit company i.e. a Private Company Limited by Guarantee and Not Having a Share Capital and will be administered by the Board of Directors who will be elected from the eligible persons (those liable to pay the levy).

The Company will operate in an open and transparent way, answerable to the levy payers. The Board of Directors will ensure that a Code of Conduct (including a Register of Interests) and Management and Governance will be created and agreed as policy by the Directors. There will be a detailed set of protocols (the Operating Agreement) to be agreed with Moray Council, which will cover, as well as other items, the billing, collection and transfer of the levy to the Moray Speyside Tourism BID Company.

The Moray Speyside Tourism BID Company will be run by the businesses for the businesses.

A Board of Directors will be established.

Every eligible person that pays the levy, who becomes a member of the Moray Speyside Tourism BID Company will have the opportunity to nominate themselves or someone else to be elected to the Company Board (limited to one eligible person from each eligible business) up to a maximum of 12 Directors. A maximum of 3 additional Directors may be co-opted to the Board at the Board's discretion to provide additional support and expertise as may be required.

The Chair and Vice Chair will be elected from the Directors of the Board.

The Board will oversee all decisions relating to staff, contracts, the delivery of the approved business plan and other activities undertaken by the Moray Speyside Tourism BID.

The Board of Directors will recruit 1 Chief Executive, 1 Operations & Marketing Manager and an administrative assistant, to ensure the efficient delivery of the projects and effective communications with the levy payers.

The Moray Speyside Tourism BID Company Board will have the authority to adapt or alter the projects and services from year to year to reflect any change in economic circumstances or any new opportunities that may arise. This will be in the best interests of the levy payers and without recourse to an alteration ballot.

7.0 The Consultation Process

7.1 Introduction

The Tourism BID campaign was officially launched at the Moray Speyside Tourism Annual Conference on Friday 9th November 2018.

An initial Tourism BID consultation was undertaken with 138 businesses in the form of an online survey, 4 focus groups and a series of one-to-one interviews. The initial survey generated 138 responses, of which 85% indicated support for the further development of Tourism BID proposals.

This initial survey informed the development of a further questionnaire which was sent by post to 343 individual tourism businesses in the Moray Speyside area, made available for completion online in addition to being presented and discussed at a series of engagement events across the region.

The overall aim of the consultation was to assess business opinion on ways to enhance and improve the Tourism BID area. The results of these surveys and consultations have been combined and form the basis of the Tourism BID Business Plan and Tourism BID Proposal

Tourism businesses have received letters, emails, telephone calls and one-to-one visits throughout the Tourism BID development process to keep them informed of progress as well as regular press and media coverage. The Tourism BID website at www.morayspeysidetbid.com has been kept fully updated with information throughout the development of the BID. Full details of the consultation are shown at Appendix 2.

9 business engagement events were held across Moray Speyside in July 2019. There were a further 3 drop-in meetings and an awareness event held in partnership with the Association of Scotland's Self-Caterers during August. Representatives of the Moray Speyside Tourism BID Steering Group attended each of these events.

Following feedback received during the consultation and engagement process, the steering group published an outline business plan document which was posted to all eligible businesses along with a copy of the business questionnaire.

All eligible businesses will be invited to attend, free of charge, the 2019 Moray Speyside Tourism Annual Conference which will take place on Friday 8th November at Elgin Town Hall.

As the ballot date approaches it is planned to visit as many eligible businesses as possible to discuss the proposed projects and services that the businesses overall have indicated they would like the BID to deliver, in addition to holding more open events.

Full details of the consultation process are contained in Appendix 2

7.2 Business Survey

An initial survey was undertaken with businesses in the form of an online survey, 4 focus groups and a series of one-to-one interviews. The initial survey generated 138 responses which indicated key areas of development for detailed Tourism BID proposals. This became the basis for a further questionnaire which was sent to 343 individual eligible tourism businesses in the Moray Speyside area and which was made available for completion online as well as being presented at engagement events across the region.

1-to-1 consultations were carried out with 111 eligible persons representing 32.55% of those unique individuals eligible to vote. Hard copy versions of the further questionnaire were delivered to 343 eligible businesses in the region. The questionnaires were posted by recorded delivery to self-catering businesses and by regular post to other business types. The purpose of the questionnaires and surveys were to consult with the businesses in the BID area and determine their issues and concerns.

The Steering Group considered the response from the 1-to-1 consultations, questionnaires, meetings and surveys as sufficient to decide on the projects and services proposed in the business plan.

BID legislation requires that before a ballot can take place, a minimum of 5% of the electorate must indicate that they are in favour of a BID. The results of the consultations (one-to-one, questionnaires and surveys) indicate that following initial consultation and surveys of the businesses our canvassing confirmed that 5.53% (19) by number and 38.92% by rateable value were in favour of the BID.

Please refer to Appendix 1 (Support for the BID) where a list of eligible persons indicating a positive response in consultations and the survey is provided.

7.3 The Key Findings

The initial survey of tourism businesses took place between November 2018 and January 2019 and was carried out by STR, a respected market research company who have considerable experience in tourism research.

The Tourism Businesses told us:

- That Marketing the destination was the key priority for the Tourism BID
- They wanted an organisation which would help deliver a better visitor experience
- They wanted a collective tourism voice and advocate, to protect their interests and fight their corner
- They wanted help and advice to extend the visitor season and improve the night-time economy
- They wanted an organisation to provide support for Events and Festivals
- They wanted training, advice and guidance to help them better deal with digital and online challenges and opportunities

8.0 Proposed Activities

The proposed activities will be progressed over the five-year period of the Tourism BID. Some activities will be provided on an annual basis while others are one-offs. The timeframe for delivering the activities will be decided by the Board of Directors within the agreed budget.

The projected costs are estimates only. The actual cost of the activities will depend on a variety of factors and will not be definitive until competitive tenders have been obtained where necessary.

The activities and services will be based on the following themes: Marketing, Improving the Visitor Experience, Business Support.

Marketing

Marketing of Moray Speyside as a destination to both consumers and the travel trade is crucial. The combined resource of the Tourism BID will see more activity than ever before directed towards marketing and promotion of the region across a series of themed campaigns, including, but not limited to areas such as UK Short Breaks, Accessible Tourism, Dark Skies and Northern Lights. These

activities will be deployed in various ways, including attendance at UK and overseas trade shows and exhibitions, familiarisation trips for journalists and bloggers and business development missions in key markets.

Improving the Visitor Experience

The Tourism BID will work to improve the experience of visitors to the area in a range of ways including the introduction of an annual visitor guide, development of a destination 'App', provision of funding and support for events and festivals, the introduction of a region-wide Moray Winter Festival, aimed at attracting visitors outwith the main tourist season.

Business Support

The Tourism BID will work to support tourism businesses. It will build a stronger and more resilient tourism industry with a comprehensive programme of business support, digital training and advice, the introduction of a tailored Moray Speyside customer service standard and formation of hyper-local tourism networks to ensure every part of Moray Speyside feels the benefit of the Tourism BID.

The Tourism BID will ensure that Moray Speyside's tourism businesses have a strong, unified voice – representing our industry with local, regional and national agencies, fighting for local tourism business' interests and lobbying for service and infrastructure improvements.

We believe that the best way to achieve lasting and sustainable change, and best value for money, is by working in partnership. Where appropriate we will work strategically with VisitScotland, Highlands and Islands Enterprise, Visit Inverness Loch Ness, Embrace Elgin City Centre BID, Cairngorms Business Partnership and other stakeholders.

9.0 The Moray Speyside Tourism BID Levy

9.1 Who will pay the levy?

A Tourism BID levy is an equitable and fair way of funding tourism projects and initiatives which the local authority and other statutory bodies do not and are not required to provide.

There are 378 eligible tourism businesses in the Moray Speyside Tourism BID area whose levy payments will generate approximately £151,000 per annum (net) and an estimated total levy income of £785,000 (net) over 5 years.

Tourism businesses have been defined as those businesses falling within the classifications outlined by VisitScotland's Quality Assurance Scheme (whether or not the business has signed up to that programme). This definition was chosen as an independent, third party selection criteria for the inclusion of businesses in the Tourism BID zone.

There are four criteria that determine if a business is included in the scope of the Tourism BID:

- The business operates in one of the following sectors:

Activity & Outdoor Centre	Guest House
Bed & Breakfast Accommodation	Heritage Centre
Bowling Alley	Holiday Complex
Brewery / Distillery with visitor centre or shop	Hostel
Bunkhouse	Hotel
Caravan Park	Information Centre
Caravan Site	Inn or Restaurant with rooms
Caravan and Camping Site	Museum / Gallery
Castle and Visitor Centre	Self-catering Accommodation
Castle	Serviced Apartments
Chalets	Tourist Shop
Exclusive Use Venue	Visitor Centre / Visitor Attraction
Golf Course, Golf Club and Clubhouse	Youth Hostel

- The business premises are in Moray Speyside, the designated geographical area covered by the proposed Tourism BID.
- The business has a non-domestic rateable value of £2,000 or above.
- The business is eligible to pay non-domestic rates, as detailed on Moray Council Valuation Roll by the local Assessor (even if exempt).

Retail businesses are only included in the Tourism BID if Quality Assured by VisitScotland as a 'tourist shop' through their Quality Assurance scheme.

Food and Drink businesses (cafés, pubs, takeaways, restaurants) are only included if quality assured by VisitScotland as a 'visitor attraction' through their Quality Assurance scheme.

Other tourism businesses, such as activity and tour businesses without premises, or below the RV threshold but who would still like to participate in the Tourism BID, will be able to 'opt-in' paying the appropriate minimum annual levy.

Non-tourism businesses can also opt -in as supporters as part of their wider corporate social responsibility commitments.

It has been agreed by the Moray Speyside Tourism BID Steering Group that the levy rate will be based on the rateable value (RV) of the property on the day of the ballot, and which rateable value will remain unchanged throughout the 5-year term of the BID: -

- The BID levy will be paid by the occupier (the eligible person liable to pay the non-domestic rates)
- There will be no increase in the levy amount throughout the term of the BID or as a result of a non-domestic rateable revaluation occurring during the BID term other than for inflationary rises
- All eligible occupiers (of eligible properties) i.e. the eligible person liable to pay the non-domestic rate, as listed on the Local Assessors Valuation Roll on the ballot date will be liable to pay the levy
- The levy payments are not linked to what businesses actually pay in rates but are based on the rateable value of the property
- The levy must be paid either in one or two instalments, each of which is due within 28 days of invoice
- Any new, eligible tourism business starting within, or coming into the Tourism BID area during the 5-year term of the Tourism Business Improvement District will be liable for the Tourism BID Levy.
- The Moray Speyside Tourism BID Steering Group has agreed that the levy would be applied to properties with a rateable value of £2,000 and above. 4 band levels have been applied with a maximum banding at £100,000 and above
- The Moray Speyside Tourism BID Steering Group has also decided to index-link the Moray Speyside Tourism BID Levy to the Retail Price Index (RPI) in order to take account of inflation

9.2 Exclusions

The BID Steering Group decided to exclude premises that have a rateable value of under £2,000. These premises can pay a voluntary levy and become an “opt-in member” should they wish.

The BID Steering Group decided that the following categories of property are exempt from paying the levy:

- Tourism businesses run or operated solely by volunteers, i.e. that have no paid staff, whether or not they charge an entrance or service fee

9.3 The Levy Table

BAND	RATEABLE VALUE	ANNUAL LEVY	COST PER DAY
1	£2,000 - £4,999	£273.75	75p
2	£5,000 - £14,999	£365	£1
3	£15,000 - £99,999	£730	£2
4	£100,000 AND ABOVE	£1,460	£4

In deciding the proposed levy scale, the Moray Speyside Tourism BID Steering Group looked at levy arrangements for every other Scottish Business Improvement District, including the nearby Inverness

Tourism BID, and took into account feedback from businesses during the early stages of consultation that a 'banded' scale of charges was their preference.

- The levy provides, with some additional income, the amount required to deliver the business plan.
- A banded system was chosen as it represents a simple and easy way for businesses to understand their levy payment, provides for ease of collection and represents a fair and reasonable methodology.
- A minimum payment of £273.75 per annum is affordable for the smallest businesses
- A maximum of £1,460 is affordable for the businesses at the higher end of the banding.
- Whilst the Moray Speyside Tourism BID is focused squarely on tourism and visitor businesses, any business can 'opt-in' to the Tourism BID, subject to approval by the Board of Directors, paying no less than the minimum annual levy payment

9.4 Collection of the BID Levy

Moray Council will collect the levy on behalf of the Moray Speyside Tourism BID. Moray Council will lodge the levy within a Revenue Account on behalf of the Moray Speyside Tourism BID.

The BID Revenue Account and levy cannot be accessed by Moray Council nor can it be used by the Council as an additional source of income.

9.5 Enforcement

In the event of any non-payment of the Moray Speyside Tourism BID levy, Moray Council (as the billing body) will strongly pursue non-payment using recovery powers available to them to ensure complete fairness to all the businesses that have paid.

Moray Council will be entitled to charge an additional fee to the levy amount to meet any additional costs incurred in the recovery of the levy.

10.0 The Voting Process

10.1 Pre-Ballot

The BID Proposer must submit the Moray Speyside Tourism BID Proposals to the Local Authority, the Scottish Ministers and the billing body at least 98 days in advance of the ballot date and of their intention to put the BID Proposals to ballot. The Local Authority then has 28 days in which to veto or not the Moray Speyside Tourism BID Proposals.

A 'Notice of Ballot' will be issued at least 42 days before the day of ballot.

10.2 The Ballot

- Ballot papers will be posted to the eligible person responsible for casting a vote within their business 42 days before the ballot day. In the case of national companies, the responsibility for voting may lie with head office.
- Prior to or on the date the ballot papers are issued the Moray Speyside Tourism BID Proposer will provide to all those eligible to vote in the ballot, a copy of the BID Business Plan.
- The Moray Speyside Tourism BID ballot is a confidential postal ballot conducted by Moray Council on behalf of the Moray Speyside Tourism BID, in accordance with Scottish BID legislation.
- In Moray Speyside Tourism BID's case, voting papers will be issued on 4th December 2019.
- The last date for all ballot papers to be returned is 5pm on 15th January 2020. Papers received after this date and time will be deemed null and void.
- Voting papers are easy to complete, simply place a cross on either "yes" or "no" to the question "are you in favour of the Moray Speyside Tourism BID?" The ballot paper must then be signed by the person eligible to vote and returned in the pre-paid envelope.
- For the ballot to be successful there must be a minimum turnout of 25% (the headcount) by number of eligible persons and by combined rateable value; and of those who vote, the majority must vote in favour by number and combined rateable value.
- All eligible persons (i.e. those persons liable to pay non-domestic rates) will have one vote or where a person is liable for non-domestic rates for more than one property, that individual shall be eligible to cast more than one vote however they will be required to pay the levy for each of the properties that they occupy.
- The ballot papers will be counted on 15th January 2020 and the results announced by Moray Council within one week.
- Following a successful ballot, the BID will commence on 1st April 2020 and will run for a period of five years until the 31st March 2025

10.3 The Moray Speyside Tourism BID Timetable

Please see below for the BID Timetable

Item	B-n	Procedure	Time	Date	Comments
1	B-154	Last day for notice of intention to put BID proposals to ballot.	Regulation 4 At least 154 days before ballot	14/08/19	
2	B-126	BID Review	BID project should be reviewed, and agreement reached as to whether a positive ballot is achievable or not. If a positive ballot is not achievable, then the BID should not go to ballot.	11/09/19	
3	B-98	Last day for the submission of the BID proposal to the local authority and Scottish Ministers.	Regulation 5 (2) (a) (i) At least 98 days* before the day of the ballot in accordance with regulation 4.	09/10/2019	
4	B- 70	Local authority to confirm that it is or is not vetoing the BID proposals.	Regulation 14 (1) For the purposes of section 42(2) of the 2006 Act, the prescribed period is 70 days prior to the day of the ballot.	06/11/2019	
5	B-56	98 days after item 1 the BID Proposer requests local authority to instruct ballot holder to hold ballot.	Regulation 5 (2) (a) (ii) and (b) The request to hold a ballot should be at least 56 days* before the ballot date.	20/11/2019	
6	B-56 B-42	The local authority instructs the ballot holder to hold BID ballot. Ballot holder puts in place arrangements to hold BID ballot.	Regulation 6 Regulation 8	20/11/2019 04/12/2019	
7	B-42	Issue of ballot papers. Spoilt ballot papers. Publication of notice of ballot (by ballot holder).	Schedule 2, para. 3 42 days before ballot date. Schedule 2, para. 11 Spoilt ballot papers may be replaced at any time from the issue of ballot papers. Schedule 2, paras. 2(c) and 3 - at least 42 days after but no more than 90 days after, the date on which the ballot holder published the notice required by paragraph 3(a).	04/12/2019	

Item	B-n	Procedure	Time	Date	Comments
8	B-42	Last day for postponing the day of the ballot by up to 15 days.	Schedule 2, para. 2 (2) - No later than 42 days before the day of the ballot, the ballot holder may postpone the day of the ballot by up to 15 working days.	04/12/2019	
9	B-10	Last day for the appointment of a proxy.	Schedule 2, para. 5(5) An application to appoint a proxy shall be refused for the purposes of a particular ballot if the ballot holder receives it after 5 p.m. on the tenth day before the day of the ballot.	05/01/2020	
10	B-7	First day for the request for issue of replacement of LOST ballot paper.	Schedule 2, para. 12 Where a voter has not received their ballot paper by the seventh working day before the day of the ballot, that voter may apply (whether or not in person) to the ballot holder for a replacement ballot paper.	06/01/2020	
11	B-5	LAST day for cancellation of proxy	Schedule 2, para. 5 (10) A notice under sub- paragraph (9) by a person entitled to vote cancelling a proxy's appointment shall be disregarded for the purposes of a ballot if the ballot holder receives it after 5 p.m. on the fifth day before the date of the poll at that election.	10/01/2020	BY 5PM
12	B	Ballot Day	Schedule 2, para. 2 At least 42 days after but no more than 90 days after, the date on which the ballot holder published the notice required by paragraph 3(a). (See Item 7).	15/01/2020	
13	B+1	The Count	Schedule 2, paras. 14-16 As soon as practicable after the day of the ballot, the ballot holder shall make arrangements for counting the votes cast on such of the ballot papers as have been duly returned (in accordance with paragraph 13) and record the number counted.	ASAP	

Item	B-n	Procedure	Time	Date	Comments
14	B+1 B+8	Declaration of results	Schedule 2, Para 17 (2) The ballot holder, having made the certification under subparagraph (1) Shall: (a) forthwith make a declaration of the matters so certified; and (b) Give public notice of the matters so certified as soon as practicable and within 7 days after the counting of the votes.	By: 22/01/2020	

11.0 Public Sector BID Involvement

11.1 Baseline Services

A baseline service agreement ensures the Moray Speyside Tourism BID does not use the levy money to duplicate any services provided by public agencies. The services directly delivered by the Tourism BID must be additional to the statutory services and an effective and efficient use of the levy funds.

The Baseline Service Level Agreements (SLAs) give an assurance to business owners that the levy payment will be used for additional projects which they voted for in the Moray Speyside Tourism BID ballot. Additionally, baseline agreements avoid the risk that public agencies including Moray Council will reduce its statutory level of service to the Moray Speyside Tourism BID area following a successful ballot. SLAs have been provided by all relevant agencies (Please see Appendix 6).

No SLA has been requested from BEAR (Transport) Scotland, as none of the activities to be undertaken by the Moray Speyside Tourism BID involve or relate to work undertaken by BEAR Scotland. Moray Council are the liaison between BEAR and VisitScotland regarding tourism signposting.

No SLA has been sought from Police Scotland at this point, however, Police Scotland have indicated the following:

- There is no change to the Policing plan for Speyside
- Police Scotland fully support BID outcomes based upon areas where Police Scotland have influence and legal obligations
- Police Scotland fully support BID outcomes with use of Community Based officers and have dedicated patrols as per point 2
- Police Scotland will fully engage with BID during planning, implementation and review
- Police Scotland will fully engage with BID and CPP joint outcomes.

To this end, a coordinated and strategic engagement with Police Scotland will take place following a successful Tourism BID ballot.

For a full and detailed list of services provided in the Moray Speyside Tourism BID area by Moray Council, see Appendix 6.

12.0 Measuring Success

12.1 Measuring the Success of the BID

Throughout the lifetime of the Moray Speyside Tourism BID, all projects and activities will be monitored to ensure they are progressing in accordance with the published Moray Speyside Tourism BID Business Plan.

The Moray Speyside Tourism BID Company's Board of Directors will monitor and oversee the efficient delivery of the BID projects.

The Moray Speyside Tourism BID will undergo an independent evaluation of its activities at the halfway point in its first term and towards the end of its second term.

The Moray Speyside Tourism BID will undergo Assessment and Accreditation Interim Review (AAIR) for Scottish BID Companies.

The Assessment and Accreditation Interim Review is recommended by Scotland's Improvement Districts (SIDs) as good practice and is included as one of the good practice elements of any Scottish BID Proposal and BID Business Plan. The AAIR is a bespoke review which recognises and accords with the Scottish BIDs legislation and the public and private sector environment in Scotland which:

- gives confidence to businesses and the Board of Directors that the practices of the BID Company are robust and accord with good practice and
- supplies an audit trail to support any future evaluation of the BID Company.

In developing the Interim Review, consultation was undertaken with,

- key stakeholders and organisations
- key UK national businesses
- the Scottish Retail Consortium

and reviewed existing assessment and accreditation frameworks, including existing documents used to assess BID Proposals in the UK, to identify key lessons.

12.2 Marketing, Communications and Social Media

To ensure openness and transparency in the management of the Moray Speyside Tourism BID Company following a successful ballot, the Steering Group have agreed that communication with levy payers should include, but not be limited to: one-to-one business engagement, business briefings, social media engagement, newsletters for those businesses, press releases, networking events etc.

The following information will be displayed on the appropriate website: -

- The current Moray Speyside Tourism BID business plan.
- The annual accounts of the Tourism BID Company
- The Moray Speyside Tourism BID ballot result.
- The contact details for the Moray Speyside Tourism BID CEO and other staff members.
- The names of the Moray Speyside Tourism BID Company's Board of Directors and either the name of their business or the sector they represent.
- Moray Speyside Tourism BID governance structure with specific reference to how decisions are agreed and actioned.
- Details of Moray Speyside Tourism BID Director Meetings, the agenda and minutes - abridged where necessary
- The methods by which levy payers can provide feedback to the Moray Speyside Tourism BID e.g. AGM and/or other regular meetings.
- An annual report detailing the Moray Speyside Tourism BID's projects and initiatives delivered including the cost of each, the Moray Speyside Tourism BID achievements and the value the Moray Speyside Tourism BID provides to levy payers

13.0 Finances

13.1 Estimated Income and Expenditure

As at 1st September 2019, there were 378 eligible properties located within the Moray Speyside Tourism BID area (this figure will vary as businesses move, expand or close). The BID levy income is calculated to be £151,000 (net) per annum.

Current Scottish collection rates for the BID levy are reported to be standing at 95%. With this in mind, an amount has been set aside in the budget under ‘contingency’ to allow for any bad debt.

The Moray Speyside Tourism BID will seek to secure additional funding for specific projects. It will also attract other investment, sponsorship and generate trading income to increase the amount available to spend on projects as they develop.

Funds will be sought from other sources, including but not restricted to Visit Scotland, LEADER or its successors, Windfarm Community Benefit Funds, private companies, trusts, foundations and others.

13.2 Financial Management Arrangements

The Moray Speyside Tourism BID Company’s Board of Directors will agree on an annual basis how the funds will be spent for the coming year, based on the published Business Plan.

The Moray Speyside Tourism BID Company’s Board of Directors will have the authority to adapt or alter the projects and services to reflect any change in economic or other circumstances or any new opportunities that may arise. Any such changes will be in the best interests of the businesses and without recourse to an alteration ballot.

The Moray Speyside Tourism BID Company’s Board of Directors will appoint accountants and auditors and will adopt an authorisation and expenditure process to ensure that the financial management of the Moray Speyside Tourism BID Company is fully auditable, open and transparent.

Budgets will be reconciled on a monthly basis to ensure good governance and financial management. At the end of the operational year a full set of accounts will be prepared and presented to the Board of Directors. Accounts will then be passed to an accredited independent auditor for review and approval.

The audited accounts will be presented to the Tourism BID members at the Annual General Meeting and a summary of the accounts will be published in the Annual Report which will be published on the Moray Speyside Tourism BID web page.

Moray Council will collect the levy payments on behalf of the Moray Speyside Tourism and will transfer the levies collected to the Moray Speyside Tourism BID Company. The Moray Speyside Tourism BID Board will manage the levy funds once remitted by the Council.

In the event of any non-payment of the Moray Speyside Tourism BID levy, it will be strongly pursued by Moray Council (as the billing body) using the recovery powers available to them to ensure complete fairness to all the businesses that have paid.

Moray Council will be entitled to charge the Tourism BID Company an additional fee to meet any additional costs incurred in the recovery of the levy.

13.3 Moray Speyside Tourism BID Projected Income and Expenditure

Income	2020	2021	2022	2023	2024	Total
Income from Tourism BID Levy	£151,028	£154,048	£157,129	£160,272	£163,477	£785,953
Opt-in Memberships*	£10,000	£11,000	£11,550	£12,128	£12,249	£56,926
Income from Commercial Activity*	£23,750	£24,225	£25,436	£26,708	£28,043	£128,163
VisitScotland Growth Fund **	£0	£15,000	£15,000	£15,000	£0	£45,000
Other Grants / Funding ***	£0	£0	£0	£0	£0	£0
Total Income	£184,778	£204,273	£209,115	£214,107	£203,769	£1,016,042

Expenditure	2020	2021	2022	2023	2024	Total
Destination Marketing	£64,238	£80,523	£82,133	£83,776	£70,451	£381,120
Improving the Visitor Experience	£65,444	£66,753	£68,088	£69,450	£70,839	£340,574
Supporting Your Business	£48,738	£49,713	£50,707	£51,721	£52,755	£253,634
Overheads	£6,206	£6,330	£6,457	£6,586	£6,718	£32,298
BID Renewal Campaign					£8,250	£8,250
Total Expenditure	£184,626	£203,319	£207,385	£211,533	£200,763	£1,015,876

(*Opt-in Membership and Income from Commercial Activity is currently not secured or committed by others. Therefore, in the event any or all of this funding is not realised then the scope of some of the projects outlined will be adjusted correspondingly, to ensure that they remain within budget).

(**Subject to application to VisitScotland and not in years 1 or 5 – if an application is not made or is not successful, projects outlined will be adjusted correspondingly, to ensure that they remain within budget)

(***Subject to application & not in years 1 or 5)

14.0 Contact Information

If you would like more information please visit our website at www.morayspeysidetbid.com or contact Laurie Piper by telephone, email or make an appointment.

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REPORT TO: POLICY AND RESOURCES COMMITTEE ON 29 OCTOBER 2019

SUBJECT: COMMUNITY ACCESS TO SANITARY PROVISION

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

1. REASON FOR REPORT

- 1.1 To inform the Committee of the project to provide free sanitary protection to eligible members of the public throughout Moray.
- 1.2 This report is submitted to Committee in terms of Section III (B) (4) of the Council's Scheme of Administration relating to consideration of the need for new services.

2. RECOMMENDATION

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

3. BACKGROUND

- 3.1 The provision of free sanitary products throughout the school estate was considered at a meeting of the Children and Young Peoples Committee on 29 May 2019 (para 16 of the Minute refers). At the meeting it was noted that a further report would be brought to this committee providing information on a project to provide free sanitary protection to eligible members of the public throughout Scotland. The Scottish Government gave an initial commitment in their Programme for Government 2017/18 that pupils and student in schools, colleges and universities should have access to free sanitary products. This proposal was later extended to the wider community. Local Authorities were provided with initial set up funding to deliver this commitment from the beginning of January 2019, with a further budget for the financial year 2019/20. It should be noted that this Committee Report is prepared in regard to the implementation of provision to the wider community outwith the school estate.
- 3.2 The distribution funding is calculated based on all women of menstruating age (average 12-52). This funding approach is for the 2018-21 period only. The Scottish Government and Convention of Scottish Local Authorities (COSLA) officials will agree a process to review uptake and spend to inform funding from 2021/22 onward with the underspend being rolled into following financial

years. Whilst the funding is not ring-fenced the brief states that Local Authorities should consider the wider need to address the overarching gender equality and dignity issues that affect all of those who menstruate regardless of income.

3.3 The criteria for this delivery included:

- Protecting people's dignity, avoiding anxiety, embarrassment and stigma;
- Making a range of products available in places that people use;
- A response that is reflective of communities' views and needs;
- An efficient and effective approach which demonstrates value for money;
- Individuals being able to get sufficient products to meet their needs;
- Gender equality – ensuring anyone who menstruates can access products, including transgender men/non-binary individuals, and that language is gender inclusive.
- Awareness raising and education to both promote the 'offer' and attempt to change cultural norms.

3.4 On 30 November 2018, COSLA leaders agreed to proposed funding to expand access to free sanitary products with the suggestion of expansion of the delivery through Community Planning Partnerships (CCP's).

3.5 Initially for the wider community implementation there was discussion of utilising vending machines in various locations throughout Moray and costings were requested from nominated suppliers. A number of concerns were identified mainly in regard to set up, operational costs and logistics of supply/replenishment. It should be noted that vending machines have limited space for product and would also require regular maintenance.

3.6 The Council's Equal Opportunities Officer highlighted areas of higher deprivation throughout the region for initial focus. This then led to the identification of the Moray Food Plus (MF+) who already had a marked provision in said locations. MF+ attended all meetings to identify possible locations and potentially suitable NHS units were identified. After meeting with NHS Grampian, it was agreed that MF+ would add some additional locations such as local GP practices/medical centres to the existing distribution route and an ordering process was devised. Orders are placed by Facilities Management and delivery receipted to Ashgrove depot to ensure integrity of product and then transferred to the MF+ central store. With the combination of both MF+ and the NHS it would appear that sufficient communication has been delivered to ensure the objectives of the brief have been initially communicated. With a national campaign in the planning this could further increase overall demand for the offered provision.

3.7 The Council was recently approached by Moray Information Bus and are currently in the process of ensuring product will be available via this initiative also.

3.8 The suppliers currently being used are Hey Girls and Unico, both of which appear on the procurement framework. They provide sustainable

biodegradable and reusable products. They also provide a wide range of educational support and marketing materials.

4. SUMMARY OF IMPLICATIONS

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

This report supports the Council's corporate working principles of ensuring caring and healthy communities and Education and Social Care's objective of building a better future for people in Moray.

(b) Policy and Legal

This is currently a short term scheme and is being dealt with as such; if this becomes permanent, a policy will need to be written.

(c) Financial implications

The initial budget from Scottish Government for Access to Free Sanitary Products for Local Authorities 18/19 was £16,855. This comprised of £8,749 for set up costs and development funding and £8,107 for product purchase.

The total budget for product for year 19/20 is £32,426 of which £5881.20 has been spent to date.

Please see paragraph 3.1 for future funding information.

(d) Risk Implications

There are no risk implications arising directly from this report.

(e) Staffing Implications

There are no staffing implications associated with this report.

(f) Property

There are no property implications other than those detailed in the report

(g) Equalities/Socio Economic Impact

The inclusion of all eligible members of the public within the community including those transgender have been assessed and considered and arrangements at each location have been put in place. The delivery of free sanitary products can contribute to reducing inequalities that are a result of socio-economic differences. Careful consideration has been given to ensuring that the implementation promotes equality of opportunity on the grounds of sex and gender reassignment.

(h) Consultations

Consultations have been undertaken with the Depute Chief Executive (Economy, Environment and Finance); Head of Environment and Commercial Services; Environmental Protection Manager; Paul Connor, Principal Accountant; the Legal Services Manager; the Equal Opportunities Officer; Katrina Martin, Procurement Officer; and Lissa Rowan, Committee Services Officer.

5. CONCLUSION

- 5.1 The Committee is asked to consider and note the report and the associated budgetary information. Moray Council has fulfilled the Scottish Government commitment to ensure the provision of free sanitary protection to eligible members of the public throughout the region.**

Author of Report: Rick Cooper, Facilities Officer
Background Papers:
Ref: