



Economic Development & Infrastructure Services Committee

Tuesday, 04 December 2018

SUPPLEMENTARY AGENDA

The undernoted reports have been added to the Agenda for the meeting of the **Economic Development & Infrastructure Services Committee** to be held at **Council Chambers, Council Office, High Street, Elgin, IV30 1BX** on **Tuesday, 04 December 2018** at **09:30**.

BUSINESS

- | | | |
|-------------|--|---------------------|
| 4a) | Waste Management - Household Recycling Charter | 3 - 68 |
| | Report by Corporate Director (Economic Development, Planning and Infrastructure) | |
| 10a) | Annual Report on Economic Development in Moray
2017/18 | 69 -
110 |
| | Report by Corporate Director (Economic Development, Planning and Infrastructure) | |



**REPORT TO: ECONOMIC DEVELOPMENT AND INFRASTRUCTURE
SERVICES COMMITTEE ON 4 DECEMBER 2018**

SUBJECT: WASTE MANAGEMENT - HOUSEHOLD RECYCLING CHARTER

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

1. REASON FOR REPORT

- 1.1 This report asks Committee to consider the adoption of the Scottish Government's Household Recycling Charter and the revised Kerbside Collection Policy
- 1.2 This report is submitted to Committee in terms of Section III (F) (24) of the Council's Scheme of Administration relating to determining arrangements for waste management, street sweeping, refuse collection and refuse disposal including recycling.

2. RECOMMENDATION

- 2.1 **It is recommended that the Committee agree the adoption and signing of the Household Recycling Charter and related Code of Practice together with adoption of a revised Kerbside Collection Policy.**

3. HOUSEHOLD RECYCLING CHARTER

- 3.1 In December 2013 the COSLA Convention agreed to participate in a joint Scottish Government/COSLA Zero Waste Taskforce. The mission statement for the taskforce is:

'The taskforce will agree a series of recommendations to create the conditions to transform the management of public sector waste into an effective feedstock for an economy that has high participation in recycling; supports the emergence of new industries; maximises cost benefit to local authorities; and de-risks public and private investments'.

- 3.2 One of the work streams was progressed through a series of workshops facilitated by Zero Waste Scotland and attended by representatives from

COSLA, SOLACE, Scottish Government and the Waste Managers Network. This work led to the recommendation for a Household Recycling charter supported by a Code of Practice (CoP). The text of the Household Recycling Charter was endorsed by COSLA Leaders in August 2015.

The Charter addressed:

- Designing services (e.g. consistent collections and materials collected).
- Delivering consistent service policies (e.g. action when contamination occurs).
- Operating services (e.g. reliable collections and addressing difficulties).
- Communicating services (e.g. clear instructions about how to use services and avoid contamination).

3.3 A copy of the Household Recycling Charter and the Code of Practice are shown in **APPENDIX 1**.

3.4 There are currently only 5 Local authorities in Scotland that have not signed up to the charter. The benefits to Moray Council signing the charter is to demonstrate that we are complying with a consistent approach to collection methods across Scotland and that we will have access to funding should we decide to introduce any further changes to our collection regime that deliver improvements to our recycling rates.

4. CODE OF PRACTICE

4.1 What are the implications?

4.1.1 There are a number of compulsory and desirable elements contained within the Code of Practice (CoP). The compulsory elements are considered to be the minimum level of compliance with the CoP.

4.1.2 The first of the essential requirements which we don't currently comply with is the **Specification of Core Materials** in that we currently collect cartons (the most commonly used name for these is Tetrapacks) within our paper based collection at the kerbside. To comply we would have to separate this at our sorting facility in Moycroft this would be too costly requiring additional staff and conveyers for this material to be separated out.

However during recent discussions with Zero Waste Scotland (ZWS) they have indicated that non-compliance with this element would not restrict Moray Council in signing the charter as we already have high recycling rates and meet most of the other criteria. In addition the forthcoming Deposit Recovery Scheme will result in a review of the charter which may amend the essential elements. ZWS provide financial support to local authorities to meet the charter requirements and Moray Council could apply for this funding. If it was

felt that it was still too onerous for the Council to comply with the revised charter at that point we would still have the option of opting out of the charter.

4.1.3 The second of the compulsory requirements which are not reflected in our current policy is **Recycling Contamination** as follows:

The council shall ensure that all collection crews are trained on what materials are accepted for recycling, the safe system of work for monitoring contamination, and any action resulting from the detection of contamination. Where the contamination of dry recycling bins is severe the recycling shall not be collected as it will have a detrimental impact on quality of the whole load collected. Definitions of Low Moderate and Severe contamination are given in the CoP.

While we do provide training to staff we do not have a policy for non – collection of bins that are contaminated. The CoP defines compliance with this element as follows:

“When collecting dry recycling the collection crew shall:

I. Check for contamination of the container with unacceptable materials (refer to 3.5.1).

II. Provide communication to citizens if unacceptable materials are presented so that they understand the range of materials that can be collected for recycling and the impact that contamination can have.

c) The recycling shall not be collected if contamination is severe as it will have a detrimental impact on the quality of the whole load collected. “

In addition to the above staff will contact the householder to explain why the bin was not collected due to severity of contamination and provide support to ensure compliance with the policy. This is consistent with current practice, however is not explicit in our current policy and therefore needs updated and committee approval to demonstrate compliance with the CoP.

Definitions of contamination are contained in the CoP and have been incorporated into the Kerbside Collection Policy, see **APPENDIX 2**.

4.1.4 The third compulsory requirement which we don't comply with is on **Additional Capacity**. Our current policy states that only 5 or more people or with more than one child in nappies will get a larger bin. The CoP changes this to:

If the property is lived in by 6 or more people or there are 2 or more children in nappies additional capacity for non-recyclable waste may be provided. The decision will be based upon completion of a waste diary for an agreed period of time (e.g. 1 collection cycle for no-recyclable waste) where the resident will be asked to record the wastes that they place in both recycling and non-recyclable waste containers.

A waste diary pack will be sent to the resident with instructions for completion and, where appropriate, a visit from a council officer shall be provided to assist with the diary completion.

Upon completion and submission of the waste diary, a council officer shall review this and where appropriate, the officer will visit the resident to provide further advice on what can be recycled and ways of reducing waste.

If the council assesses that the resident requires additional capacity for non-recyclable waste then they shall deliver an additional or larger container. The provision of additional capacity shall be time-limited and a review shall be carried out at the end of the agreed time limit.

This change in policy will only apply to new applications following adoption of the revised policy for additional bins that meet the criteria. Households that currently have an additional bin will retain this unless their circumstances change.

- 4.1.5 The recent introduction of the council's collection of residual waste every 3 weeks has allowed us to comply with the essential requirement on reducing capacity and the desirable element on providing a maximum of 80litres per week (we provide 240l per 3 weeks).
- 4.1.6 There are a number of 'desirable' elements within the CoP which we don't currently meet but as these are currently only desirable and have not been taken into account.
- 4.1.7 There will be no additional costs to the Council to comply with the essential elements of the Recycling Charter as outlined in section 4 of this report.
- 4.1.8 **APPENDIX 2** provides an updated policy to reflect the changes required to meet the code of practice. The changes to the proposed new policy document are covered in sections 4 and 8 and are underlined.

5. SUMMARY OF IMPLICATIONS

(a) Moray 2023: A Plan for the Future/Service Plan

Adoption and signing of the Household Recycling Charter would be in accordance with corporate objectives in respect of economic development, protecting the natural environment and working with householders to further increase the volume of waste that is recycled.

(b) Policy and Legal

Signing the Household Recycling Charter and adoption of the Code of Practice is purely voluntary and the Council has the option to opt out at any time.

(c) Financial implications

There are no financial implications.

(d) Risk Implications

As the Council complies with the majority of the CoP already it is not anticipated that there will be any additional risk.

(e) Staffing Implications

There will be no additional staffing resources required to comply with the CoP.

(f) Property

There are no property implications.

(g) Equalities

None.

(h) Consultations

The following officers have been consulted and their comments incorporated into the report: The Head of Legal and Democratic, The Principal Accountant, The Equal Opportunities Officer, The Environmental Protection Manager, The Waste Management Officer and Committee Services Officer (L Rowan) have been consulted and comments have been incorporated into the report.

6. CONCLUSION

- 6.1 The Council currently comply with the majority of the compulsory requirements of the Code of Practice barring those indicated in 4.1.2 to 4.1.4 which can be easily accommodated. There will be no financial implications for the council. Therefore it would be prudent to sign the Household Recycling Charter and thereby adopt the Code of Practice together with the revised Kerbside Collection Policy.**

Charter for Household Recycling in Scotland

This charter is a declaration of our organisation’s intent to provide services that deliver local and national benefits, encouraging high-levels of citizen participation in waste prevention, recycling and reuse.

We, as leaders in local government and the main providers of services to households, acknowledge that significant progress has been made in achieving greater value from recycling and reusing household waste over the past 10 years. We also acknowledge that further progress is required to achieve better national and local outcomes.

We welcome the opportunity to make a commitment to our future waste, recycling and reuse services that will build on the progress achieved to date to ensure that waste is considered a resource and our services support sustainable employment and investment within the Scottish economy.

We recognise the opportunities of a more circular economy and better resource management to support sustainable employment and investment in the economy for the benefit of Scotland and its local communities.

We commit:

- To improve our household waste and recycling services to maximise the capture of, and improve the quality of, resources from the waste stream, recognising the variations in household types and geography to endeavour that our services meet the needs of all our citizens.
- To encourage our citizens to participate in our recycling and reuse services to ensure that they are fully utilised.
- To operate our services so that our staff are safe, competent and treated fairly with the skills required to deliver effective and efficient resource management on behalf of our communities.
- To develop, agree, implement and review a Code of Practice that enshrines the current best practice to deliver cost effective and high-performing recycling services and tell all of our citizens and community partners about both this charter and the code of practice.

Signatories

.....

Council Leader

.....

Chief Executive

Scottish Ministers welcome this declaration and will work in partnership with the signatories and their representatives to support the delivery of these commitments.

.....

Cabinet Secretary for Rural Affairs, Food and Environment

To achieve this, we will do the following:

Designing our services

1. We will design our household collection services to **take account of the Code of Practice (CoP)** for the variety of housing types and geography in our community. In doing so, over time, **we will establish common collection systems, as appropriate**, for paper, card, glass, plastics, metals, food and other commonly recycled materials deemed feasible (e.g. textiles, small WEEE, nappies) across Scotland.
2. We will ensure that **all citizens have access to services** for recycling to include paper, card, glass, plastics, metals and food. Thus, we will ensure that all citizens, whether at the kerbside or within their local community, are provided with adequate volumes of containers in line with the Code of Practice (CoP).
3. We will ensure that our household collections give **consistent definition of materials** (paper, card, glass, plastics, metals and food) that can be competently recycled in line with the Code of Practice (CoP). Thus, we will eradicate discrepancies on what can and cannot be recycled in different localities across Scotland.
4. We will **reduce the capacity provided for waste that cannot be recycled** to give the appropriate motivation to our citizens to recycle. Thus, we will ensure that all citizens, whether at the kerbside or within their local community, are limited to non-recyclable (i.e. black bag/general waste/residual waste) waste volumes in line with the established Code of Practice (CoP).

Deliver consistent policies

5. We will ensure that our local policies, in line with the Code of Practice (CoP), encourage citizens to recycle by **reducing the collection of waste that cannot be recycled (i.e. excess waste/side waste)**.
6. We will ensure that our local policies **provide citizens with sufficient capacity for their waste**, recognising that some households will produce more waste than others, in line with the Code of Practice (CoP).
7. We will ensure that our local policies **direct our collection crews to not collect containers for waste that cannot be recycled that clearly contain recyclable materials** (including paper, card, glass, plastics, metals and food) in line with the Code of Practice (CoP).
8. Where citizens have not followed our collection advice and policies, we will ensure our **policies for communicating and taking corrective action are delivered consistently** in line with the Code of Practice (CoP).
9. We will ensure that policies for **bulky or excess waste encourage citizens to recycle and reuse, where this is practicable to do so**.

Operating our services

10. We will **collect household waste when we have said we will** and ensure materials are managed appropriately upon collection.
11. We will manage materials so that the **highest possible quality is attained and we seek to accumulate value** by working with partners to encourage inward investment for our economy.

12. We will ***record complaints and alleged missed collections*** and ensure that we respond to these in line with the Code of Practice (CoP).
13. We will ***listen to special requests or challenges*** that citizens are having in relation to household waste collections and ensure that we respond to these in line with the Code of Practice (CoP).
14. We will deliver services so that they ***take account of current policies with regards to environmental crime, litter and flytipping*** in line with the Code of Practice (CoP).
15. We will deliver services so that our ***staff and citizens are not endangered or at risk from harm*** in line with the Code of Practice (CoP).

Communicating our services

16. We will ***clearly explain to all citizens*** what services we provide by providing information on a regular basis. This will take recognition of different housing types, collection routes and service availability and be as specific to each property as necessary, in line with the Code of Practice (CoP).
17. We will ***deliver service information directly*** to citizens periodically in line with established Code of Practice (CoP).
18. Where we need to ***change our services for any reason, we will communicate with citizens directly.***
19. We will ***provide clear instructions to citizens on what can and cannot be recycled***, giving clear explanations where materials cannot be competently recycled.
20. We will communicate with citizens when they have not understood our services to ***improve awareness and reduce contamination of recyclable materials.***
21. We will ***record accurate information*** on the amount of waste collected and the destinations, as far as practicable, of these materials in order to give confidence to citizens that it is being properly managed.

Citizens

To aid with the delivery of this charter and the Code of Practice, we expect our citizens to participate in the recycling, re-use and non-recyclable waste services that we deliver, using them in accordance with the policies communicated to them, and hence assisting in improving both the quality and the quantity of materials provided for recycling.

Partners

In committing to this charter we request that our partners in national and local government, the resource management industry, retailers, manufacturers, packagers, the third sector and others provide leadership and support in helping us deliver this commitment.

This charter is a clear statement of local government's intent to encourage high-levels of citizen participation in waste prevention, recycling and reuse. All of our partners will have a part to play in utilising the influence they have on our citizens to compliment this intent.

Furthermore, our partners are requested to assist the development of the Code of Practice by providing expertise, information and evidence wherever possible.

The following commitments have been given by each of our partners:

Scottish Government

- To provide the leadership in supporting the delivery of this commitment.
- To provide the necessary policy framework to support local government in delivering the commitments in this Charter and the associated Code of Practice
- To liaise with partners to support the local government delivery of this commitment.
- To support the national behaviour change process required to deliver the foundations of a circular economy

Zero Waste Scotland

- To provide the evidence, research, benchmarking and examples required to deliver the commitments in this Charter and the associated Code of Practice
- To provide support, advice and guidance to local government that allows successful implementation of changes to services.

SEPA

- To advise local government on the regulatory impacts of the commitments in this Charter and the associated Code of Practice.
- To regulate waste and recycle processors to ensure compliance with relevant legislation, particularly with respect to achieving appropriate destinations and markets for material.

Retailers, brands and packaging manufacturers

- To provide information to inform specifications for local government that will encourage consistent collections
- To provide technical, public relations and consumer behaviour advice to local government and its partners.
- To consider what resources, 'in kind', including behaviour changing measures, or financial, they can provide to support the delivery of the Charter.
- To inform, advise and guide local government and its partners on the technical scope of this Charter and related Code of Practice

The resource management industry

- To provide information to inform specifications for local government that will encourage consistent collections which consistently achieve high quality recycling and reuse.
- To support local government by providing targeted information and data that allows them to reduce contamination and improve public participation and confidence in recycling and reuse.
- To provide leadership and public support for the Charter and the related Code of Practice.

The third sector

- To provide leadership within the Third Sector on waste prevention, recycling and reuse and work in partnership with local authorities to develop the Code of Practice and support the effective delivery of the commitments in the Charter.
- To work with the Scottish Government and local authorities to promote effective communication with communities, groups, organisations and individuals on waste prevention, recycling and reuse and facilitate engagement in the design and development of services in line with the commitments in the Charter.
- To encourage and support practical action by communities, groups, organisations and individuals at a local level on waste prevention, recycling and reuse in line with the commitments in the Charter

CODE OF PRACTICE

Household Recycling in Scotland

Version 2: March 2016

Section 1: Using this Code of Practice

The Household Recycling Charter and this Code of Practice (CoP) are documents that local government in Scotland has volunteered to adopt. This Code of Practice sets out a number of requirements that signatories of the Household Recycling Charter for Scotland are expected to follow. These requirements do not replace any legal requirements placed on Councils, or others, via existing legislation and they must ensure that they are meeting the duties of the Environmental Protection Act 1990 (as amended by the Waste (Scotland) Regulations 2012).

This CoP sets out the basis for a consistent approach to the provision of recycling services by local authorities in Scotland. Throughout the CoP, there is general text that provides context to the section and references to further reading. There are then 'Essential' and 'Desirable' requirements, which shall be interpreted in the following manner:

ESSENTIAL

These requirements are vital in the effort to achieve consistency across waste and recycling services in Scotland. The adoption of these requirements are considered to be the minimum expectation placed on Councils signing up to the Household Recycling Charter.

DESIRABLE

These requirements are important in the effort to achieve consistency across waste and recycling services in Scotland. The adoption of these requirements is something that Councils shall consider after they have met the essential requirements.

Section 2: Outcomes

The COSLA-Scottish Government Zero Waste Taskforce recommended the preparation of a Household Recycling Charter to support a more circular economy in Scotland through developing more consistent and coherent waste collection services, leading to both more efficient services and increased quality and quantity of recycling collected. The Household Recycling Charter was approved by COSLA in August 2015¹. The charter sets out 21 commitments from local government that will achieve the following outcomes, listed below.

- To improve our household waste and recycling services to maximise the capture of, and improve the quality of, resources from the waste stream, recognising the variations in household types and geography to endeavour that our services meet the needs of all our citizens.
- To encourage our citizens to participate in our recycling and reuse services to ensure that they are fully utilised.
- To operate our services so that our staff are safe, competent and treated fairly with the skills required to deliver effective and efficient resource management on behalf of our communities.

The Code of Practice contains a more detailed set of outcomes that will deliver the aspirations of the Household Recycling Charter. The outcomes that this Code of Practice aims to deliver are:

OUTCOME ONE: ACHIEVE HIGH QUANTITIES OF RECYCLING AND MINIMISE NON-RECYCLABLE WASTE

Recycling more and wasting less is good for the economy and for the environment. This Code of Practice seeks to increase quantities of materials recycled and reduce the amount of waste that cannot be recycled.

OUTCOME TWO: MAXIMISE HIGH-QUALITY MATERIALS

High-quality recycling, typically defined as 'closed loop' recycling, generally achieves higher value in global, European and UK markets. There is also greater opportunity for investment in the reprocessing industry when there is a ready supply of high-quality materials available to the market in consistent formats and standards. This Code of Practice seeks to provide consistent, high-quality materials for the market, supporting the work of the Scottish Materials Brokerage Service.

OUTCOME THREE: COST EFFECTIVE SERVICES FOR LOCAL GOVERNMENT

This Code of Practice will support Scottish Councils in delivering cost-effective services in the medium to long term.

¹ <http://www.cosla.gov.uk/news/2015/10/household-recycling-charter-agreed>

OUTCOME FOUR: SERVICES THAT ENCOURAGE PARTICIPATION FROM CITIZENS

This Code of Practice seeks to ensure that the waste and recycling services being delivered to citizens are easily understood and communicated in language and formats to allow them the ability to participate fully.

OUTCOME FIVE: KEEP CITIZENS, STAFF AND CONTRACTORS SAFE

This Code of Practice seeks to ensure that services being delivered recognise and manage any hazards to the safety and health of these groups.

OUTCOME SIX: SERVICES THAT SUPPORT EMPLOYMENT

This Code of Practice will support the delivery of services that support employment in Scotland and within local areas either through collection services or from the onward sorting or sale of materials.

Section 3: Designing household waste & recycling services

This section provides guidance on the key principles to be considered for designing waste and recycling services. The design of services is fundamental to the performance and operation of the services thereafter and is the most important factor in achieving the outcomes of the household recycling charter.

3.1 ESTABLISHING COMMON COLLECTION SYSTEMS

The household recycling charter states:

We will design our household collection services to take account of the Code of Practice (CoP) for the variety of housing types and geography in our community. In doing so, over time, **we will establish common collection systems**, as appropriate, for paper, card, glass, plastics, metals, food and other commonly recycled materials as deemed feasible (e.g. textiles, small WEEE) across Scotland.

3.2 PROPERTY CLASSIFICATION

There are a number of different household types across Scotland, located in different geographies, each with their own unique design and community. For the purposes of this CoP, households have been classified into the broad categories outlined below.

3.2.1 Households with access to the kerbside

These are the most common households in Scotland². Access to the kerbside is important for waste collection as individual containers can be placed out and returned for collection to specific properties.

3.2.2 Households without access to kerbside or with shared containers

Many properties, as a result of historical design, do not permit direct access to the kerbside for individual properties to place containers for waste collection. Examples of these types of properties include terraced houses, flats, tenements and maisonettes.

Some properties will have been given containers to share with their neighbours for logistical reasons. Examples of this would be flatted properties, tenements and rural properties where space constraints mean that waste storage is shared.

3.2.3 Households that are different, challenging or remote

Some geographical areas or property types will not align with the descriptions given above and there may be additional challenges in operating a service to the property. These are factors for Councils to consider when designing waste and recycling services.

For the purposes of the CoP such properties are defined in the following list, although it is recognised that this is not exhaustive and there will be other property types that could be categorised as being particularly challenging:

² *Detached & Semi-Detached properties were 48% of total households. Flats were 30% and Terraced properties were 21%.* Scottish Neighbourhood Statistics (2013). Standard Reporter. [Online] <http://www.sns.gov.uk/Downloads/DownloadHome.aspx>. [Accessed October 2015].

Rural properties: Within the Scottish Government 6-fold Urban/Rural classification³, properties that are found in Category 6 (Remote Rural), Category 5 (Accessible Rural) and Category 4 (Remote Small Towns).

City Centre: Although difficult to define accurately, many city centre locations, where many households are co-located next to or above commercial properties often have restricted access times and limited availability of suitable kerbside storage for containers.

Islands: Although rural in nature, so likely captured above, waste and recycling collections from island locations often bring additional logistical challenges resulting from transport and shipping.

Difficult access properties: Across most Council areas there will be properties that are difficult to access or provide a regular service to. Often the reasons for this are due to the design of the properties, the access (e.g. via private roads) or the conditions (e.g. over-grown lanes).

3.3 PRINCIPLES OF A CONSISTENT COLLECTION

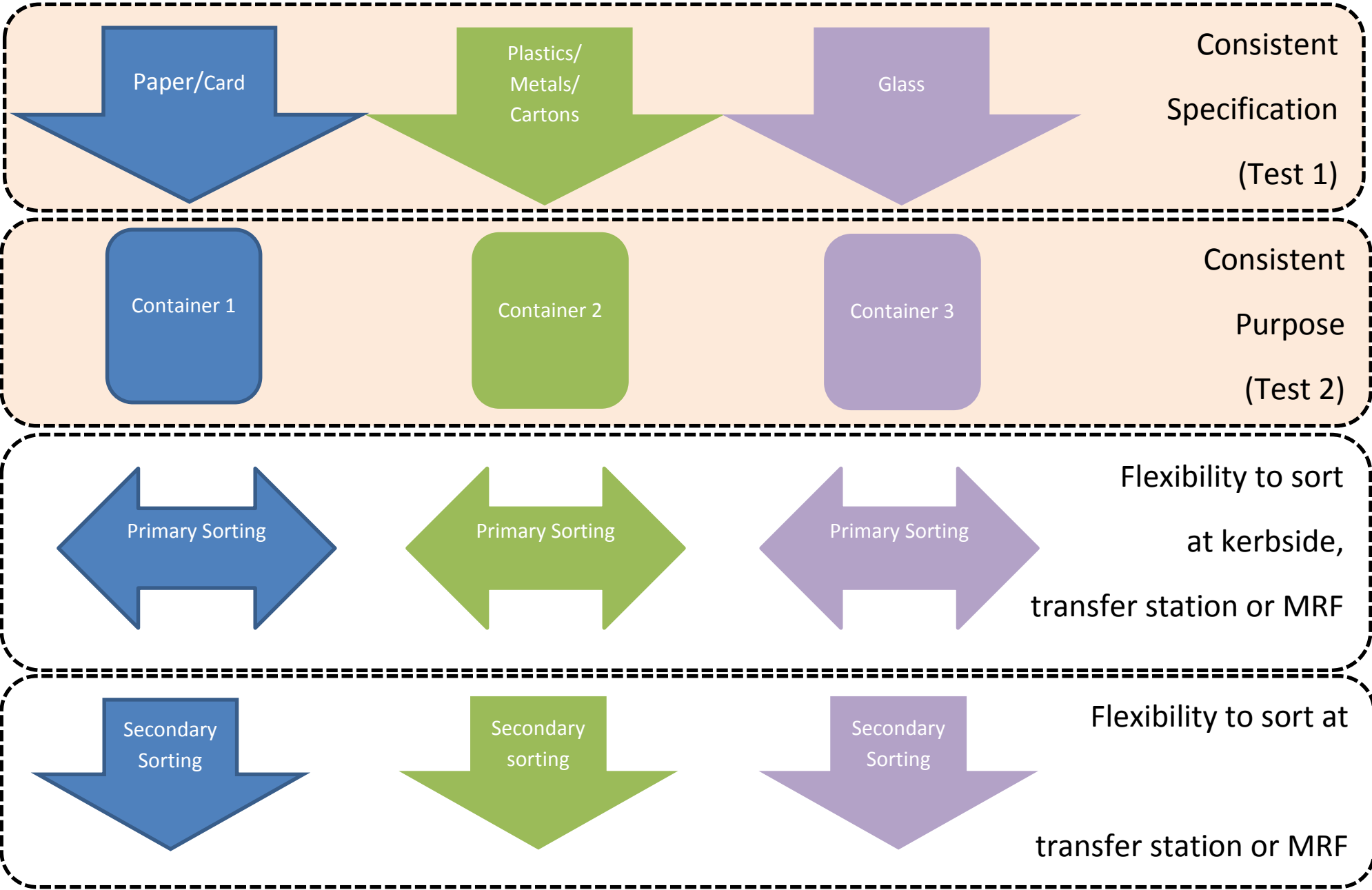
The important factor in making services more consistent relates to the experience of the citizens. Two tests have been applied and shall be the basis for every service following this CoP.

- Firstly, every citizen should understand what they can and cannot recycle in their collection service. This is covered in section 3.5.
- Second, when citizens understand what can be recycled, no matter where they live, they will understand what container that item should be placed into. Therefore, the mix of materials and the way that they sort materials shall remain consistent across the country. This means that the container that citizens place each item into is the most important decision we ask them to make and this is where consistency shall be focussed.

Citizens know less about the way a service is operated or what happens to materials once they have placed their container out for collection. Thus, it is appropriate for Councils to have flexibility regarding the type of container used, the vehicles used, the frequency of collection and the operational parameters. This approach is highlighted in **Figure 3.3** below:

³ Scottish Government (2013/14). Scottish Government Urban Rural Classification 2013-2014. [Online] <http://www.gov.scot/Publications/2014/11/2763/downloads> [Accessed October 2015].

Figure 3.3: Principles of a consistent collection model



3.4 APPLYING THE CONSISTENT COLLECTION MODEL

The starting point for each Council applying this CoP, shall be to undertake an assessment of its current service against a range of scenarios to best fit with their needs and property types, whilst achieving the consistent principles outlined above.

In the first instance, the following requirements should be considered by each Council for all properties and locales. As a minimum these requirements shall be adopted or considered for *'Households with access to the kerbside'*.

3.4.1 Essential contents

The service for these properties **shall adopt** the following requirements:

- a) Separate containers shall be provided to each property for the following:
 - I. Paper and card;
 - II. Metals, plastics and cartons
- b) Collection of these containers shall take place from the kerbside or nearest safe point of collection close the property.
- c) At the point of collection, the contents of each container will either be sorted into constituent materials (i.e. kerbside sort) or placed into separate compartments of a single vehicle or into separate vehicles for primary sorting at a site (i.e. transfer station or Materials Recovery Facility –MRF).
- d) Separate containers for glass shall be provided to each property or alternatively within the community for communal use. These containers shall facilitate the colour separation of glass to occur.
 - I. Where the Council is not providing a glass collection from each property, the Council is required to demonstrate that the alternative provision (i.e. from recycling points) is achieving the same quality and quantity of glass that would otherwise be collected from kerbside collection. This can be demonstrated through benchmarking with other Councils, comparing with historical data or monitoring waste composition analysis of non-recyclable waste to show capture rates of glass as outlined below.
 - The glass collected should achieve a minimum benchmark yield that is comparable to average kerbside-collected glass services (to exclude tonnage rejected at a MRF or by a reprocessor), or alternatively by demonstrating that the arisings of glass in the non-recyclable waste stream are comparable to an average where Councils operate a kerbside-collected glass service.
 - II. Where glass containers are not provided to each property the Council should provide a minimum capacity outlined of 10 litres per week for each property within the community. In urban areas these should be no further than 1km from each property.
 - For example, for an area of 2,000 properties there would be a requirement for 20,000 litres per week of glass recycling provision.
 - III. Colour separation of glass can occur at a glass sorting facility if the Council can demonstrate through benchmarking with other Councils that the same quantity of glass will be available to enter high-quality recycling processes (i.e. remelt to glass containers) after sorting has taken place .
 - Benchmarking in this respect should focus on the volume of glass available for high-quality recycling processes after the sorting has taken place. After sorting, the volume of high-quality glass that is available should exceed the benchmark test set out in 3.4.1.d(i) above.

- e) Separate containers shall be provided for food waste collection in all areas where the Waste (Scotland) Regulations 2012 require a collection.
 - I. Where food is collected in the same container as garden waste, the Council shall not be required to separate the materials.
- f) The weekly volume of recycling to be provided to each property for each material where kerbside collection takes place should exceed the following:

Paper/Card	40 litres per week
Metals/Plastics/Cartons	70 litres per week
Glass	20 litres per week
Food waste	20 litres per week

3.4.2 Desirable contents

The following procedures **should be considered** within the Councils ways of working:

- a) The collection of each recycling material stream, in particular food waste, is carried out on a weekly basis.
- b) Separate containers for food waste recycling are provided in all areas that are not required to have a collection by s45C of the Environmental Protection Act 1990 as amended by the Waste (Scotland) Regulations 2012.
 - I. This will be based on the principle of co-collecting food waste with dry recycling in a separate compartment within the vehicle.
- c) An association of colours to containers is beneficial to public engagement. Over time, as services change, there shall be a particular colour associated with each material stream, and that scheme will be developed in conjunction with partners supporting national communications and confirmed in due course:

PAPER/CARD	TBC
METALS/PLASTICS	TBC
GLASS	TBC
NON-RECYCLABLE WASTE	TBC

- I. When new services are being introduced the colours above **shall** be introduced.
- II. Where new services are not being introduced the Council shall consider means of implementing this colour system by other means wherever practicable.
- III. The colour association can be achieved by the procurement of whole containers in these colours or by changing lids that match these colour to identify the colour association.
- d) The Council shall consider means whereby some or all collection vehicles are equipped to receive other items such as small Waste Electrical and Electronic Equipment (WEEE), Textiles, Batteries and Absorbent Hygiene Products (AHPs, also referred to as nappies).

3.4.3 Households without access to the kerbside or with shared containers

For properties where access to the kerbside is limited or where the service has to be provided via shared containers due to space constraints the following requirements shall be adopted.

3.4.3.1 Essential contents

The service for these properties **shall adopt** the following requirements:

- a) In the first instance, efforts should be made to introduce the same service to these properties as will be delivered to those households with access to the kerbside detailed in 3.4.1. The Council shall provide evidence of any assessment that is carried out in this regard.
 - I. Evidence shall outline the number of properties affected and state the rationale for not providing the same service as kerbside properties.
- b) Separate containers should be provided to each property or group of properties for the following mix of materials. This can be achieved by individual or communal containers.
 - I. paper and card;
 - II. metals, plastics and beverage cartons
- c) Separate containers shall be provided for food waste recycling to each property or group of properties as required within the Waste (Scotland) Regulations 2012. This can be achieved by individual or communal containers.
- d) Separate containers should be provided for glass in line with the requirements set out in 3.4.1.d.

3.4.3.2 Desirable contents

The following procedures **should be considered** within the Councils ways of working:

- a) The requirements set out in Section 3.4.1 shall be followed.
 - I. Less frequent collection for these properties might be achieved through the provision of larger capacity containers, exceeding the volumes set out in 3.4.1f, which facilitates communal collections.

3.4.4 Rural properties

Details of the types of property included within this category are provided in 3.2. In rural properties the following requirements shall be adopted.

3.4.4.1 Essential contents

The service for these properties **shall adopt** the following requirements:

- a) In the first instance, efforts should be made to introduce the same service to these properties as will be delivered to those households with access to the kerbside detailed in 3.4.1. The Council shall provide evidence of any assessment that is carried out in this regard.
 - I. Evidence shall outline the number of properties affected and state the rationale for not providing the same service as kerbside properties.
- b) Separate containers should be provided to each property or group of properties for the following mix of materials. This can be achieved by individual or communal containers.
 - I. Paper and card;
 - II. Metals, plastics and beverage cartons.
- c) There will be further exceptions for the provision of glass recycling containers specifically as follows:
 - I. Where glass recycling containers are not provided to each property in rural areas and the alternative service provision via recycling points is being used, settlements of less than 100 properties need not be provided with a recycling point if it's not

environmentally or practicable to do so. Settlements not provided with a recycling point shall be advised of their nearest recycling point for glass.

- II. Where glass containers are not provided to each property the Council shall provide a minimum capacity of 10 litres per week for each property within the community. In rural areas the proximity of these containers to each property shall be variable but efforts shall be made to have these as close to each property as is practicable.
- d) Where food waste service provision is not legally required and not possible through any other means, the Council shall take steps to provide food waste advice and support to the citizens in such properties.
 - I. Advice shall be provided on reducing food waste and home composting including the use of in-situ mini digesters.
 - II. Support shall be provided in the form of visits to the property and the guidance on choosing a suitable home composting unit.

3.4.4.2 Desirable contents

The following procedures **should be considered** within the Councils ways of working:

- a) Separate containers for food waste recycling are provided in all areas that are not required to have a collection by s45C of the Environmental Protection Act 1990 as amended by the Waste (Scotland) Regulations 2012.
 - I. This will be based on the principle of a co-collecting food waste with dry recycling in a separate compartment within the vehicle.

3.4.5 City Centre properties

Details of the types of property included within this category are provided in 3.2. In city centre properties the following requirements shall be adopted.

3.4.5.1 Essential contents

The service for these properties **shall adopt** the following requirements:

- a) In the first instance, efforts should be made to introduce the same service to these properties as will be delivered to those households with access to the kerbside detailed in 3.4.1. The Council shall provide evidence of any assessment that is carried out in this regard.
 - I. Evidence shall outline the number of properties affected and state the rationale for not providing the same service as kerbside properties.
- b) The provision of dry and food waste recycling to each individual property may not be possible in city centre locations resulting from the lack of suitable storage and on-street restrictions on containers being placed for collection. Where collection is not possible from each property, communal collection shall still be available to all properties along the following principles:
 - I. Separate containers should be provided to each property or group of properties for the following mix of materials.
 - Paper and card;
 - Metals, plastics and beverage cartons.
 - Glass
 - II. Recycling containers for dry recycling, including glass, shall be provided within 1Km from all properties. Although capacities for each material may be difficult to estimate in such environments, efforts should be made to ensure that adequate capacity for each material stream is available, based on the table in 3.4.1f and monitoring of the fill levels for containers should take place.

3.4.5.2 Desirable contents

The following procedures **should be considered** within the Council's ways of working:

- a) The Council shall consider what collection frequency is appropriate for these areas to enable recycling services to be provided.

3.4.6 Island properties

Details of the types of property to be included within this category are provided in 3.2. In island properties the following requirements shall be adopted.

3.4.6.1 Essential contents

The service for these properties **shall adopt** the following requirements:

- a) In the first instance, efforts should be made to introduce the same service to these properties as will be delivered to those households with access to the kerbside detailed in 3.4.1. Where the service is required to vary, the Council should subsequently consider the requirements for rural properties set out in 3.5.4. The Council shall provide evidence of any assessment that is carried out in this regard.
 - I. Evidence shall outline the number of properties affected and state the rationale for not providing the same service as kerbside properties.
- b) There will be further exceptions for the provision of glass recycling containers specifically as follows:
 - I. Where local glass reprocessing is available, the Council can consider the use of such facilities where the environmental benefits are proven.

3.4.7 Difficult access properties

Details of the types of property to be included within this category are provided in 3.2. In these properties the following requirements shall be adopted.

3.4.7.1 Desirable contents

The service for these properties **shall adopt** the following requirements:

- a) In the first instance, efforts should be made to introduce the same service to these properties as will be delivered to those households with access to the kerbside detailed in 3.4.1. The Council shall provide evidence of any assessment that is carried out in this regard.
 - I. Evidence shall outline the number of properties affected and state the rationale for not providing the same service as kerbside properties.
- b) Separate containers should be provided to each property or group of properties for the following mix of materials. This can be achieved by individual or communal containers.
 - I. paper and card;
 - II. metals, plastics and beverage cartons
- c) Separate containers shall be provided for food waste recycling to each property or group of properties as required by s45C of the Environmental Protection Act 1990 as amended by the Waste (Scotland) Regulations 2012. This can be achieved by individual or communal containers.
- d) Separate containers should be provided for glass in line with the requirements set out in 3.4.1.d.

3.4.8 Elements not considered for this CoP

The following elements of the service design are not specified within this CoP. Consequently, Councils are invited to interpret their own needs for these aspects of their service.

- a) Garden waste services are not covered in this CoP and Councils may make their own plans for the collection of garden waste.
- b) Councils may make their own judgement on density of recycling points that may be in place to supplement kerbside collection.

3.5 THE MATERIALS COLLECTED

A standard specification for all of the core materials specified in this CoP (food, paper, card, glass, metals and plastics) as well as cartons is provided in the following section which will give consistent advice to citizens across Scotland on the materials they can recycle.

The household recycling charter states:

We will ensure that ***all citizens have access to services*** for recycling to include paper, card, glass, plastics, metals and food. Thus, we will ensure that all citizens, whether at the kerbside or within their local community, are provided with adequate volumes of containers in line with the Code of Practice (CoP); and

We will ensure that our household collections give ***consistent definition of materials*** (paper, card, glass, plastics, metals and food) that can be competently recycled in line with the Code of Practice (CoP). Thus, we will eradicate discrepancies on what can and cannot be recycled in different localities across Scotland.

3.5.1 SPECIFICATION FOR CORE MATERIALS

The following tables show which items that are typically found in the domestic waste stream shall be accepted or not within containers for recycling. Whilst most materials are collected for recycling, there are some materials where the markets for these items is still developing. However, in some cases not collecting certain items would complicate the recycling decisions for citizens, and where certain items can be easily sorted from containers, there is a greater overall benefit in encouraging citizens to recycle the items than to dispose of them in non-recyclable waste.

The table clarifies the specification that Councils may wish to discuss with their contractors regarding the onward sorting or processing of the collected materials. It is not intended to be communicated to the public in this format.

The adoption of the following specifications is, for the purposes of this Code of Practice, considered an '***Essential Requirement***'.

Accepted

Items in this classification are typically recycled easily and shall be readily accepted in the relevant recycling container. Citizens should be encouraged to empty, rinse and squash (if possible) all items prior to being placed in containers for recycling.

Accepted where markets are emerging or non-collection could affect recycling behaviours

Items in this classification are accepted within recycling containers either to make the service more convenient for citizens and where their inclusion doesn't jeopardise the onward processing of the materials **OR** the markets for these items is evolving and the collection of these items will support opportunities for further recycling in the future.

Unacceptable

Items in this classification are not accepted within recycling containers for the material referred to. The inclusion of these items in the container referred to will be considered a contaminant that will not be recycled.

3.5.1.1 Paper:

ACCEPTED	UNACCEPTABLE (ALTERNATIVE PATHWAY SHOWN)
Newspapers, magazines, pamphlets, directories, envelopes (fully intact including glue and windows) brochures, office paper, letters catalogues and unwanted mail.	<ul style="list-style-type: none">• Tissue/napkins (Heavily soiled, can go in food container)• Laminated paper (Non-recyclable bin)• Padded envelopes (Non-recyclable bin)• Wet paper (Home composted or Non-recyclable bin)• Hardback books (reuse should be encouraged)
ACCEPTED WHERE MARKETS ARE EMERGING OR NON-COLLECTION COULD AFFECT RECYCLING BEHAVIOURS	
<ul style="list-style-type: none">• Shredder paper (<i>Difficult to handle at sorting facility</i>)• Wrapping paper (<i>Difficult to handle at sorting facility</i>)• Paperback books (<i>Difficult to handle at sorting facility</i>)	

3.5.1.2 Card:

ACCEPTED	UNACCEPTABLE (ALTERNATIVE PATHWAY SHOWN)
Cereal boxes, brown corrugated packaging, sleeves from ready meals, toilet/kitchen roll tubes, greetings cards, egg boxes, toothpaste boxes etc.	<ul style="list-style-type: none">• Drinks and food cartons (placed in metals and plastics container for recycling)• Wet card (Non-recyclable bin).
ACCEPTED WHERE MARKETS ARE EMERGING OR NON-COLLECTION COULD AFFECT RECYCLING BEHAVIOURS	

- Food boxes (e.g. pizza/fast food)(Often contain food that is likely to cause contamination)

3.5.1.3 Glass:

ACCEPTED	UNACCEPTABLE (ALTERNATIVE PATHWAY SHOWN)
Bottles and jars from food and drink packaging (including metal tops and corks).	<ul style="list-style-type: none"> • Ceramic items such as plates and plant pots (sometimes recyclable with 'inert' waste at HWRCs) • Plate glass i.e. from windows (sometimes recyclable with 'inert' waste at HWRCs) • Drinking glasses (sometimes recyclable with 'inert' waste at HWRCs) • Light bulbs (retailers or HWRCs) • Pyrex dishes (sometimes recyclable with 'inert' waste at HWRCs)
ACCEPTED WHERE MARKETS ARE EMERGING OR NON-COLLECTION COULD AFFECT RECYCLING BEHAVIOURS	
N/A	

3.5.1.4 Metals:

ACCEPTED	UNACCEPTABLE (ALTERNATIVE PATHWAY SHOWN)
Tins and cans from food and drink packaging, aerosols for personal use (e.g. deodorant, hairspray etc.)	<ul style="list-style-type: none"> • Metal items not disposed of every day i.e. household furniture or cutlery (typically accepted in 'scrap metal' waste at HWRCs) • Small electricals including cables (accepted at retailers and HWRCs). • Batteries (accepted at retailers and HWRCs) • Pouches (non-recyclable bin)
ACCEPTED WHERE MARKETS ARE EMERGING OR NON-COLLECTION COULD AFFECT RECYCLING BEHAVIOURS	
<ul style="list-style-type: none"> • Foil trays (<i>Prone to food soiling and not sorted as easily</i>) • Aluminium/Tin foil (<i>Prone to food soiling and not sorted as easily</i>) 	

3.5.1.5 Plastics:

ACCEPTED	UNACCEPTABLE (ALTERNATIVE PATHWAY SHOWN)
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Bottles (including tops) from: food and drink products, shampoo/conditioner/shower gel/soap bottles, cleaning products, beauty products, tablet and medicines.	<ul style="list-style-type: none"> • Plastic bags and films i.e. shopping bags, bread bags and cling films (recycled at supermarkets where this service is available or disposed in non-recyclable bin) • Bubble wrap (non-recyclable bin) • Cartridges e.g. ink (refill or return to producer) • Polystyrene – rigid or expanded (non-recyclable bin) • Wrappers e.g. biscuit and crisp wrappers. (non-recyclable bin) • Compostable packaging (food waste) • Plastic nettings (non-recyclable bin) • Toothpaste tubes (non-recyclable bin) • Hard plastics including CD boxes, plastic coat hangers and plant pots (Reuse online or non-recyclable bin) • Hard plastic including garden furniture and child's toys (Donation to charity or HWRC for reuse, recycling or disposal)
ACCEPTED WHERE MARKETS ARE EMERGING OR NON-COLLECTION COULD AFFECT RECYCLING BEHAVIOURS	
<ul style="list-style-type: none"> • Small bottles from yoghurt drinks etc. (<i>Difficult to sort with machinery</i>). • Food & drink pots, tubs and trays of all colours (<i>Markets evolving</i>) 	

3.5.1.6 Cartons:

ACCEPTED	UNACCEPTABLE (ALTERNATIVE PATHWAY SHOWN)
Food and drink cartons (commonly manufactured by Tetra Pak, Elopak and SIG Combibloc) used for long-life milk, fruit juices, smoothies, dairy alternative milks, chopped tomatoes, passata, liquid baby milk, soup, pulses, custard, pet milk etc.	<ul style="list-style-type: none"> • Pringles tubes (Non-recyclable) • Plastic pots, tubs and trays (Plastic recycling) • Dried baby formula packs (Non-recyclable) • Pouches (Non-recyclable)
ACCEPTED WHERE MARKETS ARE EMERGING OR NON-COLLECTION COULD AFFECT RECYCLING BEHAVIOURS	
<ul style="list-style-type: none"> • Straws and caps that are integral to the carton (<i>Not recyclable but integral to packaging</i>) 	

3.5.1.7 Food:

ACCEPTED	UNACCEPTABLE (ALTERNATIVE PATHWAY SHOWN)
All cooked and uncooked food stuffs, including bones and carcasses dairy, vegetables and peelings, bread, rice and pasta, fish including bones and shells, tea	<ul style="list-style-type: none"> • Metal, plastic or glass packaging (should be recycled in other collection services) • Liquids and oils.

bags and coffee grounds, eggs and eggshells, cakes and biscuits, leftovers and pet food.	
ACCEPTED WHERE MARKETS ARE EMERGING OR NON-COLLECTION COULD AFFECT RECYCLING BEHAVIOURS	
<ul style="list-style-type: none"> • Compostable liners, plastic liners, paper or card liners (<i>integral to recycling process but difficult to reprocess</i>) • Soiled kitchen roll (<i>supports capture of more food but difficult to reprocess</i>) 	

3.6 WASTE THAT CANNOT BE RECYCLED

Waste that cannot be recycled is commonly called “black bag waste”, “general waste” or “residual waste”. The best description of this waste is “non-recyclable waste”, which reflects the fact that containers for such waste should only contain anything that is left after all efforts to recycle have been exhausted. This CoP refers to ‘Non-Recyclable’ waste from herein.

A 2015 WRAP study⁴ highlighted that one of the most effective ways to encourage citizens to recycle is by restricting the volume of non-recyclable waste they can dispose of, alongside effective recycling services for the core materials and food waste.

The household recycling charter states: We will **reduce the capacity provided for waste that cannot be recycled** to give the appropriate motivation to our citizens to recycle. Thus, we will ensure that all citizens, whether at the kerbside or within their local community, are limited to non-recyclable (i.e. black bag/general waste/residual waste) waste volumes in line with the established Code of Practice (CoP).

3.6.1 CAPACITY OF NON-RECYCLABLE WASTE

The following requirements are set out with regard to the equivalent volume of containers to be provided for non-recyclable waste.

3.6.1.1 Essential contents

The following requirements **shall** be included within the Councils’ ways of working:

- a) Where the Council has adopted all of the requirements set out in section 3.4 regarding the provision of dry and food recycling, meeting the essential requirements, they shall consider reducing the capacity for non-recyclable waste.

3.6.1.2 Desirable contents

The following procedures **should be considered** within the Councils ways of working:

- a) Where the Council has adopted all of the requirements set out in section 3.4 regarding the provision of dry and food recycling, meeting the essential requirements, it will be appropriate to provide the following weekly equivalent capacity for non-recyclable waste:
 - I. **Households with kerbside access:** A maximum of the equivalent of 80 litres per week per property for non-recyclable waste shall be provided to each property. This can be achieved by either reducing the bin or varying the frequency of collection, whichever the Council deems the most appropriate.
 - II. **Flats:** A maximum of the equivalent of 70 litres per week per property for non-recyclable waste shall be provided to each property or group of properties where a communal service is provided. This can be achieved by either reducing the bin or varying the frequency of collection, whichever the Council deems the most appropriate.

3.6.1.3 Elements not included within this CoP

⁴ <http://www.wrap.org.uk/content/factors-influencing-recycling-performance>

Councils may determine the frequency of collection, size of container and method of collection for non-recyclable waste in line with the volumes set out above.

Section 4: Policies for household waste & recycling services

This section provides guidance on the policies that will be important in supporting a collection system that consistently achieves high citizen participation and supports the design and operation of recycling services to deliver the outcomes of the Household Recycling Charter.

Developing and publishing policies can ensure that services are operated transparently and fairly. This in turn can encourage citizens to participate in the service; maximising the quantity and quality of material collected for recycling.

The Household Recycling Charter states:

We will ensure that our local policies, in line with the Code of Practice (CoP), encourage citizens to recycle by **reducing the collection of waste that cannot be recycled (i.e. excess waste/side waste)**; and

We will ensure that our local policies ***provide citizens with sufficient capacity for their waste***, recognising that some households will produce more waste than others, in line with the Code of Practice (CoP); and

We will ensure that policies for ***bulky or excess waste encourage citizens to recycle and reuse***, where this is practicable to do so.

4.1 EXCESS OR SIDE WASTE POLICY

4.1.1 Rationale

Policies have been established to encourage recycling by reducing the collection of non-recyclable waste. The most typical examples of this are policies to limit 'excess waste', 'side waste' and 'open-lid bins'. Excess waste or side waste are common terms that describe additional items or bags of unsorted waste that is placed on, near or next to the regular collection container. Open lids cannot occur when the lid cannot be closed because of the volume of waste being presented.

Policies relating to this have been introduced to prevent such practices, primarily to reduce the environmental and cost impacts of this waste being landfilled but also because of safety concerns. The safety concerns relate to manual handling, risk from sharps in unsorted bags and from the safe operation of wheeled bins on comb-lifters upon vehicles.

4.1.2 Essential contents of this policy

The following procedures **shall** be included within the Councils' ways of working:

- a) Policy shall clearly define the criteria when collection crews will consider waste to be excess, side waste or not within a container with the lid closed.
 - I. Excess or side waste is any material that is not within the confines of the provided wheeled bin. This can be loose or contained in bags but the defining point is that it has not been able to be presented in the provided container.

- II. Where the waste has been placed in the wheeled bin but the lid cannot be easily closed by hand, this will be deemed to be an overfilled bin.
- b) The policy shall state what the consequences of placing excess/side waste or overfilled bins for collection will be.
 - I. The excess/side waste or overfilled bins waste will not be collected on that occasion.
 - II. Advice will be provided to the citizen on what to do next.
 - III. Advice will be given to the citizen on alternative places to dispose of extra waste (i.e. Recycling points or Household Waste Recycling Centres).
- c) A note of any incidents relating to excess/side waste or overfilled/overweight bins should be taken by the collection crew and passed to the supervisor.
 - I. To support the implementation of the policy, collection crews should be instructed not to return for excess/side-waste where a note of an incident has been taken and reported to a customer services function.
- d) A log of any incidents relating to excess/side waste or overfilled/overweight bins should be kept and maintained. This should be used to track any repeating patterns of behaviour to ascertain if further assistance is required.

4.1.3 Desirable contents of this policy

The following procedures **should be considered** within the Councils ways of working:

- a) Policy should clearly define the criteria when collection crews will consider containers to be overweight. This will specify that any wheeled bin that cannot be moved by a single crew member to the point of collection, will be deemed overweight.
- b) Where excess/side-waste has been left for collection, the extra waste should be placed back into the wheeled bin by the crew to avoid littering. Some form of communication should be placed on the bin or to the address using the bin to inform the resident for the reasons that waste has not been collected.
- c) The notes of any incidents relating to excess/side waste or overfilled/overweight bins should be taken passed to the Council's customer services function to inform the resident should they make contact with the Council.
- d) Recyclable waste placed in non-conforming containers (e.g. bags of paper or loose cardboard) shall be collected on the first occasion with a communication to inform the citizen of the ability to receive additional containers or take material to the HWRC. Thereafter such items shall not be collected. Such items being presented should be placed in the recycling container with a communication to inform the citizen of the reasons for non-collection and information provided to the citizen of the ability to receive additional containers or take material to the HWRC.

4.1.4 Elements not considered for this CoP

Policies to tackle excess waste at communal collection points are not considered within this CoP, however, Councils may wish to consider the following:

- a) Look to include more stakeholders such as factors, property managers, caretakers, concierges, housing departments, and litter and flytipping functions within the Council to communicate with citizens to improve practices related to excess waste.
- b) Communicate with all residents in the first instance to highlight any specific concerns and raise awareness of how to use the service.

4.2 BULKY OR SPECIAL WASTE COLLECTION POLICY

4.2.1 Rationale

WRAP has published guidance⁵ to provide ideas and identify opportunities to increase the amount of household bulky waste that is re-used and recycled, which can be referred to, and other work is underway to establish further best practice in this area. This sections set out the requirements for this area.

4.2.2 Essential contents of this policy

The following procedures **shall** be included within the Councils ways of working:

- a) There is a clear communication of the service to citizens covering the types of waste that are acceptable and unacceptable (e.g. no asbestos, sharps etc.) in non-recyclable waste and bulky waste collections and instructions or advice is given on what to do with those wastes that are not accepted, including where to seek further information.

4.2.3 Desirable contents of this policy

The following procedures **should be considered** within the Councils ways of working:

- a) The service shall promote the use of the National Reuse Phonenumber wherever practicable. For example, the customer services function dealing with in-bound phone calls should be aware of the National Reuse Phonenumber and understand the protocols for directing appropriate calls to it.
- b) Separate collections are put in place to maximise reuse and recycling wherever this is feasible to do so within the local context. This will require collections of suitable wastes in non-compaction vehicles with adequate protection from the weather (e.g. box-van). This will also require engagement with service providers that can prepare items for reuse.
 - I. WEEE (including white goods, Large Domestic Appliances and fridge/freezers) are collected as a separate stream or in such a way that effective sorting of these materials can occur at a site. This should be carried out in a non-compaction vehicle.
 - II. Upon collection, efforts are taken to recycle and reuse bulky waste. This typically is carried out using mechanical and hand sorting processes.
- c) Appropriate charging mechanisms shall be considered. In particular this should consider charging for waste derived from 'fixtures and fittings' or 'household improvements' (i.e. DIY wastes) as a minimum.
- d) Customers are allocated a collection day, and time if practicable, when the uplift will take place to avoid occasions when items are presented ahead of collection leading to additional items subsequently being fly tipped alongside the authorised special uplift and to prevent damage to reusable items from weather.

4.3 RECYCLING CONTAMINATION

4.3.1 Rationale

Policies to encourage the proper use of recycling containers is important in maintaining high-quality recycling and giving confidence to contractors that will manage the onward processing of collected

⁵ WRAP. [Online] <http://www.wrap.org.uk/content/bulky-waste-guidance-0> [Accessed October 2015].

recyclables. It is also important in re-assuring citizens that the material they have taken care to sort is being handled properly.

Where contamination of recycling occurs, a more consistent approach to the way that incidents are monitored and managed is set out in the following requirements.

4.3.2 Essential elements

The following procedures **shall** be included within the Councils' ways of working:

- a) The Council shall ensure that all collection crews are trained on what materials are accepted for recycling, the safe system of work for monitoring contamination, and any action resulting from the detection of contamination.

Dry Recycling: Household with access to kerbside

- b) When collecting dry recycling the collection crew shall:
 - I. Check for contamination of the container with unacceptable materials (refer to 3.5.1).
 - II. Provide communication to citizens if unacceptable materials are presented so that they understand the range of materials that can be collected for recycling and the impact that contamination can have.
- c) The recycling shall not be collected if contamination is severe as it will have a detrimental impact on the quality of the whole load collected. Definitions of the 'severity of contamination' and the steps that shall be taken are outlined in the table below:

Figure 4.3.2: Actions for dealing with contaminated recycling containers

	Severe contamination i.e. black bags and/or food waste and/or many items that are unacceptable (refer to 3.5.1) are visible to the operative	<p><u>Box collection:</u> Where safe to do so the collection crew should remove the recycling, leaving the contaminants in the box.</p> <p><u>Bin collection:</u> Recycling not collected as it will contaminate the whole load collected. The container should have something appended to it (i.e. sticker, hanger, tag) advising the citizen to sort their material correctly and then present the recycling for collection on the next scheduled collection day.</p> <p>The container should have something appended to it (i.e. sticker, hanger, tag) so that the citizen can understand the range of materials that can be recycled. Future collections should be monitored.</p>
	Moderate levels of contamination i.e. Several items that are unacceptable (refer to 3.5.1) are visible to the operative.	<p><u>Box collection:</u> Where safe to do so the collection crew should remove the recycling, leaving the contaminants in the box.</p> <p><u>Bin collection:</u> Where safe to do so the collection crew should remove the contamination and collect the recycling, leaving the contaminants in the bin. If the items cannot be safely removed, the bin should not be collected.</p>

		The container should have something appended to it (i.e. sticker, hanger, tag) so that the citizen can understand the range of materials that can be recycled. Future collections should be monitored.
	Low levels of contamination i.e. Very few items that are unacceptable (refer to 3.5.1) are visible to the operative.	<p><u>Box collection:</u> Where safe to do so the collection crew should remove the recycling, leaving the contaminants in the box.</p> <p><u>Bin collection:</u> Where safe to do so the collection crew should collect the container taking note of the incident.</p> <p>The container should have something appended to it (i.e. sticker, hanger, tag) so that the citizen can understand the range of materials that can be recycled. Future collections should be monitored.</p>

- d) Instances of contamination shall be recorded and monitored for future reoccurrence.
- e) In cases of ongoing severe contamination councils shall adopt the following protocol:
- I. In the first instance of severe contamination the container should have something appended to it (i.e. sticker, hanger, tag) to advise the citizen to sort their material correctly and then present the recycling for collection on the next scheduled collection day.
 - II. If the citizen presents a severely contaminated recycling container again, or fails to sort the contaminated recycling presented previously, the container shall again have something appended to it and be followed up with a written communication delivered to the property (i.e. a letter or leaflet).
 - The aim of the communication is to try to understand and address the reasons for the misuse of service and where necessary to advise of any supporting policies (e.g. Additional containers) where citizens are unable to cope with the volumes of waste containers they have been supplied with.
 - III. If the citizen presents a severely contaminated recycling container for a third time, or fails to sort the contaminated recycling presented previously, the container shall again be stickered and an officer from the Council shall make contact with the citizen.
 - The purpose of this contact will be to discuss the materials that can be recycled with the citizen and, if necessary, carry out an inspection of the recycling container and non-recyclable container to demonstrate practical steps that the citizen can take.
 - IV. Where the citizen continues to present recycling that is severely contaminated upon exhausting all of the steps above, the recycling service shall be withdrawn for a period of time and a follow up visit shall be arranged at a later date to discuss the options for re-introduction of the service.

Food Waste: Household with access to kerbside

- f) Where contamination of the food waste container occurs, the crews shall not take efforts to remove the contamination.
- I. Where contamination is minimal (i.e. one plastic bag and/or film lid and/or very few items from the 'unacceptable' list – see 3.5.1) then the container shall be collected. The container should have something appended to it (i.e. sticker, hanger, tag) so that

the citizen can understand the range of materials that can be recycled. Future collections should be monitored with a notice placed on the container.

- II. Where contamination is more serious (i.e. a few or more items from the 'unacceptable' list – see 3.5.1) the container shall not be uplifted and the procedures set out in 4.3.2d-e shall be followed.

4.3.3 Desirable elements

The following procedures **should be considered** within the Councils ways of working:

Households without access to the kerbside or with shared containers

- a) Where practicable, the Council shall adopt policies for households without access to the kerbside or with shared containers that are similar to those set out in 4.3.2.
- b) The Council shall seek to liaise with community partners (e.g. Housing Departments, Social Landlords, Social Work etc.) to consider other means of communicating and liaising with citizens to reduce contamination of recycling containers.

4.4 ADDITIONAL CAPACITY

4.4.1 Rationale

It is recognised that there will be some properties where there are more than a certain number of citizens in a property or where medical conditions lead to the generation of additional waste streams. The requirements to address the needs of such properties are set out in the following section.

4.4.2 Essential elements

The following procedures **shall** be included within the Councils' ways of working:

- a) The Council shall listen to all special requests where the citizen feels unable to manage with the standard service being delivered.
- b) Where the reason for requesting additional capacity is related to a medical need, the Council shall ask what that requirement is and request the citizen, or a Carer on their behalf, to complete an application.
- c) Medical conditions that will be considered for additional non-recyclable waste capacity will be ones where hygiene wastes (i.e. pads, wipes, dressings) and clinical waste are likely to be generated. On occasion, the Council may request written confirmation from the citizen's doctor to confirm the condition.
- d) Where the reason for requesting additional capacity is not related to a medical condition, the Council shall carry out an assessment of the requirement for greater recycling provision or non-recyclable waste provision by:
 - I. In the first instance if the property is not lived in permanently by 6 or more people or there are fewer than 2 children in nappies the Council shall inform them that no additional capacity for non-recyclable waste shall be provided. Additional capacity for recycling may be considered where the Council feels this is reasonably practicable.
 - II. If there are 6 or more permanent residents or 2 or more children in nappies within the property, the Council shall request that the citizen complete a waste diary for an agreed period of time (e.g. 1 collection cycle for non-recyclable waste).
 - The citizen will be asked to record the wastes that they place in both recycling and non-recyclable waste containers.

- A 'Waste Diary' pack shall be sent to the citizen with instructions for completion and, where appropriate, a visit from a Council officer shall be provided to assist with the completion of the diary.
- III. Upon completion and submission of a waste diary, a Council officer shall review this. Where appropriate to do so, the officer shall visit the citizen to provide further advice on what can be recycled and ways of reducing waste.
- e) If the Council assess that the citizen requires additional capacity for non-recyclable waste following 4.4.2d they shall deliver either an additional container or a larger container.
 - I. This container should be identified with a 'marker' so that it is clear that it is an additional container that is approved by the Council to aid collection crews with collecting the proper containers.
- f) Any additional capacity provided shall be time-limited and a review shall be carried out at the end of the agreed time limit.

4.5 COMMUNICATING POLICIES TO CITIZENS

To ensure citizens understand what is expected of them, it is crucial to communicate policies and changes to policy clearly.

4.5.1 Essential elements

The following procedures **shall** be included within the Councils' ways of working:

- a) The Council shall include details of all the waste and recycling policies in written communication (digital or printed) to households.

4.6 POLICY IMPLEMENTATION

This section provides guidance on the most effective methods to ensure that the policies that have been agreed are effectively implemented.

4.6.1 WORKFORCE DEVELOPMENT

Staff implementing the policies need to understand what the policy requires and what procedures they should follow to successfully implement the policy. Requirements to achieve this are set out in the following section.

4.6.1.1 Essential elements

The following procedures **shall** be included within the Councils ways of working:

- a) When implementing the policies described earlier in this chapter Councils shall be required to ensure that appropriate 'toolbox talks' have been held with the collection crews.
 - I. These shall occur prior to the introduction of the policy and as part of an annual update.
 - II. Records of all relevant collection crews being given these talks will be maintained.
- b) The Council shall ensure that the customer service function within the Council has been made aware of all policies and changes in policy.

4.6.2 OPERATIONAL DELIVERY OF POLICY

Operational systems must be in place to support the effective introduction of the policy. Requirements to achieve this are set out in the following section.

4.6.2.1 Essential elements

The following procedures **shall** be included within the Councils ways of working:

- a) The Council shall ensure all elected members and relevant officers, including Chief Officers, are thoroughly briefed on the details of the policy and the scenarios that might be expected as a result of the policy being implemented are discussed and agreed.
- b) The Council shall carry out regular audits of its performance against the stated policies to check that the implementation of the policy is effective.
 - I. The Council shall supervise collection crews and carry out spot-checks on the implementation of policies.
 - II. Records of audits should be maintained and reported on to relevant senior officers within the Council on an annual basis.

Section 5: Operating household waste & recycling services

This section provides guidance on operating procedures that are required to effectively collect waste and recycling from households.

The Household Recycling Charter states:

We will **collect household waste when we have said we will** and ensure materials are managed appropriately upon collection.

We will manage materials so that the **highest possible quality is attained and we seek to accumulate value** by working with partners to encourage inward investment for our economy.

We will **record complaints and alleged missed collections** and ensure that we respond to these in line with the Code of Practice (CoP).

We will **listen to special requests or challenges** that citizens are having in relation to household waste collections and ensure that we respond to these in line with the Code of Practice (CoP).

We will deliver services so that they **take account of current policies with regards to environmental crime, litter and flytipping** in line with the Code of Practice (CoP).

We will deliver services so that our **staff and citizens are not endangered or at risk from harm** in line with the Code of Practice (CoP).

5.1 CUSTOMER SERVICE

Delivering high levels of customer service are vitally important for ensuring that the recycling service promotes participation of citizens, providing confidence and credibility to the service and building trust and participation.

5.1.1 COLLECTION COMMITMENT

This section outlines requirements for procedures that provide a commitment to citizens on the time, place and type of container for waste and recycling collections and the overall level of service they can expect.

5.1.1.1 Essential elements

The following procedures **shall** be included within the Councils ways of working:

- a) Local authorities shall commit to provide a 'regular' collection, i.e. one that is 'recurring at fixed times' and that provides sufficient capacity for each material stream. The time-window and collection point for the collections should be clearly communicated (e.g. "Containers shall be collected from the kerbside between 7am and 10pm").
- b) Once waste or recycling is collected, operatives shall return the collection container to the collection point, taking care to be neat and avoiding blocking access (i.e. they shall avoid leaving containers in a position which blocks driveways or pedestrian access along the kerbside). In instances of bad weather (e.g. strong winds or flooding) operatives shall return smaller containers (e.g. boxes or food waste caddies) to within the property boundary where possible.

- c) Where there are complaints related to irregular collections or return of containers, liaison shall take place with specific crews and monitoring undertaken to ensure the issue is addressed.
- d) Local authorities shall ensure that call centre staff have access to up to date service schedule information and service policies.

5.1.1.2 Desirable elements

The following procedures **should be considered** within the Councils ways of working:

- a) Where possible local authorities shall provide same day collections so that each material stream is collected from a given household on the same day of the week (albeit with materials collected at different frequencies).

5.1.2 MISSED COLLECTIONS

On occasion collections will not take place as planned, for example as a result of parked vehicles blocking access to streets, human error or incomplete emptying of containers. It is important that procedures are put in place that deal with 'missed collections' effectively.

5.1.2.1 Essential elements

The following procedures **shall** be included within the Councils ways of working:

- a) The Council shall clearly communicate when residents should present their containers for collection (e.g. before 7am on collection day). They shall explain that the Council cannot commit to specific collection times and that routing schedules may change. They should ask citizens to leave any unemptied containers at the collection point until the end of the collection day (e.g. until 8pm).
- b) The Council shall adopt a consistent definition which explains what determines a 'missed collection' and when it should be acted upon and reported.
- c) Collection operatives shall also have the ability to capture and report information on service issues specific to a property or group of properties which may have prevented collection from taking place as planned. For example:
 - I. Severe contamination of recyclables
 - II. Container not presented by the resident in time for the collection
 - III. Local access issues (e.g. not being able to undertake an assisted collection due to a locked gate)
 - IV. Excess waste presented/local flytipping.
- d) When the citizen calls to report a missed collection prior to completion of the working day, initial notes shall be taken and contact shall be made with the crew carrying out that collection. However, the call shall not be logged as a 'missed collection' until the day's work has been completed (i.e. after 8pm). Reports of missed containers shall only be accepted and reported after the end of the collection day.
- e) The procedure adopted at the customer contact centre (or on-line if self-reporting of issues is made available by the Council) shall ensure that citizens are queried to try to ensure that the issues described in 5.1.2.1c are not applicable.
- f) If deemed necessary in agreement with the citizen, collection crews shall return to collect missed containers. The Council shall arrange a suitable time for collection of the missed container from when the missed bin was reported and logged as a missed collection for records.

5.1.2.2 Desirable elements

The following procedures **should be considered** within the Councils ways of working:

- a) Collection operatives shall have the ability to capture and report real-time information to the customer contact centre on service issues that prevent collection e.g. vehicle breakdowns, blocked access to collection points (e.g. parked cars). Issues affecting wider areas (e.g. heavy snow) shall be reported by a supervisor/manager to the customer contact centre.
- b) Integrated systems can be used to monitor operations, capture service data and address service issues. For example, fitting containers with RFID tags that are coded to an individual property can enable the council to monitor operations (e.g. delays to collections) as back office staff can check the progress of the collection vehicle and/or if individual bins have been emptied.

5.1.3 HANDLING SPECIAL REQUESTS

Special requests are often referred to as 'Pull outs' or 'Assisted lifts'. Such collections are often established for Older People, residents that have a medical condition or a disability and are unable to present their waste and recycling containers at the designated collection point.

5.1.3.1 Essential elements

The following procedures **shall** be included within the Councils ways of working:

- a) Citizens shall be required to complete an application for an assisted collection.
 - i. Assisted collections are for residents that have a medical condition or a disability and/or are unable to present their waste and recycling containers to the designated collection point. Applications would be considered where there is no one in the property to assist with the collection.
- b) Once approved, the Council shall maintain an accurate and up-to-date list of properties where the citizen requires assisted collections.
- c) Collection crews shall collect, and where necessary, return, the container from the same point of collection within the property boundary. This can be based on a risk-assessment for each property if practicable.
- d) The Council shall inform the citizen of their responsibility for maintaining access to the collection point for the collection crew.
- e) The Council shall review properties receiving a collection at least every 2-years (from the date of application) to monitor whether assisted collections are still required.

5.1.4 REPLACING CONTAINERS

When containers for waste and recycling are lost, broken or stolen, it is important to replace these timeously to provide continuity of service and maintain participation in services.

5.1.4.1 Desirable elements

The following procedures **should be considered** within the Councils ways of working:

- a) Standard containers shall be dealt with separately from specialist containers. Replacement containers shall be delivered before the next collection or within 10 working days of notification, whichever is the greater (i.e. if the next collection is in 15 working days' time, the container shall be delivered by then).
 - i. Standard containers are ones that are provided to individual properties. For example 240l, 140l wheeled bins, boxes, bags, caddies etc.

- II. Specialist containers are ones that are used for communal properties or properties that are not on the typical kerbside collection service.
- b) Where the council provides free food waste liners, the resident can request additional liners to be provided by tying the last liner to the caddy handle. The collection crew shall provide a new roll which shall be posted through the letter box or secured in the food waste caddy.
- c) Collection crews should be required to report any bins falling into the collection vehicles and/or damaged during collection.
- d) Replacement food waste containers and liners should be made available for collection by residents from local offices (e.g. depots, recycling centres, etc.).

5.2 STEWARDSHIP OF COLLECTED MATERIALS

Material stewardship ensures that the materials collected are able to enter the highest quality market for that material as often as possible. There are greater environmental and economic benefits to “closed loop recycling” where a product is used, discarded, captured, and then the component materials recycled into a new product of similar functionality which can itself be used, discarded and captured, to be recycled again, continuously cycling the material resource through the supply chain. Examples include;

- the use of recovered glass cullet in re-melt applications to create new glass products rather than for aggregate in construction;
- the use of recovered plastic to produce, for example, new food and drinks containers rather than construction products;
- the use of recovered paper for the production of new paper products rather than other uses such as animal bedding and insulation.

The Waste Hierarchy Guidance⁶ provides further details for a range of common recyclable materials and the highest quality outcomes for each of these.

5.2.1 COLLECTING HIGH-QUALITY RECYCLING MATERIALS

Every stage of the collection, bulking and processing chain is equally important in the stewardship of materials. The first stage is at the point of collection and the following section sets out requirements to ensure high-quality materials are collected.

5.2.1.1 Essential elements

The following procedures **shall** be included within the Councils ways of working:

- a) The policies for recycling contamination (Refer to 4.3.2) shall be adhered to.
- b) The Council shall adopt communication plans to outline to citizens what can and cannot be recycled. More detail on this is provided in Section 6. .
- c) The Council shall ensure that vehicles used for the collection of each of the streams outlined in 3.4.1 shall prevent the cross-contamination of the streams. This shall include the cleaning of vehicles between being deployed for a different purpose.

⁶ Waste Hierarchy Guidance (2013). The Scottish Government. [Online]
<http://www.gov.scot/Resource/0042/00420711.pdf> [Accessed October 2015].

5.2.2 BULK TRANSFER OF RECYCLING MATERIALS

The second stage of material stewardship occurs at the bulking/transfer station. The priority at this stage should be to ensure that separately collected streams are not mixed with other wastes or materials.

5.2.2.1 Essential elements

The following procedures **shall** be included within the Councils ways of working:

- a) A physical barrier between each material stream (e.g. separate bays) shall be maintained.
- b) The Council shall ensure that materials are stored safely (e.g. ensuring that fire hazards are understood and that risks are minimised).
- c) The Council shall implement procedures to ensure that infrastructure used to transfer recycling and prepare materials for transfer (e.g. vehicles, shovels and balers) are clean, especially when used to handle multiple waste streams.

5.2.2.2 Desirable elements

The following procedures **should be considered** within the Councils ways of working:

- a) The Council or its contractors shall, where practicable, store paper/card recycling in a clean and dry environment (i.e. indoors).
- b) The Council shall, where practicable, undertake preliminary pre-sorting of materials e.g. operating a picking line to remove obvious contaminants.

5.2.3 ONWARD PROCESSING OF RECYCLING MATERIALS

The Council should ensure that its duty to maintain the high quality of collected recycling is reflected in any contracts that it has with operators undertaking further processing or sorting of materials.

5.2.3.1 Scottish Materials Brokerage Service

The Scottish Materials Brokerage Service was launched in October 2014⁷. The aim of the service is to see supply and demand for high-value recycling matched up, providing certainty of supply for investors and certainty of demand for Councils.

5.2.3.1.1 Desirable elements

The following procedures **should be considered** within the Councils ways of working:

- a) The Council shall consider the means of supplying the Scottish Materials Brokerage Service with the material it collects.

5.2.4 PREVENTING LITTER AND FLY TIPPING

Local Authorities will have operational procedures in place to deal with litter and flytipping in order to fulfil their duty under the Environmental Protection Act 1990 section 89 (1&2) to ensure that the land is, so far as is practicable, kept clear of litter and refuse.

⁷ <http://news.scotland.gov.uk/News/Striking-gold-from-waste-11ba.aspx>

The procedures and policies adopted by Local Authorities to deliver household waste and recycling services should seek to minimise the potential for waste from collection services becoming litter or flytipping.

5.2.4.1.1 Desirable elements

The following procedures **should be considered** within the Councils ways of working:

- a) The Council shall ensure there is a synergy between all the operational functions responsible for waste, cleansing and flytipping. To promote more effective and efficient services by ensuring procedures within the different functions complement each other and work in parallel to avoid cross over or double handling of issues. For example:
 - I. cleaning any spillages during collection or putting excess waste in the emptied bin to avoid cleansing crews being required to visit the same area;
 - II. Ensuring cleansing crews have a copy of the bulky uplift schedule so flytipping is easier to identify.
- b) Ensure waste collection services are designed in a way so as to avoid accidental spillage or 'wind-blown' waste from collection containers or vehicles.
 - I. This should include containers that are fit for purpose and mechanisms in place for replacing damaged containers;
 - II. Up-to-date collection calendars and advice on changes to collection schedules to avoid containers being presented ahead of collection window;
 - III. Advice to the public on presenting containers in adverse weather conditions;
 - IV. Collection vehicles are fit for purpose and are not open to materials escaping during collection rounds;
 - V. Any spillages during collection rounds are cleared by the crew and equipment made available on the collection vehicle to aid this; or if not possible should be reported to the appropriate department as soon as practicable for clearance.

5.3 OPERATIONAL SERVICE DELIVERY: FRONTLINE DELIVERY

The design of services, the policies used to support these and the operational delivery framework for services are all underpinned by frontline staff and the vital role they play in delivering services.

5.3.1 SUPERVISION

The first tier of management that interacts with the drivers and collection operatives has many job titles used (e.g. Supervisor, team leader) across Scotland. For the purposes of this CoP the term 'Supervisors' has been used to describe this first tier of management, which has a key role within the operational delivery of waste and recycling services. Supervisors are typically responsible for ensuring that all collection operations are carried out in compliance with relevant regulation and licences (i.e. operating licence and waste carrier's licence), they provide leadership and make sure that correct health and safety practices are adhered to.

5.3.1.1 Essential elements

The following procedures **shall** be included within the Councils ways of working:

- a) The Council shall empower Supervisors to ensure all new staff are adequately inducted to carry out the tasks required of them safely.

- b) The Council shall empower Supervisors to ensure that they observe the collection practices of each collection crew on at least a weekly basis to assess the operating practices of the crews.
- c) The Council shall ensure that Supervisors meet the requirements of the relevant competency requirements for the role⁸. Where the minimum competency requirements are not being attained, the Council shall provide relevant training to build competency in necessary areas.

5.3.1.2 Desirable elements

The following procedures **should be considered** within the Councils ways of working:

- a) The Council shall empower Supervisors to ensure that they speak with all of their drivers and operatives on a minimum basis of once per day, preferably at the start and finish of their collection day.
- b) Supervisors shall have the competency required to operate and understand relevant data and computer software that supports the customer service functions of the Council.
- c) Supervisors shall have competency to advise customers and act as ambassadors for the waste and recycling service.

5.3.2 WORKFORCE DEVELOPMENT

A competency framework has been established by the Scottish Waste Industry Training Competence and Health & Safety Forum (SWITCH) Competency Framework. By developing the competency framework SWITCH aims to create a Resource Management industry that:

- Is safe and healthy to work in
- Actively supports education, training, learning and development
- Increases workforce capacity and competence
- Develops and shares good practice
- Creates an industry that is attractive as a career choice
- Creates clear career and learner pathways

The roles within the framework are called Levels 1, 2 and 3⁹ - this is to avoid assumptions being made if labelled, for example, 'Operator', 'Supervisor' and 'Manager' given the variety of job titles that exist in the sector and the variety of responsibilities that fall within these areas.

5.3.2.1 Desirable elements

The following procedures **should be considered** within the Councils ways of working:

- a) The Council shall ensure that all staff are measured against the requirements for each role within the SWITCH Competency Framework to understand the development opportunities for each staff member.

⁸ <http://www.ciwm.co.uk/web/FILES/ScotlandRDO/Framework.pdf>

⁹ Level 1 - basic operative level, responsible for own area of work, carries out duties as prescribed by the supervisor. Level 2 - has the knowledge and skills to carry out the work unsupervised and could be leading a small team of others, maintaining productivity and resolving problems as they arise. Level 3 - responsible for controlling/administering teams/a group of staff. Plans and directs the work of a group of individuals, monitoring their work and taking corrective action where necessary.

- b) The Council shall ensure that adequate provision is made to address the competency development opportunities for each staff member over a period of time.

5.3.3 RISK ASSESSMENTS

Guidance on Health and Safety, including risk assessments is provided by the Health and Safety Executive (HSE)¹⁰.

The Management of Health and Safety at Work Regulations 1999 require employers to suitably and sufficiently assess and control the risks their activities present to their employees and others. The assessment should identify:

- the hazards that can cause harm, what kind of harm and how likely it is to happen;
- who is at risk (such as workers, contractors, subcontractors, agency or temporary workers, members of the public or visitors);
- the appropriate control measures needed to eliminate or reduce the risks so far as is reasonably practicable.

Risk assessment is about identifying and taking sensible and proportionate measures to control the risks in your workplace, not creating huge amounts of paperwork.

5.3.3.1 Essential elements

The following procedures **shall** be included within the Councils ways of working:

- a) The Council shall undertake route risk assessments in line with the guidance provided by the Health & Safety Executive¹¹ on this subject.

5.3.3.2 Desirable elements

The following procedures **should be considered** within the Councils ways of working:

- b) The Council shall meet the British Standard OHSAS 18001 (due to be replaced in October 2016 by ISO 45001). Adopting an effective occupational health and safety management system promotes a safe and healthy working environment by providing a framework that allows your organisation to identify and control its health and safety risks, reduce the potential for accidents, aid legislative compliance and improve overall performance.

5.3.4 ROUTING SOFTWARE

Computer software packages to plan collection routes have been proven to help improve the efficiency and effectiveness of collection routes. This section sets out requirements relating to the use of these.

5.3.4.1 Desirable elements

The following procedures **should be considered** within the Councils ways of working:

¹⁰ Health and Safety Executive. 2015. Waste management and recycling. [Online] <http://www.hse.gov.uk/waste/index.htm> [Accessed October 2015].

¹¹ Health and Safety Executive. 2015. Waste management and recycling. [Online] <http://www.hse.gov.uk/pubns/waste23.pdf> [Accessed October 2015].

- a) The Council shall utilise computer software, based on clean GIS information drawn from the Council's Corporate Address Gazetteer or equivalent tools, to plan and maintain collection routes.
- b) The Council shall utilise in-cab technology to support route risk assessment, monitoring of performance data (e.g. contamination) and customer service functions (e.g. linking to Customer Relationship Management (CRM) system) of the waste and recycling service.
- c) The Council shall utilise property identification systems (e.g. RFID, NIR) to capture performance information (e.g. contamination, set-out).

5.3.5 COLLECTING FROM RURAL AREAS, PRIVATE ROADS AND LANE-ENDS

In rural areas or where there are private roads or inaccessible lanes, issues often arise from:

- Operational efficiency (e.g. preventing excess travel and manoeuvring to service single or small numbers of properties)
- Liability (e.g. the risk of damage to non-council maintained property / roads)
- Health & Safety (e.g. accessing roads / locations which may present an operational risk due to road condition or other reason)
- Access (e.g. restricted access for vehicles or crews which may include width, turning areas, weight limits.)

Operational practices are usually implemented to overcome these issues and this section lays out the requirements relating to these.

5.3.5.1 Essential elements

The following procedures **shall** be included within the Councils ways of working:

- a) The Council shall clearly identify where properties cannot be collected within the typical collection approach (e.g. Kerbside from the front or rear of individual properties or communal areas).
 - I. This will state the reason for a non-typical collection, such as:
 - journey time from the nearest adopted road being excessive;
 - turning area within property for collection vehicle being inadequate;
 - permission is required to access a private road (and liability for gaining access being waived).
 - II. The method of assessment shall be made available to the citizen upon request.
- b) The Council shall write to all properties impacted by the non-typical collection to inform them of the reasons for their collection and stating the location that containers should be placed for collection.
 - I. Collections may take place from the nearest accessible road that is adopted by the Council or accessible, with appropriate permissions, for collection vehicles.
- c) The Council shall provide planning advice to developers to prevent, where possible, the building of new developments or re-developments that will lead to non-typical collection.

5.3.6 MONITORING PERFORMANCE

Monitoring, interpreting and analysing data and information is vital to ensuring that the strengths and weaknesses of any service are understood and areas for improvement are recognised. Guidance

on general best practice for managing performance is available from WRAP¹². This CoP sets out approaches to:

- **Waste composition analysis:** Where samples of wastes from a representative sample of properties is split into the constituent parts. This helps understand what citizens are wasting, the proportions of each material and the most common container for each material (i.e. non-recyclable waste, dry recycling etc.).
- **Waste Data:** Every piece of waste that is collected is weighed at some point in the collection, bulking and reprocessing chain. This data is collected and collated by all councils to report to SEPA via the Wastedataflow system.
- **Set-out and participation rate:** Where collection routes, or representative samples from routes, are monitored at each collection cycle to observe properties that are setting containers out for collection. Participation rate is calculated over 3 cycles and where a property sets out a container at least once within that cycle, they are deemed to be participating in that service.

5.3.6.1 Desirable elements

The following procedures **should be considered** within the Councils ways of working:

- a) The Council shall carry out waste compositional analysis of all mixed waste streams (i.e. non-recyclable waste and mixed recyclates) on a minimum basis of every 3 years or prior to any major service change.
 - I. Analysis will be taken from a representative sample and carried out over two seasons (e.g. Autumn/Summer) and follow the Zero Waste Scotland methodology¹³.
 - II. Separately collected streams (e.g. garden waste, glass, food waste) shall be analysed separately and included in the results to show total waste composition.
 - III. Analysis prior to a major service should occur at least 3 months prior to the first new collection date.
- b) The Council shall record waste data from all sources and prepare spreadsheets for the completion of Wastedataflow on at least an annual basis.
- c) The Council shall carry out analysis of the set out and participation rate for dry recycling and food waste collections.
 - I. This should be carried out on either a minimum of 20% of collection routes per annum OR by focussing on collection rounds where the recycling yield per household is less than the Council average.

¹² Monitoring and evaluation guidance. WRAP [Online] <http://www.wrap.org.uk/content/monitoring-and-evaluation-guidance> [Accessed October 2015]

¹³ WCA Methodology Guidance. Zero Waste Scotland [Online] <http://www.zerowastescotland.org.uk/our-work/local-authorities> [Accessed October 2015]

Section 6: Communicating with citizens

Regular and effective communication to citizens is essential to ensuring that service potential is realised.

The Household Recycling Charter states:

We will **clearly explain to all citizens** what services we provide by providing information on a regular basis. This will take recognition of different housing types, collection routes and service availability and be as specific to each property as necessary, in line with the Code of Practice (CoP);

We will **deliver service information directly** to citizens periodically in line with established Code of Practice (CoP); and

We will **provide clear instructions to citizens on what can and cannot be recycled**, giving clear explanations where materials cannot be competently recycled.

6.1 BRANDING AND TONE

The national Recycle for Scotland brand is the primary focus of communications delivered directly to citizens. This provides a consistent brand, messaging and tone.

6.1.1 Essential elements

The following procedures **shall** be included within the Councils ways of working:

- a) The Council shall use national branding (e.g. Recycle for Scotland) as the basis for its communication related to waste and recycling services.

6.2 PLANNED COMMUNICATION

Planning communication is important in maintaining participation from citizens. The following sections cover routine communication, major service changes and targeting poor performance.

6.2.1 ROUTINE COMMUNICATION

Routine communication is planned and provides updates, reminders and important information relating to current services. The impact of communications is maximised when multiple channels are used to ensure the widest possible reach and coverage and to reinforce key messages. This can include: printed collateral (e.g. leaflets and calendars), online information (e.g. Council website and online advertising), social media, PR, local media advertising, locally available outdoor advertising (e.g. bin stickers and vehicle liveries).

6.2.1.1 Essential elements

The following procedures **shall** be included within the Councils ways of working:

- a) The Council shall complete a communications plan each year to plan its communications with citizens.

- I. Information on preparing a communications plan is available from Zero Waste Scotland's guide '*Improving recycling through effective communications*'¹⁴.
 - II. This shall be reported and agreed with senior managers.
 - III. Scottish Government and/or Zero Waste Scotland may also set out a National plan for communications activity. The Council should align their activities with this wherever practicable.
- b) The Council shall carry out communication activities annually in line with the communication plan. As a minimum the following list, although not exhaustive, indicates the information that shall be provided:
- I. Information on collection days/patterns;
 - II. Information on what containers are to be used for recyclable and non-recyclable items.
 - III. Information on what items can be recycled at kerbside or recycling points (yes/no lists for each container) using consistent, tested terminology.
 - IV. Information on how to dispose of items that are not collected at the kerbside via HWRCs or reuse organisations;
 - V. Information on what happens to materials that are collected for recycling;
 - VI. Where possible, information on any specific, local benefits of recycling;
- c) The Council shall make routine service information available on its website.
- d) The Council shall provide information directly to citizens to inform them of planned variations to the normal service.
- I. This will be for changes in collection days or schedules resulting from seasonal holidays, bank holidays or other changes (e.g. planned road closures)

6.2.1.2 Desirable elements

The following procedures **should be considered** within the Councils ways of working:

- a) The Council shall provide an annual collection calendar in a durable format for the citizen to refer to.
- b) The Council shall label non-recyclable bins or recycling containers annually with information relating to the effective use of the service.
 - I. 'Stop stickers' placed on non-recyclable bins are effective at encouraging the prevention of food waste and dry recyclates from entering the non-recyclable waste stream.
- c) The Council shall have a scheduled programme of social media messaging within the Communication Plan.
 - I. Social media is an effective means of sharing positive messages and to normalise positive behaviours. Links should be made with any national campaigns to maximise the impact of the campaigns locally.
- d) Where available, the Council shall promote the waste and recycling services annually via a corporate magazine delivered directly to properties and/or made available online.

6.2.2 MAJOR CHANGES TO SERVICES

Planned service changes can create communications challenges but they are also a key opportunity to reinforce overall recycling information and motivational messaging.

¹⁴ Improving recycling through effective communications. WRAP [Online]
http://www.wrap.org.uk/sites/files/wrap/IRTEC_Revision_12_6_13_0.pdf [Accessed October 2015]

6.2.2.1 Desirable elements

The following procedures **should be considered** within the Councils ways of working:

- a) The Council shall complete a communication plan 20 weeks prior to the scheduled date of the first collection of the new service.
 - I. This shall be agreed with senior managers and any supporting partners (e.g. Zero Waste Scotland).
- b) The Council shall provide a 'teaser' message to the property between 4-6 weeks from the date of first collection.
 - I. This will be on printed media posted or delivered to the property providing information covering:
 - What is the change and when is it happening
 - Define the reason for the change
 - Reinforce the economic and environmental benefits supporting the change
 - Contact details for more information
- c) The Council shall provide a 'Key information' message to the property at the time where new containers are delivered for the new service or after the last unaffected collection where no new containers are being supplied.
 - I. This will be on printed media posted or delivered to the property providing information covering:
 - What the service looks like – what infrastructure is available
 - What materials the service collect and importantly does not collect using standard terminology and iconography
 - The recycling journey – what happens to the materials collected, with localised examples where appropriate
 - Collection day details
 - Contact details for more information
- d) The Council shall provide press releases to all relevant media outlets informing them of the changes in service and the areas effected.
 - I. The press releases will be timed to align with the 'teaser' and 'key information' messages being sent to properties.
- e) The press release will be aligned with social media updates. The Council shall recruit recycling advisors before and after the first collection.
 - I. Recycling advisors shall be deployed to:
 - support the delivery of communications materials to properties;
 - provide support to operational teams as the service commences;
 - provide advice to citizens in person or by phone;
 - provide support to crews delivering new containers; and
 - carry out visits to properties to discuss any issues with citizens (e.g. contamination/additional capacity requests).

6.3 REACTIVE COMMUNICATION

Managing reactive communication is equally as important as managing planned communication, to avoid affecting the public perception of the waste and recycling service and avoid undermining confidence in participating in recycling and reuse.

This section sets out requirements for managing communication when there are disruptions to services or where operational issues, such as contamination problems, need to be addressed.

6.3.1 DISRUPTIONS TO SERVICES

Disruptions to services can happen at any time, for reasons including:

- Severe weather causing hazardous conditions for vehicles and collection crews or blocking access to certain roads or areas (e.g. snow, ice or flooding); and
- Road accident or road closure blocking access to areas; and
- Vehicle breakdowns; and
- Industrial action.

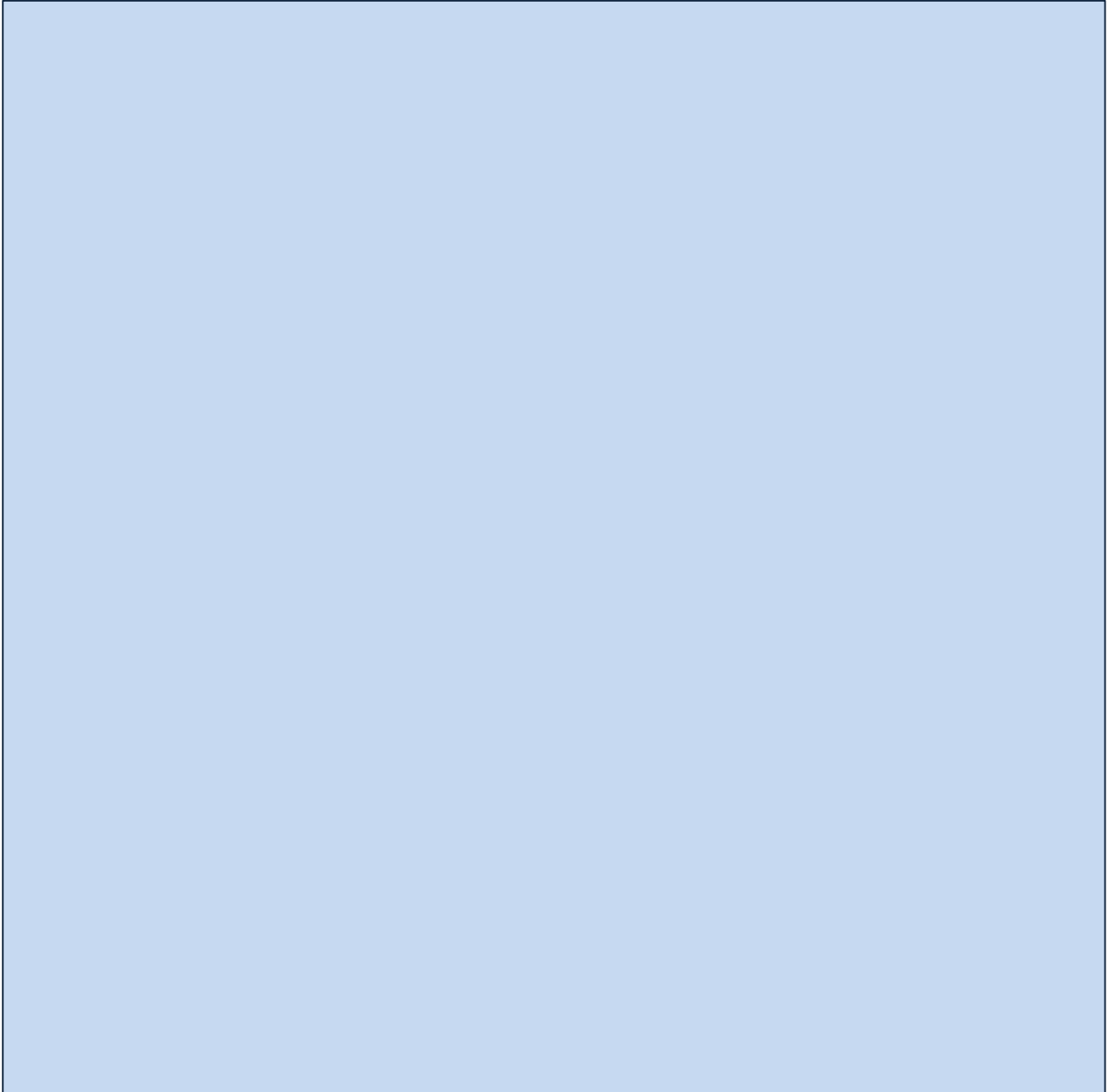
Councils should have plans in place to ensure that where disruptions do occur, citizens are given the best opportunity to access crucial information that maintains their confidence in the service.

6.3.1.1 Essential elements

The following procedures **shall** be included within the Councils ways of working:

- a) The Council shall have an agreed protocol for communicating service disruptions.
 - I. This shall include social media channels and the Council website.
 - II. This may include local media.
 - III. This may include direct communication (e.g. stickers on bins or printed media delivered to properties) and text messages alerts, where available and appropriate.
 - IV. This shall include timescales for when communication will take place to maximise awareness and minimise confusion.
- b) The Council shall include with the communication the following:
 - Define the disruption and what changes can be expected;
 - Inform when services are expected to return to normal; and
 - Advise where the most up-to-date information can be found
 - Encourage citizens to speak to neighbours and friends to spread the message.

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Change Log

DATE	AMENDMENTS/ADDITIONS
December 2015	Version 1 approved
March 2016	Formatting edits. Version 2 approved.



KERBSIDE COLLECTION POLICY

Waste Management Section

Approved by Economic Development and Infrastructure Services Committee on 4.12.18

Amendments:

Date of amendment	Details
6.09.18	Frequency of HH residual altered to 3 weekly and review of Brown bin size from 240l to 140l due to the reduction in average garden size in new builds

KERBSIDE COLLECTION POLICY

1. KERBSIDE DEFINITION

- 1.1 **Kerbside:** on the pavement (adjacent to a roadway) or on the roadway at the curtilage boundary, with the wheeled bin handles facing toward the road.
- 1.2 In the case of **single houses or trade premises** – the most convenient point at the kerbside on the nearest road on the Council's list of Highways.
- 1.3 In the case of **groups of houses or trade premises** – as for single houses or the most convenient point on a private tarred road which complies with the following considerations:
- Is adequately surfaced at all times and capable of bearing the weight of refuse collection vehicles, i.e. it must be constructed to withstand a gross vehicle weight of 26 tonnes and axle loading of 11.5 tonnes, manhole covers, gratings, etc situated in the road must also be capable of withstanding these loads;
 - Has adequate width i.e. a minimum of 3 metres and passing places for the above vehicles.
 - Overgrown trees/hedges etc which restrict access will result in withdrawal of service until these are cut back;
 - Has an adequate turning area for the above vehicles, i.e. a minimum of 18 metres.
- 1.4 Reversing of vehicles to collect waste is prohibited (unless in approved exceptional circumstances).

Minimum requirements where approval may be granted are those in 1.3 above plus:

- a storage area of at least 3 metres in length and 3.5 metres in width behind the stopped vehicle to allow the operatives to stand clear of the bin and lifting mechanism;
- 4.5 metres in height;
- 13 metres in length for reversing area.

Reversing of vehicles onto public roadways is strictly prohibited.

- 1.5 Where situations dictate inordinate travel distances on single track roads, with more than one house or trade premise, the Director has delegated authority to stipulate the designated collection point for these premises for effective service provision.

2. LEGAL DUTY

The Council must make arrangements for the collection of household waste.
The Council must make arrangements for the collection of commercial waste if requested to do so.
The Council can determine the method and arrangements for the uplift of this waste

3. STANDARD HOUSEHOLD WASTE COLLECTION SERVICE

Purpose	Container	Quantity	Collection Frequency	Day
Residual Waste	240 litre wheeled bin (green coloured)	1	3 Weekly	Monday - Friday
Food waste and Organic Garden waste	140 litre wheeled bin (brown coloured)	1	Fortnightly	Monday - Friday
Paper based products	140 litre wheeled bin (blue coloured)	1	Fortnightly	Monday - Friday
Plastic bottles/cans	140 litre wheeled bin (purple coloured)	1	Fortnightly	Monday - Friday
Glass bottles	38 litre box (orange coloured)	1	Fortnightly	Monday - Friday

4. EXCEPTIONS TO STANDARD HOUSEHOLD WASTE COLLECTION

- **Additional Capacity:**

1. **Medical conditions:** Medical conditions that will be considered for additional non-recyclable waste capacity will be ones where hygiene wastes (i.e. pads, wipes, dressings) and clinical waste are likely to be generated. On occasion, the Council may request written confirmation from the resident's doctor to confirm the condition. Where conditions dictate that 1 x 240 litre bin is of insufficient size, then an additional wheeled bin of sufficient capacity to hold 3 weeks medical waste may be made available and uplifted on a 3 weekly basis on the same day as the residual bin. Annual checks are made to ascertain the eligibility.
2. **Additional Recycling Containers:** Where households cannot accommodate their recyclable material in the standard containers, additional containers can be supplied upon request.
3. **Additional Non-Recyclable Waste Container:** Where the reason for requesting additional capacity is not related to a medical condition, the council shall carry out an assessment of the requirement for greater provision by:
 - a. In the first instance if the property is not lived in permanently by 6 or more people or there are fewer than 2 children in nappies the council shall inform them that no additional capacity for non-recyclable waste shall be provided.

- b. If there are 6 or more permanent residents or 2 or more children in nappies within the property, the council shall request that the resident complete a waste diary for an agreed period of time (e.g. 1 collection cycle for non-recyclable waste).
 - The resident will be asked to record the wastes that they place in both recycling and no-recyclable waste containers.
 - A 'Waste Diary' pack shall be sent to the resident with instructions for completion and, where appropriate, a visit from a council officer shall be provided to assist with the completion of the diary.
 - c. Upon completion and submission of a waste diary, a council officer shall review this. Where appropriate to do so, the officer shall visit the resident to provide further advice on what can be recycled and ways of reducing waste.
 - d. If the council assess that the resident requires additional capacity for no-recyclable waste, they shall deliver a larger container (360 litre). This container should be identified with a 'marker' so that it is clear that it is an additional container that is approved by the council to aid collection crews with collecting the proper containers.
 - e. Any additional capacity provided shall be time-limited and a review shall be carried out at the end of the agreed time limit.
- Households which are provided with additional capacity for non-recyclable waste must recycle fully using the kerbside recycling service and/or recycling centres and points. Additional recycling containers can be supplied on request. Failure to recycle fully will result in the larger bin being removed and replaced with a standard bin. An audit of the larger bin may be carried out at any time and annual checks are made to ascertain the eligibility.
- **Space issues:** where situations dictate that either there is no room to store a wheeled bin and/or insufficient access to move the bin within the curtilage of the property, plastic sacks can be made available on an assessed basis.
- **Flatted developments** will be issued with an appropriate number and size of containers and dependent on the size of development, larger communal containers for use by all residents. The containers must be located at a communal collection point. If communal containers, each flat will receive bags or boxes to store and transport their waste to the communal point.
- **Assisted Collections:** Where householders are infirm and/or disabled either on a temporary or permanent basis and there is no-one else who can place and remove the containers for them, an assisted 'back door' collection is offered for all waste containers. Annual checks are made to ascertain eligibility.
- **Rural road ends:** communal containers will be sited at road ends in rural areas, where deemed necessary and practicable.
- **Christmas/New Year arrangements** may differ from the norm and residents should note information in their local press or the Council's web site.

5. STANDARD COMMERCIAL WASTE COLLECTION SERVICE

Purpose	Wheeled Bins Available	Quantity	Collection Frequency	Day
Residual Waste	140 to 1280 litre	By arrangement	Weekly	Mon-Fri
Mixed colour glass bottles	240 litre	By arrangement	Weekly	Mon-Fri
Paper and Cardboard	140 to 1100 litre	By arrangement	Weekly	Mon-Fri
Plastic bottles/cans	140 to 1100 litre	By arrangement	Weekly	Mon-Fri

6. EXCEPTIONS TO STANDARD COMMERCIAL WASTE COLLECTION

- Where situations dictate that either there is no room to store a wheeled bin and/or insufficient access to move the bin within the curtilage of the property, plastic sacks can be made available on an assessed basis.
- Although the standard agreement offered is that of a weekly collection, variations to this can be provided by arrangement including weekends at an increased unit cost.
- Handballing of paper and cardboard may be available by arrangement.
- Businesses located in a rural environment may receive a 3 weekly service for residual waste and fortnightly for recyclable materials.

7. BULKY HOUSEHOLD WASTE

Contact Details

We offer a Bulky Waste Collection Service for domestic properties.

If you would like to book a bulky uplift:

Telephone: 01343 557073

Hours: 8.45am – 5pm Monday to Friday

Email: bulkyuplift@moray.gov.uk

Alternatively you can submit a request via our online form

- Bulky household waste will be collected within ten working days from the date of request.
- Material for a bulky waste collection should be sited at the normal point of collection, and should be available from 7.30am on the day of collection.
- The collection crew will **not** enter your premises for the material to be uplifted other than for those who require an assisted collection as per Clause 1.6.

8. SERVICE STANDARDS

What the Council will provide

- In line with the Code of Practice on Household Recycling:
 - We will ensure that our local policies encourages residents to recycle by reducing the collection of waste that cannot be recycled (i.e excess waste/side waste)
 - We will ensure that our local policies provide residents with sufficient capacity for their waste, recognising that some households will produce more waste than others.
 - We will ensure that policies for bulky or excess waste encourage residents to recycle and reuse, where this is practicable to do so.
- We will provide a three weekly collection service for residual waste to all households.
- We will provide a fortnightly collection service for food/garden waste to all households.
- We will provide a fortnightly collection service for dry recyclable waste to all households.
- For those physically unable to place containers at kerbside and who have no one else to do so, we will provide an assisted collection. (see clause 4).
- We will provide a replacement larger bin for those who cannot accommodate their residual waste in the standard container and who meet the set criteria. (see clause 4)
- We will clean up any spillage associated with the collection which has been caused by Council employees. If possible this will be carried out immediately, otherwise it will be carried out within 24 hours.
- We will provide adequate and timeous information to residents on days of collection and how to use the service.
- Any changes (other than unforeseen e.g. inclement weather) to the normal collection will be communicated in writing to the affected households at least ten working days before changes are due to commence.
- We will advertise, through the local newspaper and Council website, any changes due to public holidays at Christmas and New Year, at least ten days before the changes.
- On occasions of extreme inclement weather, residents should leave their bin out for collection at the kerbside. The waste including any surplus will be picked up as soon as possible thereafter.
- We will not return for alleged missed collections where the container(s) has not been placed on the kerbside for collection by 7.30am.
- We will provide free of charge replacement bins and boxes damaged by either Council staff or vehicles during the collection.
- Any new or replacement bins will be delivered within five working days.
- Replacement bins may not be new as we repair and re-use wherever possible.
- We will provide free additional containers for recycling if requested.
- Any additional bins and boxes will be delivered within ten working days.
- Only containers which have been supplied by the Council will be serviced.
- Excess or Side Waste: we will not collect from non-recyclable waste bins where the waste has been placed in the wheeled bin but the lid cannot be

easily closed by hand nor will we collect any waste presented at the side of the container. In such cases, a note of the incident will be taken and recorded for future occurrence. Appropriate advice will be provided to the resident.

- **Recycling Contamination:**

- The council shall ensure that all collection crews are trained on what materials are accepted for recycling, the safe system of work for monitoring contamination, and any action resulting from the detection of contamination. Where the contamination of dry recycling bins is severe the recycling shall not be collected as it will have a detrimental impact on quality of the whole load collected. Staff will contact the householder to explain why the bin was not collected due to severity of contamination and provide support to ensure compliance with the policy.

Definitions of Low, Moderate and Severe contamination are as follows:

<u>Low – very few items that are unacceptable are visible to the collection crew</u>	<u>Where safe to do so, the collection crew should remove the contamination and collect the recycling, leaving the contaminants in the bin, taking note of the incident. If the items cannot be safely removed, the bin should not be collected.</u> <u>The container should have something appended to it so that the resident can understand the range of materials that can be recycled. Future collections should be monitored.</u>	
<u>Moderate – several items that are unacceptable are visible to the collection crew</u>	<u>Where safe to do so, the collection crew should collect the container taking note of the incident.</u> <u>The container should have something appended to it so that the resident can understand the range of materials that can be recycled. Future collections should be monitored.</u>	
<u>Severe – black bags and/or food waste and/or many items that are unacceptable are visible to the collection crew</u>	<u>Bin Collection – Recycling not collected as it will contaminate the whole load collected.</u> <u>The container should have something appended to it advising the resident to sort their material correctly and then present the recycling for collection on the next scheduled collection day.</u> <u>The container should have something appended to it so that the resident can understand the range of materials that can be recycled. Future collections should be monitored.</u>	

What is expected of the customer

- Householders and traders should place their wheeled bin (with the lid closed) and boxes on the pavement (adjacent to a roadway) or on the roadway at the curtilage boundary with the wheeled bin handles facing toward the road.

- **Recycling Contamination:** Householders should ensure that they do not contaminate recycling with non-recyclable waste. Where the contamination of dry recycling bins is severe the recycling shall not be collected as it will have a detrimental impact on quality of the whole load collected.
- Only the waste stream associated with the individual containers should be placed in those containers as follows:
 - ✓ Residual waste in the green coloured wheeled bin
 - ✓ Food waste and garden waste in the brown coloured bin
 - ✓ Paper based products in the blue wheeled bin
 - ✓ Glass bottles in the orange box
 - ✓ Plastic bottles and cans in the purple wheeled bin
 - ✓ Paper and cardboard in the bin stickered as such or the blue coloured wheeled bin (traders)
 - ✓ Glass bottles in appropriate wheeled bins stickered as such (traders)
- Containers should be presented at the kerbside for collection **by 7.30am** on the day of collection. We will not return for alleged missed collections where the containers have not been presented for collection by this time.
- All waste must be placed within the containers provided.
- Overfilled bins, i.e. with the lid gaping open, will not be accepted as these have health and safety implications for the operatives. The bin should be presented in the correct manner on the next collection day.
- Containers must be stored where possible within the curtilage of the property.
- Containers must be removed from the kerbside to within the curtilage of the property as soon as practical after emptying to avoid obstruction of the pavement/roadway.
- The cleanliness of the containers is the responsibility of the householder/trader.
- Only containers supplied by the Council should be presented for emptying.

Storage of waste containers:

Individual Household properties

- Individual properties must have sufficient space to store the following waste containers: 2 x 240 litre wheeled bins; 2 x 140 litre wheeled bins; 1 x 40 litre box.

Flatted Properties and in those circumstances where it is necessary to enter the curtilage of commercial premises to service bins at a waste compound, the following will apply:

Each flatted household development will be assessed on an individual basis for storage requirements. In general, low rise developments with a small number of flats will require storage as per individual properties above.

Where a waste compound is required for larger communal bins, the requirements are as follows:

- The surface must be impervious and allow free travel of wheeled containers
- The running surface must be at road level or have drop kerbs
- Access into and from the compound must be at least 1500mm to allow for manoeuvring of the wheeled bin.
- The compound must be able to accommodate the number of wheeled bins required with adequate space between bins (300mm) to allow them to be pulled out and replaced easily.
- The compound must be kept in a clean and tidy condition

- Only waste and/or recyclable materials must be stored in the waste compound
- Waste and/or recyclable materials must be contained within the containers provided (alternatively a cage may be used for bulky cardboard)
- A fully enclosed compound may be beneficial to prevent escape of waste
- Unrestricted access is required on the day of collection to allow safe servicing

9. INCLEMENT WEATHER

During severe winter weather, the council will:

- Continue to undertake the regular scheduled collection of household and commercial waste wherever it is deemed safe to do so. The decision on whether it is safe for a refuse collection vehicle to access a specific location/street has to be determined locally by the driver of that vehicle, taking into account the prevailing driving and weather conditions at the time and the physical nature of the area that has to be negotiated.
- If the driver decides that it is not safe to access an area, then they will report this to their manager and the Council's customer service staff to enable them to field any subsequent enquiries. If significant numbers of residents/businesses are affected then an alert will also be posted on the Council's website to provide information to the affected people.
- If underfoot conditions are safe enough to do so, bins will be manually pulled out of side roads to be emptied but may not be returned to their previous position. Alternatively, we will try to return and collect missed bins within 24 hours of the scheduled collection date where possible. Details of arrangements to catch up with collections will be posted on the Council's website and communicated to the public through local media. The public may be asked to leave their bins out for collection for the remainder of the week.

During continuing severe weather:

- If it is not possible to empty your bin due to continuing bad weather conditions, then we will aim to return later during that same week to empty missed bins and if necessary this may include working weekends. If we are still unable to service your bin we will remove excess waste you leave at the side of your bin on the next scheduled collection.
- In exceptional adverse weather conditions it may prove necessary to temporarily suspend all refuse collection arrangements in a particular area. The collection of green/food waste will then take priority over residual waste. We will continue to attempt to empty your recycling containers. As soon as conditions improve the service will resume.



**REPORT TO: ECONOMIC DEVELOPMENT AND INFRASTRUCTURE
SERVICES COMMITTEE ON 4 DECEMBER 2018**

**SUBJECT: ANNUAL REPORT ON ECONOMIC DEVELOPMENT IN MORAY
2017/18**

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

1. REASON FOR REPORT

- 1.1 To present to the Committee the Draft Annual Report providing holistic information about Economic Development in Moray during 2017/18 in which the Council is a lead or principal agency.
- 1.2 This report is submitted to Committee in terms of Section III (F) (2) of the Council's Scheme of Administration relating to the exercise of functions that promote economic development.

2. RECOMMENDATION

2.1 It is recommended that the Committee:

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

3. BACKGROUND

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

4. SUMMARY OF IMPLICATIONS

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

The report sets out what was contributed by Council services and partners in 2017-18 in relation to the corporate plan priority to promote economic development and growth, also the LOIP priority of a growing and sustainable economy.

(b) Policy and Legal

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

(c) Financial implications

There are no financial implications arising directly from this report.

(d) Risk Implications

There are no risk implications.

(e) Staffing Implications

This report has been compiled within existing staffing resources

(f) Property

There are no property implications.

(g) Equalities/Socio Economic Impact

There are no equalities impacts arising from this report.

(h) Consultations

The Corporate Director (Economic Development Planning & Infrastructure), the Head of Development Services, the Head of Legal and Democratic, the Equal Opportunities Officer, Paul Connor (Principal Accountant) and the Lissa Rowan (Committee Services Officer) have been consulted and comments received have been incorporated into the report.

5. CONCLUSION

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

Author of Report:	Gordon Sutherland
Background Papers:	None
Ref:	Annual Economic Development Review

MORAY ECONOMIC DEVELOPMENT ANNUAL REVIEW 2017/18

Photo to follow



moray
council



Contents

1	Introduction	1
2	The Strategic Context	2
3	Inward Investment and Development	4
4	Transport and Infrastructure	11
5	Employment	14
6	Business Support	18
7	Social Economy	21
8	Education and Social Cohesion	24
9	Natural and Historic Environment	26
10	Tourism and Culture	32
11	Local Performance Indicators	37

Restored Fountain, Elgin

Front cover: The Macallan Distillery - © Ian Bevan, Magnum Photos

1 Introduction

I'm delighted to introduce you to the latest Economic Development Annual Review for Moray, the intention behind this being to provide a comprehensive overview of major economic development activity driven or closely supported by various services across the Council during the financial year. As with previous reports, although the focus is largely on activity within the financial year, information on the way in which key developments then progressed over the remainder of 2018 and beyond is also provided where this is helpful.

During 17/18 work continued to develop Moray Growth Deal, with the business cases required for each project taking shape. At its heart the Growth Deal is a programme of projects and so each project has been developed with the deal framework – the vision, pillars and key objectives – firmly in mind. During the year public consultation was undertaken on this framework and this showed an 83% approval rating – a strong sign that the workshops and other engagement undertaken in 16/17 was time and effort well spent. Since then formal negotiations on the deal have been opened with both governments and these are likely to take us into the next financial year before the next stage in the process – Heads of Terms, or an agreement in principle – is reached.

Following on the analysis done to support the developing Growth Deal, work continued to update and refresh a host of other policies relevant to economic development including The Local Outcome Improvement Plan for Moray which focusses on reducing inequalities, the Moray Council Corporate Plan 2017-2022, the Skills Investment Plan for Moray, Moray Economic Strategy and Moray Local Development Plan 2020. The coordinated work needed to deliver on the aims and objectives set out in these policies across the community planning partnership is now well underway.

Meanwhile work on the expansion programme progressed apace at RAF Lossiemouth with a £100million private investment by Boeing in the expansion heralding an opportunity for Moray to work

with both the MOD and the Aerospace industry to develop skills and jobs for Moray. This is now being progressed with support from the University of Highlands and Islands and other stakeholders.

Finally, work at Barmuckity Business Park began following lengthy negotiations to ensure the park would be viable. This need for this employment land was acknowledged as far back as 2012 when the first Moray Economic Strategy was written, so finally delivering on this was a significant achievement for all involved including Highlands and Islands Enterprise who provided grant funding and the council's Development Planning team who worked with the developer to create a Development Framework for the site.

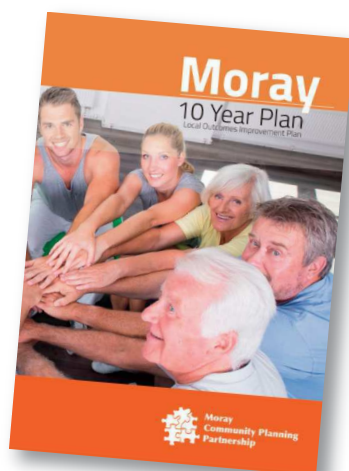
I hope you will enjoy reading more about these developments and others and that this report will help to build understanding and appreciation for the strength and breadth of collaboration which supports economic development in Moray.



Rhona Gunn
Corporate Director
(Economic Development, Planning and Infrastructure)



2 The Strategic Context



Moray Local Outcome Improvement Plan

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

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

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

The CPP **Vision for Moray is –**

Raising Aspirations through Expanded Choices, Improved Livelihoods and Wellbeing

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

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

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

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

Moray Economic Strategy

The Moray Economic Strategy was adopted by the Community Planning Board in 2012. The strategy provides a policy framework for the public and private sectors with the primary objective to grow and diversify the economy. Following consultation with partners a refresh of the strategy is scheduled to be completed in 2018 to reflect changes since 2012 and also to support the developing bid for Growth Funding from the UK and Scottish Governments known as Moray Growth Deal. The revised strategy will be built around improving performance relative to four areas:

- Qualification levels
- Business Growth
- Talent Attraction
- Business Competitiveness

Moray Economic Partnership

The Moray Economic Partnership (MEP) Board meets four times per year. The partnership is guided by the objectives and outcomes included in Moray 2026 and now the LOIP which were in turn partially drawn from the Moray Economic Strategy. During 2017-18 the partnership advanced various initiatives and projects including but not limited to:

- Continued development of a Moray Growth Deal Bid
- Agreed to support the expression of interest for Greater Places funding
- Provided input to the Moray Local Outcome Improvement Plan
- Considered the Talent Attraction & Recruitment Strategy work commissioned by HIE
- Supported the preparation of the Moray Skills Investment Plan and associated Delivery Plan
- Considered the progress of Mobile Phone & Broadband Infrastructure provision across Moray

- Supported Scottish Apprentice Week
- Maintained a dialogue and support for the MOD on operational plans and development that benefit the economy and
- Supported the 4th Annual Moray Business Week.

Additional information is posted on the MEP page of the Your Moray Community Planning Partnership website

http://www.yourmoray.org.uk/ym_standard/Page_104963.html

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



Moray Council Corporate Plan

The Corporate Plan for 2018-2023 was approved by the Council on 14 February 2018. It sets out the Council's priorities, values and plans for the future. It also provides the context for implementation, the constraints within which the council must operate;

the challenges and pressures and the organisational change required to successfully deliver the priorities. It provides a link between the national priorities, the Moray Community Planning Partnership's plans and the Council's own plans and priorities so that these can be cascaded into actions and delivery within service plans. This first iteration of the Corporate Plan starts to identify what the Council will be doing over the next five years to contribute to the Moray 10 Year Plan Local Outcomes Improvement Plan and to address the specific priorities of the Council.

The aim is to create the right environment for people to do well and reach their potential. The Council's priorities in delivering this are to:

- Ensure caring and healthy communities
- Promote economic development and growth, and maintain, and promote, Moray's landscape and biodiversity
- Provide a sustainable education service aiming for excellence
- Work towards a financially stable council that provides valued services to our Communities

In terms of the priority to "Promote economic development and growth, and maintain, and promote, Moray's landscape and biodiversity". The corporate plan identifies the following Challenges and Opportunities:

"The Moray economy performs well in many areas, with comparatively low unemployment, few areas of significant deprivation, strong survival rates for new businesses and encouraging growth in key sectors such as construction. There are a number of opportunities that have been identified for development. We aim to increase our wage and qualification levels and to improve pay levels and job opportunities for women in Moray, which are often poor compared to those for men. We will also work to create an appealing environment for young people where the trend is of outward migration, with many more leaving and failing to return than those we successfully attract into Moray from other areas. Given the higher than average growth in our elderly population, this creates challenges in terms of our working age population."

The Plan states that: "Economic development cannot be delivered by any one agency. It requires concerted action in pursuit of a shared vision. This is provided in Moray by Moray Economic Strategy and its delivery body Moray Economic Partnership. A key aspect of future activity will be the Moray Local Development Plan 2020 and Moray Growth Deal, our version of a City Deal, both currently in development. Each draws upon contributions across the various council services such as education and housing, as well as work by community planning partners including work to implement the LOIP priorities."

This report identifies some of the activities undertaken in 2017-18 that are already contributing to the delivery of the Corporate Plan vision.

3 Inward Investment and Development

In March 2018 the RAF Lossiemouth Development Plan was publicised with community presentations outlining the content and provisional schedule for development at the base to station 9 P8 Maritime Patrol Aircraft.



Artist's impression of P-8A © RAF

The developments at RAF Lossiemouth which are valued at in excess of £400 million are likely to bring over 500 further service personnel, with dependents and supply chain employees in addition to that. The stimulus which this will provide to the local economy is to be welcomed, but it will also bring challenges in terms of the supporting infrastructure for housing, schooling etc. and officers are working closely with the MOD to plan for this.

The continued influence of the MOD and the need for Moray to be competitive as a location for business makes it important to pursue any opportunity to support the economy. As such the Council working with its Community Planning Partners has been developing a Moray Growth Deal Bid.



Moray Growth Deal

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

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

By 2030, Moray will be known as:

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

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

During the Summer of 2017 the process to build understanding and support began with a public engagement campaign and an initial summary document known as a Statement of Intent was published. Support for the growth deal framework – vision, key objectives and success measures – was strong with an approval rating from a public survey of 83%.

During the Autumn and Winter of 2017 one to one and group engagements were held to achieve endorsements and show support from local businesses. A Growth Deal Business Assembly has been formed to guide and support the bid and held its first meeting in June 2018.

During 2018 partners have been developing strategic outline business cases for a number of projects that have formed the basis of initial discussions with both governments. Workshops were held in June 2018 to receive initial feedback for compatibility with government objectives; this has enabled partners to continue working to strengthen their business cases.

In October 2018 the Chief Secretary to the Treasury, Liz Truss MP gave the political “green light” for partners to progress negotiations for a deal, and a reference to a Moray Growth Deal followed in the Autumn Budget statement from the Chancellor of the Exchequer. Progression to the initial agreement stage (known as Heads of Terms) is provisionally targeted to conclude between April and December 2019. This is flexible depending on a number of factors. This agreement would set out the projects which would be funded within the deal in broad detail.

At present, high level valuations for the twelve projects proposed to sit within the deal total in excess of £200 million. However, all bids to date have achieved only a proportion of the funding bid for and so the final level of funding is not yet clear.

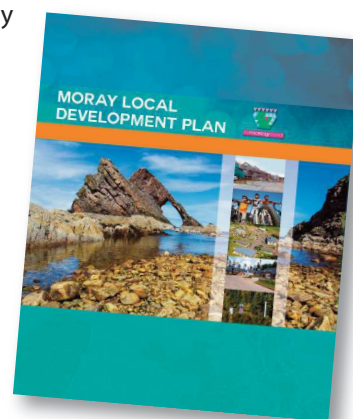
David Mundell, Secretary of State for Scotland visit to Moray Council April 2018



Inward investment and development is a critical aspect of sustainable economic growth for Moray. The Moray Local Development Plan (MLDP) sets out the blueprint for such growth in Moray, establishing policy to promote sustainable economic development, address the environmental and climate change impacts and establish the principles of good design and placemaking. The allocation of land for housing, employment land, retail and commercial activities enables investment decisions and provides certainty in the planning system.

i) Moray Local Development Plan (MLDP)

The Moray Local Development Plan was adopted in 2015. It sets out a range of policies against which to assess development proposals, with the aim of directing the right development to the right place and safeguarding Moray's environment. The Plan identifies a generous supply of land for housing and employment development with further reserve supplies available, which can be brought forward if required. The Plan is a vital aspect of supporting and facilitating economic growth.



Work has progressed to develop the next Local Development Plan which aims to provide a minimum of 15 years land supply for housing and employment purposes. The new Plan will also refocus the role of the planning service as an enabler of development, with a greater focus on quality outcomes, infrastructure co-ordination and delivery.

The Main Issues Report identified 9 main land use planning challenges facing Moray and was made available for public consultation from early January 2018 to the end of March 2018. Over 400 responses were received and over 950 people attended a series of drop in exhibitions, which aimed to highlight the positive benefits of good planning.

Responses have been analysed and have shaped the Proposed Plan which will represent the “settled view” of the Council. It is anticipated that consultation on the Proposed Plan will take place from early January 2019 to the end of March 2019.

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

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



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

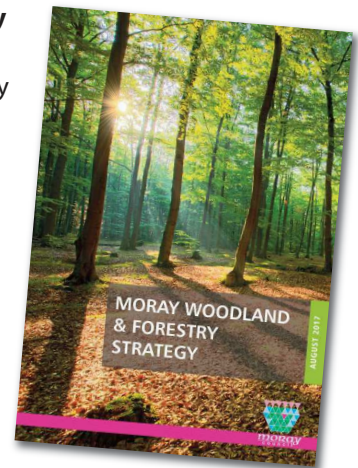
Quality development and a quality environment support economic development and Embedding placemaking in policy will help deliver more attractive, active, integrated

and healthier places. Working in partnership with NHS Grampian, Scottish Water, Education, and Transportation the plan will help to establish and co-ordinate infrastructure requirements associated with proposed development to support economic development.

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

Woodland and Forestry Strategy

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



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

One project identified through the Strategy is the completion of a feasibility study for the upgrading and development of the Moray Way.

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

ii) Development Management and Enforcement

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

Development Management's primary function is to process planning applications, deal with development enquiries and provide pre-application advice. In addition the section monitors planning conditions and deals with all enforcement enquiries when queries are raised by members of the public.

Having an up to date Moray Local Plan with associated Supplementary Guidance is essential to dealing with development proposals effectively. All major development proposals and proposals which have significant economic impact are now covered by a processing agreement between the Council and the Developer setting out key milestones over the life of the project (from the pre-application stage through to the signing of a Section 75 legal agreement and discharging planning conditions prior to work commencing on site). Significant work has been carried out on master planning such as that seen for Elgin South and Findrassie and this highlights the importance of working with developers and providing pre-application advice to improve the quality of design in final submissions as well as front loading the planning application process.

A framework has recently been approved for Barmuckity Business Park to assist with its delivery on the ground and work has now commenced on site along with a number of planning applications being approved and further ones being submitted.

At the end of 2017 two projects were short-listed for national Planning awards for work done in 2016-17 for Refurbishment of Victoria Cottages in Elgin Conservation Area creating a new mixed use creative learning/art space utilising a Category A listed building at Altyre Estate.

Building Standards

In 2017/18 the Building Standards Service received 985 applications for Building Warrant and 1224 submissions for Completion Certificates. The value of building work processed by the Service was £99.3M which is £10M more than in the previous year. E-Building Standards was introduced in August 2016 and during the year 2017/18 77% of our applications were received electronically via the online portal.

Glasgow School of Art at Altyre Estate





CASE STUDY THE MACALLAN DISTILLERY

On 2 June 2018 The Macallan launched its new distillery and visitor experience. Located on the Easter Elchies estate, it is the first distillery on Speyside to be designed by an internationally acclaimed architect, Rogers Stirk Harbour and Partners, who were selected to lead the project after an international competition.

International business Edrington is investing £500 million in the brand of which the £140 million distillery is the centre piece. This programme increases investment in whisky, warehousing, and particularly in The Macallan's signature sherry-seasoned oak casks.

Economic Development and Planning staff began discussions with Edrington in 2011 for this investment; work included facilitating conversations with local community representatives and helping to chart the course of development regulation. This included assessment to ensure the development assimilates within an area designated as of great landscape value, protects the environment and amenity and maintains highway safety. New techniques and technologies have been pioneered at the distillery requiring testing to destruction. The standards of finish of the materials used are exemplary to match the product. The undulating timber roof structure is one of the most complicated timber roof structures in the world, comprising 380,000 individual components.



The build began in December 2014. The first whisky ran through the stills in December 2017. Elgin-based Robertson Construction has delivered the complex architectural design, working with 25 contractors to bring the vision for the new distillery and visitor experience to life. During construction, up to 400 people specialising in more than 20 different trades were employed on site.

The new distillery will enable production of The Macallan to increase by a third if required. The new stills were crafted by Rothes coppersmiths Forsyths, who have been making the brand's distinctive, 'curiously small' stills for The Macallan since the 1950s.

[See full article published in Scottish Field 5th June 2018](#)



i) Local Housing Strategy

During 2017/18, the Council's new build programme achieved 47 house completions with a further 68 under construction at year end. The Council also purchased land for 137 houses. The completions contributed to the Housing Business Plan target to build 70 houses per annum over the next 3 years. The new build programme supports the aims of the Corporate Plan by providing new affordable housing for an increasing population and a growing and diversifying economy.

The total amount spent on new Council housing in the financial year 2017/18 was £6.814m. This included £4.412m of Scottish Government grant funding. During the year, housing associations used a further £1.947m of grant funding for new affordable housing in Moray, achieving 72 completions and 22 houses under construction at year-end.

This represents a significant investment in an area recognised as a key enabler of economic development. The proposals for the Council's future new build programme were set out in the Strategic Housing Investment Plan which made provision for the completion of 231 new Council houses during the period 2018-21.

ii) Private Sector Build Out

The Council prepares an annual housing land audit and is required by Scottish Planning Policy to maintain a 5 year supply of effective land (free from constraints) and to ensure there is a generous supply identified in the Moray Local Development Plan (MLDP). The 2018 Audit shows that the Council has maintained a 5 year effective supply. With an effective housing land supply of 3638 units, which equates to a 6.76 year effective housing land supply. The total housing land supply 2018 (effective and constrained land) is 12,848 units, of which 5,777 units are identified as longer term housing land reserve, which can be brought forward as and when required.

House completions in 2017 were 341, compared with 334 in 2016, 337 in 2015, 311 in 2014 and 295 in 2013. Projected completions are estimated to increase over the next couple of years as sites within MLDP 2015 are built out. The majority of completions in 2010-2017 were for housing projects in Elgin, Forres and Buckie.

Development rates in Keith and towns in Speyside continue to be low and Officers are looking at how existing sites can be made more effective.

Consideration is also being given to sites which have been in successive plans with little sign of progress and if these should continue to be identified.

Commercial

i) Industrial Portfolio

Occupancy rates remain near capacity and the Council is considering further proposals to expand the portfolio to meet business needs. There has been an upturn recently in private sector interest in developing new business units on sites where the public sector has provided infrastructure and the Council will monitor this closely to determine the extent of future new Council provision.

There remains a lack of serviced sites ready for development. The Council has however constructed roads and services at March Road, Buckie to provide a supply of development sites in East Moray for business seeking to build their own bespoke premises.

The Council is also in discussions with Highlands and Islands Enterprise with a view to acquiring land to provide small serviced development sites and business units at the Enterprise Park, Forres. In addition discussions are being held with landowners in Speyside with a view to identifying suitable land for acquisition and the provision of serviced development sites for small businesses.

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

ii) Barmuckity- Elgin Business Park

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

iii) HIE/ Enterprise Park Forbes

HIE's area of focus is on private businesses and social enterprises with the ambition to grow and export. The past year has seen a new group of Moray enterprises come into HIE account management, widening the variety and reach of business support by the agency. HIE also seeks out new opportunities for inward investment into Moray, and for new developments which create higher paid employment. HIE investments in 2017/18 include supporting businesses such as Meatsnacks Group, Macduff Shipyards, Kura, Woohaa Brewing Company, Simpsons of Buckie and Christie Elite.

In terms of Strengthening Communities, HIE provides financial support and expertise to social enterprise and community organisations seeking to acquire income generating assets to enable sustainability. During 17/18, a series of small organisations in more fragile communities were supported.

iv) Private Sector - Town Vacancy Rate

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

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

During 2017-2018 the following projects have helped to support vibrant town centres
Markets and non-commercial events are supported in:

- Elgin,
- Forbes,
- Buckie,
- Keith, and
- Lossiemouth.

Elgin BID works to improve the local trading environment. See further information on page 20.

The Elgin Conservation Area Regeneration Scheme has provided grants for building repairs and shop front improvement and facilitated improvements to the public realm projects. The Elgin CARS ended in March 2018. See further information on page 26.

The Castle to Cathedral to Cashmere heritage experience route runs through the town centre with interpretation boards and interactive touch screen in the St Giles Centre. See further information on page 29.

A summary of the 2018 findings are set out in the table below.

Town	Comparison		Convenience		Retail Service		Leisure Service		Vacancy	
	2018	2016	2018	2016	2018	2016	2018	2016	2018	2016
Elgin	90	86	19	18	51	47	65	65	25	36
Edgar Road	21	20	2	2	2	2	4	3	7	5
Forbes	28	29	15	13	27	21	23	25	3	9
Keith	26	27	13	13	13	12	19	18	9	5
Buckie	27	28	8	7	16	15	20	21	10	8
Lossiemouth	10	10	6	6	12	9	21	18	5	8
Aberlour	7	7	4	5	5	4	10	9	1	0
Dufftown	7	10	7	6	4	4	19	18	2	4
Fochabers	9	7	4	4	2	3	9	9	1	1
Rothes	6	7	3	3	2	2	9	9	3	2

4 Transport and Infrastructure

A96 Inverness to Aberdeen Dualing

The Scottish Government has a commitment to dual the A96 between Inverness and Aberdeen by 2030. The scheme is being promoted by Transport Scotland as Trunk Road Authority. Moray Council considers the promotion of the A96 corridor vital to the economic development of Moray. Transport Scotland have identified a series of route corridors that are being appraised. Announcement of the preferred route option is expected late in 2018.

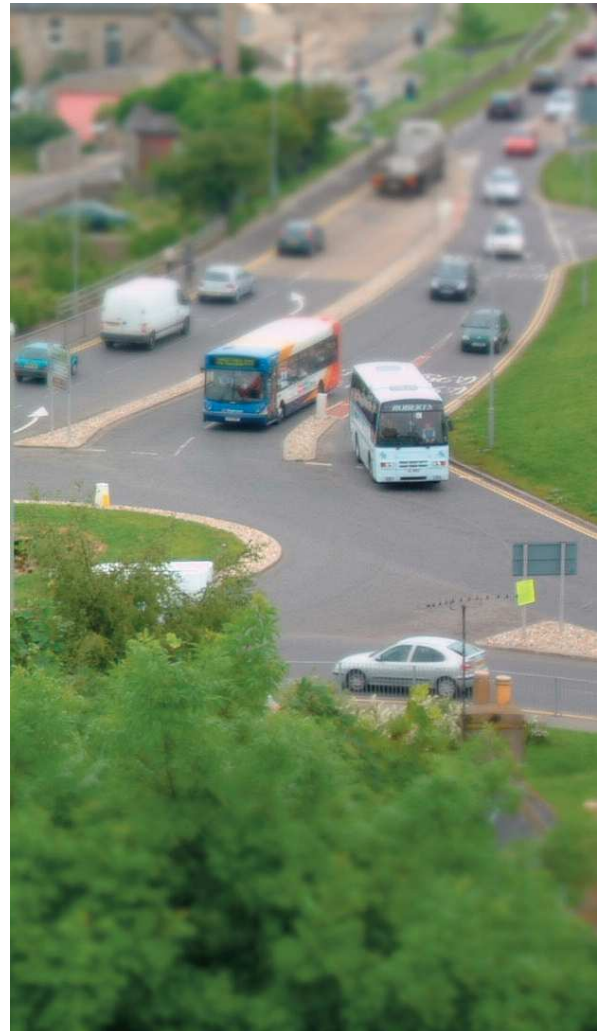
Elgin Transport Strategy

The Council has recognised the need to plan the transport infrastructure that Elgin requires in order to support development growth and reduce congestion. The first scheme from Elgin Transport Strategy was delivered in early 2018, with the introduction of traffic light junction control at South Street / Hay Street in Elgin. This scheme also provides safer crossing facilities for pedestrians and cyclists.



Buckie Harbour

The harbour has seen growth in cargo, fishing and offshore related business during 2017/18. The council has applied for funding to support the installation of an ice plant and fuel tank in Buckie Harbour to support the fishing industry. The Council continues to seek opportunities with interested parties to secure a long term future for Buckie harbour.



Public & Community Bus Transport

In addition to the commercial Stagecoach bus services, the popular council operated **Dial M** demand responsive service has continued to grow. The additional services introduced in 2016 are performing well as part of the service provision.

The principal focus of community transport is to minimise social exclusion and provide access to services (particularly healthcare) for people with no other form of transport, living in areas without robust public transport facilities. The Transport Steering Group of Moray Forum is taking a leading role in encouraging and growing community transport across the area. The focus over the last year has been on protecting community links and promoting accessibility.

Core paths

Development, improvement and promotion of [The Moray Core Paths network](#) has been modest due to reduced budgets. Nevertheless progress has been made during 2017/18 as follows:

- Moray Walking Festival- the 6th midsummer festival used many of the Core Paths as walking event locations. The Festival is focused on raising the profile of 'The Moray Way' (around 80 miles of Core Paths in Moray).
- Speyside Way in its entirety from Buckie to Ballindalloch and the spur from Ballindalloch to Glenlivet (Core Paths SW01 to SW05) - Ongoing maintenance, promotion and events support. eg Dramathon
- Core Paths small works winter programme – a range of small scale improvement projects.
- Enabling and support of community path projects. Rothes to Caigellachie Railway path and Burghead to Lossiemouth Cycle Path.
- Continual support of Community Groups involved in practical path management for example . Dava Way Association.
- Ongoing promotion of Core Paths via the [Morayways website](#) and participation in the Scotland's Great Trails initiative.

The Council is currently reviewing its Core paths Plan with proposals to add over 60 new Core paths and amend many more. Public consultation on this took place in early 2018 with the Council now working to achieve an adopted amended Plan early in 2019.



Low Carbon and Active Travel

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

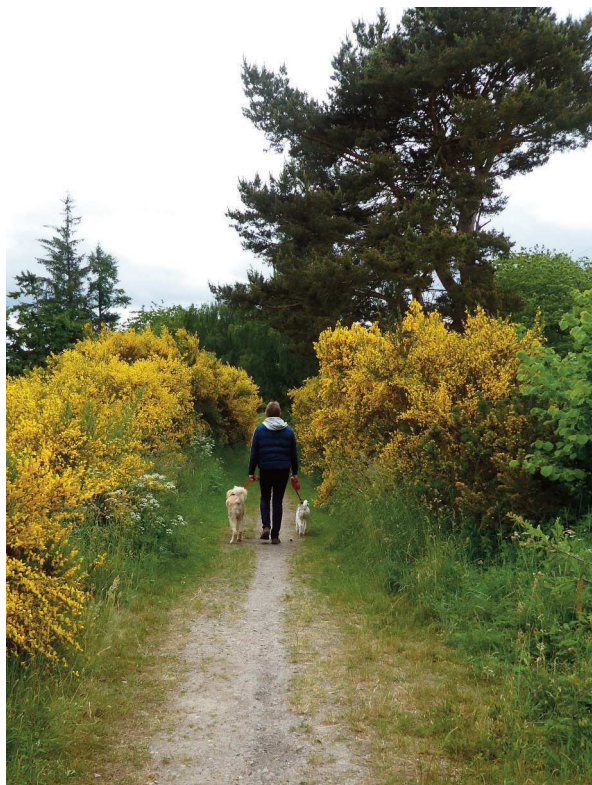
A real boost to low carbon and active travel has come with the confirmation of £800,000 of grant funding to improve the Speyside Way between Craigellachie and Carron to enable cyclists to use the route for everyday journeys. The funding will also enable the installation of additional electric vehicle chargers, which combined with other funding and promotional activity should see a real boost in the use of low carbon transport modes in the Speyside area.

Linked to this is the participation in a European project led by HITRANS the regional transport partnership. The GPaTRA project is focused on testing low carbon transport solutions in new areas, and will see the Council introduce an electric bus service in Speyside to test the reliability of the vehicles in hilly and wintry conditions, whilst providing enhanced transport provision in the area.

Broadband and Mobile Phone Infrastructure (connectivity and speeds)

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

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



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

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

Areas with potential roll-out still in planning (As of July 2018): Ballindalloch, Dallas, Drummuir, Elgin, Forres, Glenlivet, Keith, Lhanbryde, Mulben, and Rothiemay.

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

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

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

The Scottish Government has made a commitment that all Scottish premises will be able to access broadband with a download speed of at least 30Mbps by 2021.

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

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

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

Rail and Air

Transport Scotland have recognised the need for improvements to the rail network in north-east Scotland, with the Aberdeen-Inverness route having seen significant growth in passenger numbers over recent years. Despite this growth the timetable and network capacity has not changed in many years. Network Rail, the rail infrastructure provider, has been funded to make improvements between Aberdeen and Inverness, with initial timetable improvements commencing in December 2018. In autumn 2017 the major physical works in Moray were completed, including the opening of the new Forres station.

Work has continued through the **Highlands and Islands Transportation Partnership (HITRANS)**, the regional partnership of which Moray Council is a member, to promote a new railway station for Inverness Airport at Dalcross. Scottish Government has confirmed that funding will be made available for this important facility. This new station will assist in integrating the different methods of travelling without the use of a private car.

Timber Transport

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

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

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

Future funding levels are however uncertain.



5 Employment

Employability in Moray

Employability is about being capable of getting and keeping fulfilling work. In simple terms, employability can be defined as the sets of skills, understandings and personal attributes necessary to gain, sustain and progress further in employment.

Over 2017/18 a review has been underway of the employability landscape in Moray.

The Employability Moray Partnership, reporting to the Community Planning Board has been disbanded and instead a new group – The Employability and Skills Group reporting to Moray Economic Partnership - will now oversee this area. This has been done to reduce and simplify the number of partnership bodies within the community planning structures. A particular focus on young people will remain through the DYW Partnership group.

A refreshed Moray Skills Investment Plan (SIP) has been framed and was agreed in late 2017. Work is currently ongoing on a Delivery Plan setting out how the SIP will be implemented across the community planning partnership.

The SIP work is grouped under 4 key areas

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

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

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

During 2017/18 discussion across partners has taken place to ensure there is no duplication with the Children's Services Plan and Moray's National Improvement Framework. Significant progress has also been made in developing apprenticeship opportunities particularly around Foundation Apprenticeships and creating stronger links with industry.



Moray Council Apprentices

Moray Skills Framework & Pathway

Moray Skills Framework is an agreed 8 key skills that all young people in Moray will develop. Through learning and work related experiences, all young people should be able to reflect on these and discuss the next steps they need to take to develop these further both in the school context and in the World of Work.

- | | |
|-------------------|-----------------|
| ● Employability | ● Communication |
| ● Creativity | ● Thinking |
| ● Self-Management | ● Interpersonal |
| ● Teamwork | ● Leadership |

We wish to develop the capacity of every pupil to be successful in their learning, confident in themselves, effective in their contribution to the school, the community and society, and able to make responsible decisions now and in the future.

Moray Skills Pathway is a single framework to lay the foundations for gainful employment for all young people (3 – 24years) through offering opportunities in the curriculum to develop the skills, knowledge and attitudes required for the workplace thus supporting employers and Moray's economy.

Moray **Skills**
Pathway

Aims

- All young people in Moray throughout the Broad General Education (3-14yrs) will have 4 activities with each key sector prior to Senior Phase choices
- Clear pathways developed for each key sector for young people to progress throughout the Senior Phase and beyond
- An increase in the number of opportunities for young people with barriers to employment. (addressing inequalities)
- A partnership approach to the joint design and delivery of the learning offer (curriculum)
- Science, Technology, Engineering and Maths (STEM) will sit at the heart of the development of the Moray Skills Pathway

The 8 key sectors in which significant demand is anticipated have been identified including early education and childcare, health and social care, construction, food and drink and the land based sector

The close collaboration of Education (Schools, Further & Higher Education), [Skills Development Scotland](#), the Economic Development Team and [DYW Moray](#) allows for a joined up approach to ensure the correct pathway is available to all young people.

Work Placement

Work has been undertaken to review the work related learning pathways in line with the Work Placement, significant changes have been made to traditional work experience to ensure it is at an appropriate time for the young person and these changes will be ongoing and in line with the DYW partnership group action plan. [Career Ready](#) continues to be a significant part of the work placement offer through meaningful work placements, currently 183 young people have engaged in Moray with 99.5% having positive participation.

Employability (part-European funded project)

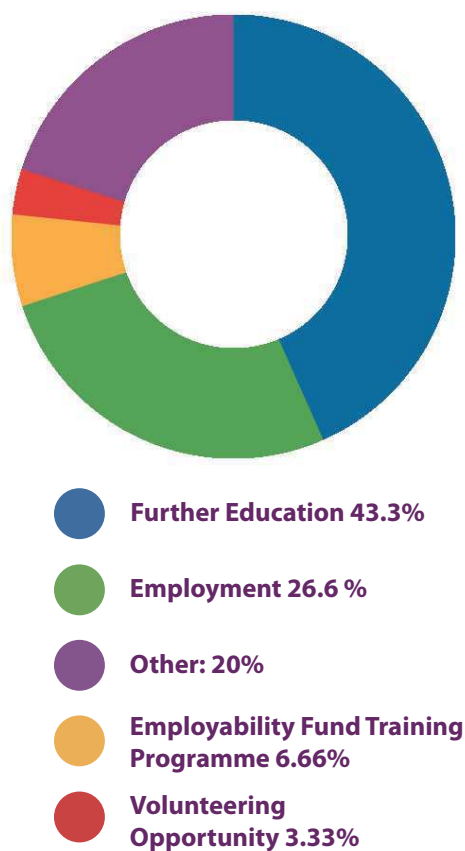
This project, which is part-funded by the European Social Fund, began in January 2017. The project aims to help people who have multiple barriers to work move towards and into work. The Council is the lead partner with two schemes being delivered by local organisations. The Social Enterprise Academy has been training out-of-work people with a focus on

helping them to learn about and gain work in the social economy sector. Elgin Youth Development Group have been giving young people experience in the hospitality sector and helping them to develop skills to move towards work. The project worked with 30 clients during the year.

Activity Agreements

Activity Agreements support young people (15-19) years who might not make a successful transition to work, further education or training without additional support. The Activity Agreement approach supports flexibility and choice in the development of Curriculum for Excellence senior phase learning and pathways.

In 2017/2018, 71 young people participated in an Activity Agreement and 80% of leavers progressed to learning, training or work opportunities and this is 1% higher than the national average. Main progression routes are as follows:





This year a high number of learners have taken part in creative arts activities and have achieved a range of accreditation, this includes Arts Award, Saltire Award and Duke of Edinburgh (units). The Activity Agreement group programme in January 2018 filmed and produced a short film to highlight their achievements and experiences on the programme.

Employability Skills Pipeline

Within the new Skills Investment Plan (SIP) for Moray and the theme of Employer Skills Information an action area was included:

- To provide a central point for employers to obtain information and advice on all issues relating to skills/employment/training and support. This should be road tested as suitable for micro/SMEs to access

As a result of this, a working group are establishing a consortium to form a stronger partnership between skills and training providers across our employability pipeline. In addition to this, the working group are creating one central employability website which will act as a directory to other key employability themed websites. The new site will be called Moray Pathways (Learn. Train. Work).



Libraries are another valuable part of the employability provision in Moray. Libraries Learning Centres work in partnership with the Department of Work & Pensions (DWP) and Skills Development Scotland to deliver weekly job clubs across Moray and to support job seekers with their claims for Universal Credit.

Job Clubs run in Buckie, Elgin, Forres, Keith and Lossiemouth libraries and there were 1568 attendances at job clubs during 2017-18.

Libraries are also approved to offer ICT courses through Individual Training Accounts, funded by Skills Development Scotland, to build the skills needed for a job or to improve career prospects.

761 individuals attended ICT Digital Help Hubs offered through libraries during 2017-18. All libraries in Moray provide free public internet and wifi access and this service is used by Moray residents and visitors to the local area.

Skills Development Scotland (SDS) Key Employability Data for Moray (June 2018)

SDS is the national skills body; Moray Council works in partnership with SDS to maximize employability. As agreed by Scottish Ministers, from 2017, the Annual Participation Measure has been adopted within the Scottish Government's National Performance Framework. It is replacing the school leaver destination follow up as the source of the indicator, "increase the proportion of young people in learning, training or work", published through Scotland Performs. Statistics and reports setting out Morays Skills resources and projected needs are available from the SDS website www.skillsdevelopmentscotland.co.uk Key SDS service data for Moray is summarised below:

- 1 In the last 12 months to the 30 September 2018 we supported 5 employers and 48 individuals dealing with redundancy
- 2 As of September 2018 there were 752 apprentices in training
- 3 From 1 April 2018 to 30 September 2018 we supported 241 Modern Apprenticeship starts
- 4 The Modern Apprenticeship achievement rate in Moray is 81%.
- 5 From 1 April 2018 to 30 September 2018 we delivered 3,830 Career Information. Advice and Guidance engagements for 2,035 people through a mix of group and one-to-one sessions.
- 6 From 1 April 2018 to 30 September 2018 871 people have registered on myworldofwork.co.uk
- 7 From 1 April 2018 to 30 September 2018 we funded 49 Employability Fund starts.
- 8 From 1 April 2018 to 30 September 2018 our Employer Engagement team has provided skills advice to 22 businesses.
- 9 The 2018 Annual Participation Measure showed that of the 3,832 16 - 19 year olds in Moray 91.2% were in education, employment or training and personal development.

Employment Land

The Local Development Plan provides a range of existing and new sites for employment purposes, from general industrial land through to high amenity Business Parks. Land supply is key to achieving the desired outcome of a diverse and sustainable economy as expressed in the Local Outcome Improvement Plan.

The Employment Land Audit 2018 found that whilst there is a reasonable area available the number and choice of sites across all settlements is limited.

The audit highlights that further land needs to be identified in the Elgin Market Area in the next Local Development Plan to improve choice and enhance supply. In Forres there is a shortage of general industrial land and in Buckie the Council completed the servicing and infrastructure at March Road and sites are now being marketed. The new Plan will also identify a number of mixed use sites, recognizing the financial viability issues around employment land sites.

In Moray around 48% of the established supply has some form of constraint that is likely to prevent the land being brought forward for development in the next five years. A large proportion of this land is constrained due to ownership, which could be where a landowner is unwilling to sell or are seeking alternative uses with higher land values.

1.6 hectares of land was developed in the year to 1st January 2018, including the Maltings at Buckie, buildings at Coularbank Lossiemouth and a garage at Greshop, Forres. This is slightly higher than the previous years (1.23ha- 2017). At 1 January 2018 there was 2.31 hectares of land under construction.

Other notable employment land development outside designated employment land include new bonded warehouses at Glenfarclas, a craft gin distillery at Glenrinn estate, The Macallan distillery and an office and workshop at Drumbain Farm, Rothes, which collectively amount to over 20 hectares of activity.

Procurement

Work has continued to embed the new duties contained within the Procurement Reform (Scotland) Act 2014 into the Council's procedures. This includes duties that will ensure that our procurement processes consider how the resultant contract can improve the economic, social and environmental wellbeing of Moray. A wide ranging set of considerations that will ensure resultant contracts go beyond commercial considerations.

Support has also been provided for the Supplier Development Focus Group (Economic Development, Business Gateway and Procurement) to deliver on a Strategy and 5 point action plan that will support local business growth, improve local investment, environmental wellbeing, encourage diversification and equality, and create opportunity.

We continue to hold supplier roadshows and surgeries for specific contract opportunities, supporting businesses through our processes particularly our use of publiccontractscotland.gov.uk (PCS). As part of Moray Business Week 2017, an all day workshop was held "The Perfect Proposal - Winning Public Procurement Prizes in the Digital Age" 13 businesses attended. In January 2018, the Council published on PCS prior information notices regarding forthcoming contract opportunities with the Council in the construction sector. Briefings were held in Elgin and Mosstodloch; 160 people attended the events. Hosted by Housing and Property services along with Procurement team support Business Gateway also attended the engagements to signpost businesses to assistance. In 2017 and 2018, Business Gateway staff worked with BAM Nuttal to help highlight supply chain opportunities from the Aberdeen to Inverness railway line improvements.

The Council is an associate member of the Supplier Development Programme which provides support to suppliers seeking to win business from public sector procurement and is currently considering the benefits of full membership. The Payments Manager is currently on the SDP Board. A supply chain event was held in Inverness in September 2018.

6 Business Support



The Business Gateway service was transferred from Scottish Government Enterprise Agencies to Local Authorities in April 2009 and is managed in Moray through a Joint services agreement between Moray and Highland Councils.

During the year 2017/2018:

- **128** new enterprises started with support from Business Gateway Moray
- **186** jobs were created or retained as a result of SME's supported by BG starting up, growing or being purchased
- **27** start-up skills workshops were delivered to **326** attendees
- **30** workshops for growing businesses were delivered to **170** unique businesses
- **18** of which were Digital Boost workshops delivered with **106** businesses benefiting
- **47** businesses were supported with access to finance/Investor ready advice.
- **£1.56m** of funding secured by S/U and growing businesses from various lenders as a result of direct BG interventions and leveraged into the Moray economy.

Based on a 100% survey the 3 year survival rates of business start-ups assisted and still trading in 2017-18 in Moray was 86% well above the national average. [Business Gateway Moray reports](#) are posted quarterly on the Councils website.

BG facilitated Moray Business Week '17 Programme in conjunction with stakeholder partners. 560 unique businesses attended the week in total – up by 15% on MBW'17. Overall costs were reduced again this year and overall by 75% since the inaugural event in 2015 event.

Local Growth Accelerator Programme delivered the following support to growing business in Moray:

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

A **Supplier Development** Strategy is in place to ensure a programme is developed so businesses in Moray are better able to access public sector contracts and supply chain opportunities as well as training on Public Contracts Scotland (PCS) and PCS tender – a Pilot programme was run in 2017/18 by BG Moray in conjunction with Public Contracts Scotland and approved by the Scottish Government.

Launched in February 2017 Business Gateway Moray is administering a new fund - **Business Loan Scotland** - giving small and medium sized enterprises (SME's) the opportunity to access loans between £25K and £100K to help them grow their businesses. A total of £185,000 had been awarded to Moray business at end March 2018

Funds were released in November for a loan to the Windswept Brewing Company and the Wooha Brewing Company. Case Study is shown on next page.

Firm brews up plans to create visitor centre. Initiative for smaller businesses boosts Moray beer-makers.

BY REBECCA BUCHAN

Two north breweries are forging ahead with expansion plans following successful awards from a government initiative to support businesses in Scotland.

Windswept Brewing Co received £35,000 from Business Loans Scotland (BLS) towards plans to create a visitor centre and brewery tap at its Lossiemouth site along with more suitable office space.

This will allow Windswept to set up regular tours for the large number of tourists to the area, as well as put on special events for locals and tourists alike.



Pictured here (L-R) Al Read, Director of Operations and Nigel Tiddy, Managing Director with a glass of beer.

The long-term aim is to grow to capacity in the current location before building a new brewery that will enable production capacity to increase 10-fold.

Wooha Brewing Co also received £50,000 from BLS in addition to funding from both HSBC and Highlands and Islands Enterprise earlier this year.

The loan will be used towards kitting out and optimising its new larger production facility in Kinloss where the company moved a few months ago.

Founder and owner Heather McDonald said: "Our new site means we can increase production five-fold which means we are well on our way to achieving our ambition of becoming one of the UK's leading craft beer exporters."

"We believe that in 2018 80% of our business will be from exports, with the US being the main market." Andrew Dickson, fund manager from BLS, added: "Access to capital remains a major hurdle to many small and medium-sized businesses which are looking to start up and grow. Often, our funding can make the difference between a business struggling or flourishing and that in turn will have a positive impact on employment, profitability and making communities stronger."

"I am delighted the fund has been able to support both of these Moray brewing businesses." John Cowe, chairman of Moray Economic Partnership, said: "This is fantastic news for Moray and another example of the spirit of entrepreneurship and business leadership we are seeing drive the local economy forward. Both Windswept Brewing Co and Wooha Brewery are valued local businesses providing employment and boosting the local economy in Moray."

"These loans follow the award of Business Loans Scotland funding earlier this year to Moray businesses, ProBond Marine and Makar and it is great to see local businesses expanding."

BLS loan fund recipient Wooha Brewing company also was recognised at the North East Scotland Food and Drink Awards 2018 winning the category for Best Young Business



Pictured here (L-R) Mike Pocock, Group Sales Manager, Styropack (UK) Ltd – sponsor of the Best Young Business and Katy Heppell of Wooha Brewing Company



Elgin Business Improvement District (BID)



Elgin BID (Embrace Elgin) is a business support organisation, created following a successful ballot of the City Centre property owners and business operators. The BID works for and on behalf of them, collaborating to identify commercial and regeneration priorities and acting as a catalyst for action.

A small selection of the activities undertaken in 2017 – 2018 is included below. More detailed information can be found in the MID Term Review and the Annual Reports which are published on the [Embrace Elgin Website at www.embraceelgin.co.uk](http://www.embraceelgin.co.uk)

Reduction in nesting seagulls – Elgin BID worked with a specialised company to reduce the number of birds nesting in the city centre. Rising gull numbers has caused increasing concerns from business owners and members of the public. Infant birds often land on the ground and are unable to return to roof space, so their parents become aggressive swooping to protect them as people pass. Equally difficult, the adult birds have become bolder at attacking people eating lunch or snacks. The action taken saw a reduction in bird and baby numbers and will be continued in the future.

Hanging Baskets – In partnership with Elgin Community Council and the SPICE group, Elgin BID organised the reintroduction of hanging baskets in the city centre. This is the first stage of a larger project which aims to bring colour back to the centre.

Regional Promotion – Elgin BID contributed financially and with staff time for Moray Speyside to be represented at the Visit Scotland Tourism Expo. The aim was to promote not only Elgin, but the wider Region, engaging members of the travel trade from across the globe.

Street Sweeper – The mini street sweeper continues to run 3 mornings a week, adding to the Moray Councils cleaning regime.

Christmas Lights – Elgin BID organises and funds the Elgin Christmas Lights, supported by the Elgin Benevolent Trust. The last 3 years has seen the introduction of a bright, elegant scheme of new energy efficient lights.

Vacant Property Reduction – The number of vacant properties has continued to drop on the 12th October 2018 there were 8.7% vacant properties compared to 15.9% in May 2016. Proactive activity by BID, for example negotiating with agents to hold the keys of vacant properties has directly led to properties being filled in High Street, South Street and Batchen Street.

Elgin BID will return to Renewal Ballot in Autumn 2019, work is already underway to prepare for this and engagement has already started with the Business Members.

Moray Towns Partnership

Community groups from Buckie, Forres, Keith and Lossiemouth have taken forward projects to improve the economy of the towns through this partnership which was funded by Moray Council until the end of 2017/18, with some towns having remaining funds available for expenditure in 18/19. Projects taken forward included: awarding 11 grants to local groups in Buckie via a participatory budgeting scheme called “Bucks 4 Buckie” for projects that would help improve the economy of Buckie; support for Findhorn Bay Arts to open a new shop/creative hub in Forres town centre; support for a “pop up shop” in Keith where businesses can have a Mid Street shop for a short period of time; support for the Lossiemouth Seafest event. The 4 towns also worked together, along with Elgin BID to promote Moray at the annual Visit Scotland Tourism Expo in April 2018– this was arranged and coordinated Moray Speyside Tourism. Further information about the projects and activities supported by the partnership is set out in the Moray Towns Partnership Report 2015-2018



Funding for the lighting was provided by Moray Council via the Moray Towns Partnership project.

7 Social Economy

The social economy of Moray continues to thrive, develop and grow and is displaying its truly innovative character at a time of continual change when all sectors are facing challenge. Capacity and resources continue to be a challenge for the sector therefore **tsiMORAY** intends to continue to play a leading role in developing community and third sector capacity, by continuing to provide leadership, training opportunities, and support for third sector organisations to secure funding and other resources.

Reducing public sector budgets has brought with it proposals to close down community halls and centres in many local communities. This has brought communities together establishing local groups to take up new opportunities provided under the Community Empowerment Act in initially leasing then potentially taking over these buildings as Community Asset Transfers. These groups will require ongoing support which they are currently receiving mainly through the Community Support Unit of Moray Council and the Community Ownership Support Service of Development Trust Association Scotland.

tsiMORAY's training sessions and events have continued to be a real success with 219 individuals from 86 different organisations attending sessions from Jul 17 – March 18. The sessions included a Protecting Vulnerable Groups (PVG) session with Volunteer Scotland, an Introduction to Understanding Finance, Motivation in the Workplace, Volunteer Manager Training, Roles and Responsibilities of a Trustee and of course a session on GDPR with the Information Commissioners Office.

To celebrate the impact of social enterprise and the hard work of social entrepreneurs across Moray, in October 2017 **tsiMORAY** hosted their 'Impact Awards'. 27 organisations were nominated across 7 award categories.

In the 2017/18 round of Participatory Budgeting (PB) with **tsiMORAY**, 14 projects received a small grant of up to £3,000 through '#You Choose 2'. The total funding available for allocation was £30,000 which was made up of funding from 2 sources; Moray

Alcohol and Drug Partnership and Scottish Government's Innovations Fund (via Moray Mental Health & Wellbeing Partnership). #You Choose 2 saw **tsiMORAY**'s brand of PB go digital, introducing the D21 platform, to enable people to view PB projects and cast votes online for the first time in Moray. 695 people took part by voting in a very successful and positive project.

In October 2017 a new joint Arts and Culture development for Moray Communities came into effect. Moray Place Partnership is a project developed through collaborative working over several years involving a steering group of local stakeholders, Highlands and Islands Enterprise (HIE), Creative Scotland and **tsiMORAY**. The Partnership is designed to encourage and support local organisations to work together in the community, making significant interventions to help strengthen creative development in the area. Led by a stakeholder group, made up of individuals in the community from the arts and culture sector, the project aims to build on the Moray Cultural Strategy which presents a series of opportunities for building a strong creative sector in Moray. A three-year plan has been developed by the Moray Place Partnership following consultation with the culture sector, third sector, education, businesses and artists in Moray.



Moray LEADER Programme 2014-2020

LEADER is a bottom-up approach to delivering support to communities for rural development. . Moray TSi has been appointed by the Scottish Government as the lead body for the programme. The aim of the programme is to increase support to local rural community and business networks to build knowledge and skills, and encourage innovation and cooperation, in order to tackle local development objectives. This includes support for non-agricultural small businesses including farm diversification enterprises. Full details are available from their [website www.morayleader.org.uk](http://www.morayleader.org.uk)

2017/18 was a busy year for the Moray LEADER team at tsiMORAY. Established in Spring 2017 the team were able to award the first successful projects under the Programme in October 2017 amounting to an investment of more than half a million pounds. The decisions to fund projects are taken by the Moray LEADER Local Action Group (LAG) which is a partnership made up of representatives of the public, private and third sectors and also independent members from across Moray. Working closely with the LAG and with an initial budget of £3.5 million the team have, to date, seen half of this funding agreed for allocation to a number of exciting projects across Moray including; an exciting new social enterprise hub, a major event highlighting the issue of poverty in Moray and renovation work on one of Elgin's top attractions.

Community Asset Transfer

Community interest in taking over responsibility for public assets continues to grow. Ownership and control of land and buildings is a powerful tool for communities to drive change and achieve their own goals. Community controlled property can provide a base for activities and services that might not otherwise be accessible to members of that community while providing jobs for and bringing income to the community. Successful asset transfers can provide stability and sustainability for communities and community organisations, while allowing them to develop new initiatives, support other developing groups and create a strong sense of community identity, cohesion and involvement.

At a time of increasing financial austerity, community asset transfer provides an important means of ensuring the continuation and development of services. This was demonstrated clearly during the Council's 2018-19 budget consultation exercise, when the Council sought the views of the community on the closure of a number of town halls and community centres. Communities came forward quickly and, with the support of Council staff, arrangements were put in place to enable new community-controlled bodies to be formed to take over management responsibility for each facility. Short term leases to community bodies are now in place for Buckie's Fishermen's Hall, Cullen Community and Residential Centre, Dufftown Community Centre, Elgin Town Hall, Findochty Town Hall, Forres Town Hall (the Mechanics Institute), and Keith's Longmore Hall. Each group has been granted a short term lease while they prepare their proposals for a full transfer.

Morayvia, who were recently awarded the Queen's Award for Voluntary Services in recognition of their exceptional service to their community, were successful in their bid for a community asset transfer of the former Abbeylands Primary School in Kinloss. The Council is currently working with a wide range of community bodies in relation to their interests in taking over responsibility for various facilities, such as public toilets, playing fields, parks and bowling greens.



As budgetary constraints continue to bite, community asset transfers will play an increasingly important role in ensuring stable and sustainable communities.

Tomintoul and Glenlivet Regeneration Plan

The Moray Council is a partner with the Cairngorms National Park Authority (CNPA) and Highlands and Islands Enterprise (HIE) funding support for the implementation of the Tomintoul and Glenlivet Regeneration Plan. The regeneration plan is making improvements to community infrastructure and supporting community capacity building for a sustainable future with aspects of the programme touching a number of the Council's priorities including supporting community empowerment. Between 2012 and 2017 Council funding has been used to provide support for projects including improvements to the youth hostel and for the employment of a Community Development Officer to support the Tomintoul & Glenlivet Development Trust that was established as part of the regeneration programme. The programme has been successful in engaging the community in the regeneration of the area through volunteering at the museum and youth hostel and a varied programme of events including a successful partnership with Chivas Brothers to host a Skerryvore gig at Glenlivet Distillery during the Spirit of Speyside Whisky Festival in 2017.

The Trust has published a four year community development plan following consultation with its communities on development priorities. This has identified additional infrastructure projects such as a touring caravan site and community housing required in the area.

The Programme will deliver 20 projects to celebrate and promote the rich heritage, improve the environment and develop skills and opportunities in Tomintoul and Glenlivet. This includes creating a new Discovery Centre at the former museum (opened in Easter 2018), improving access to heritage sites and the Speyside Way, conserving buildings at the former Scalan seminary and Blairfindy Castle, restoring rivers and burns to slow the flow of water, creating and managing wetlands for wading birds, creating education resources and training opportunities for young people, businesses and residents, and engaging local people in surveying and recording archaeological sites and sharing stories and photographs through a community history project; and creating a Dark Sky Park

European Maritime & Fisheries Fund (EMFF)

A Highland and Moray Fisheries Local Action Group (FLAG) was established in 2016 for a new program with communities being encouraged to apply for a share of over £1 million of European Funding to support the sustainable development of fisheries areas. For full details please visit www.highlandmorayflag.co.uk

CASE STUDY NORTH 58 SEA ADVENTURES

North 58 Sea Adventures were successful in obtaining FLAG funding to run regular wildlife adventure experiences out of Lossiemouth harbour in a new custom built RIB. This funding also enables the organisation to develop increased coverage of ongoing research in the conservation of Moray Firth Bottlenose Dolphins.

Total project cost £64,834
FLAG funding - £12,156

Future European Funding

The Economic Development team provided the supporting work for two Strategic Intervention projects after securing European funding: an Employability project described earlier in this report and a project to address poverty and social inclusion:

Poverty & Social Inclusion (part-European funded project)

This 2 year debt advice project began in February 2017 and is part funded by the European Social Fund. Clients, who are facing problems with debt, benefits and finance, are given one-to-one help and advice from experienced Council advisors. The funding criteria are that clients are to be from one of three household types: workless; lone parent; or low income. During the 2017/18 336 clients were advised. The clients gained in total more than £1 million in extra income as a result of the help received from this project (much of this income was from benefits which they are due and were helped to access).



8 Education and Social Cohesion

Sustainable Education

Since the Sustainable Education Review was published, a number of significant developments have been undertaken in relation to providing sustainable models of education for young people in Moray. This has included the development of a policy on sustainability (known as “Schools for the Future”), leadership and management arrangements in primary schools and school admissions. In addition to this, significant work on school zoning has been undertaken in Elgin and Forres due to on-going capacity issues. By the end of the academic year 2017/18 five out of the eight Associated Schools Groups have been visited using the criteria in the policy to give recommendations regarding sustainability, consideration of further work to consider options as well as highlighting the strengths of the school and any areas for improvement. This supports school self-evaluation processes and identified priorities for continuous improvement. In session 2018/19 we will be taking a closer look at educational provision in the Speyside, Keith and Milne’s areas. In parallel to this a Strategy for a Future School Estate is being drafted and once all reviews completed, the current Schools for the Future policy will be reviewed as well as the structure and format of any future visits of the school estate.

It is anticipated that the new Lossiemouth High School build will begin in late 2018 and a new primary school, Linkwood Primary will begin early in 2019. Education Staff work closely with the planning team to consider any further new builds in line with house building across Moray. We constantly review our estate and seek out opportunities for funding etc., but in light of the financial constraints faced by the Council, in 2016 the previous policy of bringing all schools up to an acceptable standard in terms of both condition and suitability was ended and instead a policy of “make do and mend” is now being pursued for our capital assets including schools. With anticipated increases in school rolls, Caledonian Economics have been commissioned to look at the

rationale and calculation of projected school rolls as well as efficiencies to be gained from timetabling arrangements across the Elgin Secondary schools in the first instance.

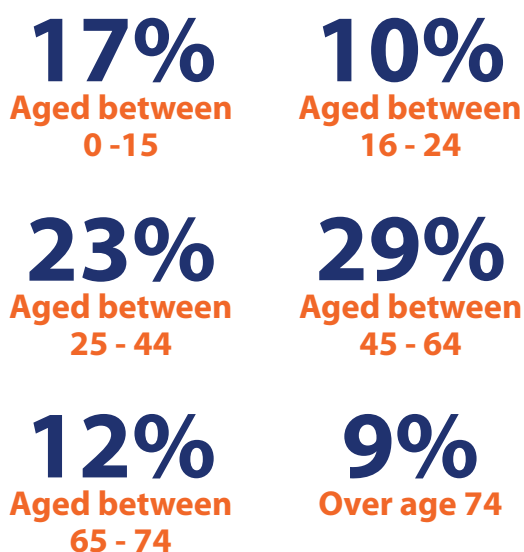
Reducing Inequalities

The Local Outcomes Improvement Plan (LOIP) referred to at page 2 has been developed by community planning partners and was approved by the Community Planning Board, Spring 2018. This will focus on addressing inequalities of outcome across the Moray area through a range of interventions.

Population and Age Demographics

The 2017 mid-year estimate for the population of Moray was 95,780 with our residents being comparatively well dispersed across the area. Between 2007 and 2017 the mid-year estimates for the population of Moray increased by 4.75% while Scotland as a whole increased by 4.93%. The relative population increase in Moray was the 14th largest of all 32 local authorities. For Moray, the natural change in the population over the 2007 to 2018 period due to births and deaths was very small (-0.31%) with most change due to net migration’s influence on the population which was more significant (5.06%).

In terms of age demographic, of Moray’s population:



The growth in the number of older people compared to economically active younger people is recognised as a major challenge for Scotland, and in Moray the proportion of the population that is 65 and over is growing faster than Scotland as a whole. The 2017 mid-year estimates compared to the 2011 census results for people aged 65 and over are 3.73% higher for Moray against 2.3% higher for Scotland. Life expectancy in Moray is above the national average for both males (78.7 years in Moray against 77.1 years for Scotland) and females (82.1 years in Moray against 81.1 years for Scotland) and in general a longer period is spent in better health.

Moray has about the same proportion of under-16 year-olds as the Scottish average, but the proportion of 16 to 44 year-olds in Moray is 3.4% less than the national average (33.3% in Moray against 36.7% for Scotland). Many young people move away for education and work. There is a challenge to keep young people here or to attract them by providing more education and employment opportunities. Age demographics have been used in a number of research activities during the period to inform strategic planning. For instance the Local Outcome Improvement Plan (LOIP) uses evidence at locality level from all over Moray. Addressing this imbalance in our age demographic and working to reduce the gender pay gap are two key objectives of Moray Growth Deal.

Community Safety

The Community Safety Partnership continued its work to ensure Moray remains a safe place to live and do business and comprises of partners from Council Services, Police Scotland, Scottish Fire and Rescue Service, NHS Grampian, Housing Associations and the Third Sector.

The Community Safety Hub operates a multi-agency tasking and co-ordinating process to tackle relevant issues across Moray by identifying and addressing immediate concerns in order to protect the most vulnerable and at risk and be proactive to ensure that communities feel safe. They do this through the use of intelligence and evidence analysis to provide areas for early intervention and prevention.

This close working relationship between Partners facilitates the early identification of issues allowing a proportionate multi-agency response to be put in place. These issues may range from criminal and antisocial matters at one end of the scale to ensuring people live safely within their home at the other. This also includes an improved focus on online safety and scam prevention to protect those most at risk from these unscrupulous acts.

Early intervention can often prevent the escalation of the issues and prevent community impacts resulting from the adverse behavior of a few.



COMMUNITY SAFETY PARTNERSHIP MORAY

9 Natural and Historic Environment

Flood Risk Management

Moray's flood schemes protect Lhanbryde, Rothes, Forres, Elgin, Newmill and Dallas – over 3,000 homes and businesses. Nevertheless surface water and coastal flooding remains an issue.



Working with SEPA, Scottish Water and neighbouring Councils, we are currently implementing the first Local Flood Risk Management Plan under new legislation. We are currently undertaking studies to identify possible protection from coastal flooding at Portgordon and Seatown, Lossiemouth, and have recently completed high level Surface Water Management Plans for Elgin, Keith, Buckie, Rothes and Aberlour, and Forres. The Council also reduces flood risk by maintaining flood schemes, watercourses and coastal defences.

There is a national recognition that responsibility firstly lies with owners and occupants. People can help protect themselves and be prepared in case they flood, and the Council will help raise awareness and provide advice on what can be done.

CASE STUDY REGENERATION - CARS

Since 2019 Conservation Area Regeneration Schemes (CARS) have been developed for Keith and Elgin in close partnership working with the local community to provide physical improvements to priority buildings, grants for repairs & shop-front improvements, raise awareness and skills through seminars, training & apprenticeships.

The Elgin Conservation Area Regeneration Scheme, (CARS) was launched on 13 August 2013 and was completed by March 2018. The scheme was overseen by a Management Group which includes Elgin BID, Elgin Fund, Elgin Benevolent Trust, Moray College UHI, local Councillors and specialist advisors.

The scheme provided improvements in key buildings, shop fronts, public realm and apprenticeship opportunities.

The project enabled the investment of £2,560,797 together with an additional £1,200,000 of owners investment as a direct result of Elgin CARS representing a value of funds invested into the Elgin Conservation area of £3,760,797. In total, 53 buildings had work that was grant aided and 665sqm of commercial floor space and 1,445sqm of residential floor space was brought back into use. Work was carried out on public realm, priority buildings and shopfront improvements at 35 High Street; Clancy's building- 165,167,169 High Street; 7 South Street; Muckle Cross and Victoria Cottages.





Before



After

A training programme was a joint initiative with the Keith CARS where Elgin CARS contributed 50% or the cost. The aim of the programme was to run courses of specific topics for contractors, craftspeople, architects, planners and other professionals working in the field of conservation.



Before



After

In total, there were 158 separate attendances at the 12 courses made up of 117 individuals, hence 74% or people who attended a course chose to return and attend a least one other. In addition, evening talks and drop-in sessions for local homeowners were held.

Economic & Social Outputs

The Elgin CARS has been funded by Historic Environment Scotland £750,000, Moray Council £740,488, Elgin BID £125,000 and Elgin Fund £40,000 with owners / private contribution of £2,105,309 at a total investment of £3,760,797. The expenditure is set out in the table below.

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

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

Approximate numbers of new jobs created	3
Existing economic activity safeguarded	34
New Businesses	24
Floor space back into use - commercial	665sqm
Floor space back into use - residential	1,445sqm
Category A listed buildings grant funded	2
Category B Listed buildings grant funded	11
Category C Listed buildings grant funded	3
Historic shopfronts grant funded	4

There has been a marked decrease in the number of empty shop units in the Conservation Area. Total Vacant Units (where former use was comparison, convenience, retail service, or leisure service)

2018	2016	2014	2012	2010
25	36	39	25	15

This shows a significant improvement over the last 2 years, and brings it back to occupancy level in 2012. A noticeable difference is particularly evident on Batchen Street and Commerce Street.

Heritage Experience

Elgin's heritage has been interpreted for a twenty-first century audience using a variety of new and creative methods and mediums. The information available is multi-levelled so it appeals to all ages and interests. This includes the following activities set out below as a result of robust systems which are in place to monitor data, evaluate and analyse on an ongoing basis the impact the project has made in delivering the aims & objectives. The table below provides the key figures up to February 2018

Creations & installations	
Website - www.elginheritage.scot . (excluding temporary site)	18,305 hits
Interactive Orientation Point, St Giles Shopping Centre	6,502 users
All abilities - Access path to Ladyhill Castle Scheduled Ancient Monument with counters	30,797 visitors
Interpretation panels of various sizes	32
Way-markers with QR code	17
Heritage images at Grant Lodge	41
New heritage maps at car park entry points & at Ladyhill	7
Bespoke Heritage wall mural map in St. Giles Shopping Centre	1
Sculptures	3
New directional signs	31
Lighting of heritage features - Wolf & Elgin Drummer sculptures and the Tower building	3 locations
Bespoke metal bench on top of Ladyhill site with inscription based on a visit by Robert Burns to Elgin	1
Outdoor projectors with seasonal light show at St. Giles Church	1
Film on the creation of the Drummer sculpture	1
Audio recordings with sound effects	6
3D high definition scans project with range of talks	1
Events & activities – exhibitions, talks, tours, outreach, competitions & special events	35
Participants including young people	22,679 Visitors
Volunteers	191
Volunteer Sessions	320
Volunteers hours	2176
Promotion & Marketing	
Gateway large signs at the entry roads from the West and East into Elgin	2
Explore Elgin's History' leaflets	5000
Video clip of Sword, Fire & Stone at Re-enactment Event Scotland	24,000 hits
Sword, Fire & Stone temporary Castle to Cathedral to Cashmere website	26,000 hits

The Heritage Experience has been funded by Heritage Lottery Fund £78,000, Moray Council £123,345, Elgin CARS £106,854, Elgin BID £70,000, Highland & Island Enterprise £32,000 and Elgin Fund £12,000 at a total of £422,199. The expenditure is set out in the table below.

Details	Description	Total
Digital outputs	Web design & mobile technology, 3D laser scanning	£62,954
Professional fees	Copy Writing & Interpretative Design	£32,597
Other	Activities budget (Events budget, Materials, etc.)	£26,895
Equipment and materials	3D interactive model, Interpretation, Lighting, Signage, Sculpture, bench, map boards	£271,029
New build works	Ladyhill Castle site path	£28,724
Total		£422,199

Elgin Town Centre Regeneration

A Public Design Charrette carried out with the Scottish Government in 2014 set out objectives that Elgin should have a "city centre for living with a wide choice of residential and visitor accommodation". An Action Plan to address this includes projects for "City Centre Living: More Choice Residential & Visitor Accommodation", and "Target Vacant & Underused Space & Difficult Sites: Ground and Upper Floors".

A key conclusion of the Central Elgin Regeneration: Public Design Charrette is that in reflecting the realities of the current property market, the delivery of priority projects will typically involve a number of sectors, funders and funding sources and will need to have resources focussed on their delivery. An Elgin Action Plan with 12 Priority Projects covering a range of initiatives was agreed by the Economic, Development & Infrastructure Committee. The following outlines progress on these during 2017-18

1. Regeneration & Re-use of Buildings/Assets

Opportunities continued to be pursued with - Developers, Agents, Property Owners, Housing Agencies, Builders and Business Owners 53 properties improved as a result of Elgin CARS

2. Lighting Feasibility Study & Plan

Some lighting was taken forward through the Castle Cathedral Cashmere project and there may be elements of lighting considered as part of the cultural quarter project but this will not address further improvements in the high street area.

3. Elgin Town Hall - Review use of outdoor civic space & street furniture and improve connections from the Town Hall to Lossie Green Car Park

Improvements will be sought as part of Moray Growth Deal bid Cultural Quarter proposal working with the local community group that has begun the process of a Community Asset Transfer.

4. Vacant Retail Unit Audit

The 2018 vacancy audit confirms that the percentage of vacant premises has reduced from 14.3% in 2016 to 10.0% in 2018. Stimulated by grant funding from Elgin CARS, units along Batchen Street have been refurbished by a mixture of landlords and tenants, with traders promoting retailing here under the "Buzzing Batchen" banner. South Street is becoming known as "Wedding Street" with like businesses establishing it as the go to place for wedding attire and planning. See also Elgin CARS case study.

5. Wi-Fi Elgin City Centre

The company Focus with support from Castle Cathedral Cashmere, Moray Council, Elgin BID and Scotland's Town Partnership is developing free Wi-Fi for the Castle Cathedral Cashmere corridor.

6. Bus Station Review – review existing provision and produce improvement plan.

Further to consultation in 2017-18 with the Government, it has been confirmed this would not likely be something it would support in a future Regeneration Capital fund application. Alternative funding sources would need to be identified. Revitalisation of the bus station is part of Elgin Transport Strategy.

7. Car Parking Review & Action Plan

A parking strategy was prepared and agreed by the Economic Development and Infrastructure Services Committee in October 2017. The first phase of the strategy was prepared for implementation, including changes to car park charges.

8. Trial of High Street Access - Bus/Taxi/ Disabled/Coach Access – drop & pick up point for tourists

As part of Elgin Parking Strategy we have agreed an additional coach stop on the west side of the town centre. The concept of vehicles accessing the plainstones was discounted for road safety reasons.

9. Signage Audit & Action Plan

No change in 2017/18. Audit of Town Centre complete, further work on main routes into the Town Centre to be carried out when staffing resources allow.

10. Streetscape Review

It may be possible to seek improvements to the following areas as part of the Moray Growth Deal bid – Cultural Quarter proposal

- Lossie Wynd
- A96 crossings
- College Street to Cathedral
- North Street

Design solutions to be developed and costed. Crossing the A96 has been considered and included in Elgin Transport Strategy.

11. Outdoor Event Space - Fixings and electricity point upgrades, large screen projector

Events and Activity spaces remain within future plans by the Elgin BID.

As part of the Castle to Cathedral to Cashmere project, a projector was installed at the refurbished Merkatt Cross and provides light shows from October to March. The fountain was refurbished in 2017-18 and lighting installed.

12. Cooper Park Masterplan

Potential to include in the Moray Growth Deal bid as part of Cultural Quarter proposal; funding sources such as European Green Infrastructure Fund are also being explored.

Waste Management

At the start of June 2018, the collection of household residual waste was reduced from fortnightly to 3 weekly. As well as saving £100,000 per year in annual operating costs, the potential for landfill tax savings and increased recycling rates with three-weekly collections are significant.

Monitoring of waste presented at the kerbside indicated that significant amounts of recyclable waste were being deposited in the residual green bin. Long term data will be required to provide auditable success but we are now receiving a dramatic increase in volumes of recyclable material especially that of plastic bottles and cans. Reports from crews also indicate a dramatic increase in the number of recycling bins presented for emptying. Moray Council continues to be amongst the top performing recycling local authorities in Scotland.

Progress with the proposed joint Energy from Waste Facility with Aberdeenshire and Aberdeen City Councils has been satisfactory and is scheduled for completion in September 2021.

The upgrading and extension of the waste management facility at Moycroft Industrial Estate, Elgin has made good progress with the contract due to commence early in January 2019. The facility will be closed during the construction period and will re-open in February 2020 well ahead of the need for additional capacity for handling additional waste to be transferred to the new Energy from Waste Plant from 2021.

Energy and Climate Change

Energy performance is an increasingly important factor in assessing the overall performance of property assets and in operational and investment decision making.

Noteworthy projects undertaken during 17-18, which incorporated energy performance improvements, included lighting replacement schemes, time control for the hot water provision and Building Energy Management Systems (BEMS) improvements.

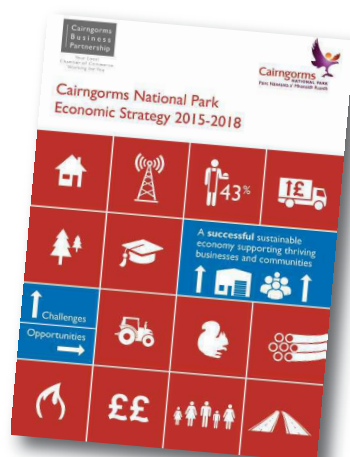
A five year programme to upgrade existing street lighting to LED technology began in 2015 and continued throughout 17-18, to date consumption has reduced by 18%.

Cairngorms National Park

The southern area of Moray, incorporating Tomintoul and Glenlivet, is within the Cairngorms National Park. The Cairngorms National Park Authority (CNPA) maintains a close working relationship with The Moray Council on planning matters, economic development and LEADER projects. Recent visitor surveys have demonstrated a high level of satisfaction and appreciation for what the National Park has to offer. However, there are a number of challenges moving forward including the provision of affordable housing to help sustain local employment.

The refreshed Cairngorms Economic Strategy has been developed focusing on enhancing existing themes and will closely align with the Scottish Government Economic strategy. The strategy will be approved in late 2018 and will run from 2019-22. This will ensure that it will align with the National Park Partnership Plan 2017/2022 which was approved by Scottish Ministers last year.

Work has continued on the new Local Development Plan 2020. The initial consultation on the Main Issues Report ended in March. Over 300 responses were submitted and a summary of all comments was published in June. A small number of new site proposals were submitted in response to the Main Issues Report, and these were subject to a focused consultation during August and September. A draft version of the new Local Development Plan (the Proposed Plan) will be reported to the CNPA's Board for approval in December and will then be published for public comment in early 2019. Thereafter, it will be submitted for independent Examination before being formally adopted in 2020.



The Cairngorms Economic Strategy (2015-18) was launched in Oct 2015 with the aim of growing the economy of the park by strengthening existing business sectors, supporting business start-ups, and increasing the number of workers employed in the Park. In 2018 CNPA have been leading a review of the Economic Strategy working closely with the five Local Authorities present in the

National Park, the Enterprise Agencies, Cairngorms Business Partnership, which is the local chamber of commerce, and the wider business community.



10 Tourism and Culture

Tourism and Culture Strategies

Moray Cultural Strategy 2014-2017

Published in February 2015, the vision of the strategy is that Moray is recognised as a creative place with the following objectives:

- Recognise the positive impact of creativity for everyone.
- Encourage new ways to encounter creativity in the everyday.
- Empower communities to establish sustainable cultural activities.
- Develop tools to connect and communicate about cultural activity.
- Grow quality cultural activities, festivals and events.
- Make effective use of our built environment and natural heritage.
- Ensure access to creative learning for all who seek it.
- Help creative businesses to start, grow and develop.

The strategy identifies a number of opportunities relating to these objectives and is used to guide the Tourism and Culture Programme Group of the Moray Economic Partnership.

Libraries work in partnership with Visit Scotland to provide tourist information across Moray as well as staffing the tourist information point in Elgin Library. Libraries also work with local accommodation providers to support visitors to the area to find accommodation during their stay. 2932 tourists made enquiries through Elgin Library during 2017-18; 1260 of these came from outwith the United Kingdom.

Moray Place Partnership

During 2017 £200,000 funding was received from Creative Scotland for a three year plan for developing cultural activities in Moray matched in cash and kind by public and private organisations. Lead partner for the Place Partnership is Highlands and Islands Enterprise, supported by a stakeholder group from public and private sectors.

The partnership is designed to encourage and support local organisations to work together in the community, making significant interventions to help strengthen creative development in the area.

Since the project co-ordinator was appointed in October 2017, the following activities have taken place:

- The 3-year Action Plan agreed by Creative Scotland has been reviewed to further identify priorities and create a Work Plan for the Co-ordinator.
- The Co-ordinator is actively engaged with a range of arts organisations to gain further understanding of what the sector needs to become sustainable.
- Plans are being developed for a study visit to learn from a more progressed Place Partnership area.
- Branding activity to raise the profile of the partnership as 'We Make Moray'.
- Financial award of £15,000 to Findhorn Bay Arts Ltd to match fund and lever in £100,000 from Cashback for Creativity to delivery 'In the Mix'. In the Mix is a bespoke, professionally-led 3-year project of creative activity for Moray's 10 - 25 years, who are experiencing isolation and/or who are out of work/school, and/or who are at risk of offending, and/or live in rural pockets of deprivation. Led by professional, qualified creative practitioners, these young people will be supported through a series of workshops, one-to-ones, creative visits and a Creative Holiday Programme. As a result of engagement, participants will gain invaluable cultural, life and transferable skills; their confidence and communication skills will have significantly increased and their risk of offending will have reduced. This combined will bring them closer to employment and/or training and/or volunteering. Where appropriate, the young people will be supported to achieve recognised accreditation/qualifications, and all will be brought closer to the job market and/or routes to further education.

- A tender brief is being developed to undertake the following:
- Assess whether the Moray Cultural Strategy continues to be fit for purpose
- Recommend priorities for a coherent next steps cultural strategy
- Provide a baseline for future measurement of priorities
- Identify opportunities for place based innovation and co-design of services to improve community wellbeing.
- Digital Sub-Group formed and survey carried out to determine digital priorities for the sector.
- Place Partnership hosted a briefing session for artists in Moray about VACMA, ensuring they were aware of the fund, how to apply, what made a good application and the benefits the fund could bring demonstrated by a presentation from a Moray artist and past recipient (Caroline Inkle).
- Moray Artists Bursary launched on 10 July 2018 to support local artists. £15,000 in total is available as small grants to support individuals working across the arts, screen and creative industries in Moray. Emerging and established artists are encouraged to apply for a bursary of between £500 and £1500 before midnight Sunday 19 August to help towards activities such as researching, creating and presenting new work or advancing skills, technical ability and ideas.
- A Culture Café Event is being organised to raise awareness of the new Draft Scottish Government Cultural Strategy and encourage responses to the consultation process.
- An Arts and Business Networking Event will take place at Glasgow School of Art Campus on 8 November 2018.

Tourism Development in Moray Speyside

Moray Speyside Tourism

Moray Speyside Tourism (MST) was established in 2014 and operates under the auspices of Moray Chamber of Commerce. MST is the Destination Marketing Organisation (DMO) for Moray and Speyside. The organisation's purpose is to bring more visitors to our beautiful region, positioning Moray Speyside as a world-class destination for visitors from across the globe. MST does this in three main ways:

- Travel industry engagement
- Support for local tourism businesses, including capacity building, training and advocacy
- Consumer focused marketing and promotional activity

The DMO's activities are aligned to 5 'strategic' themes which ensure a clear focus on delivering what visitors want and help to target both consumers and travel trade businesses effectively:

- Action, Adventure and Outdoors
- History, Heritage and Culture
- Landscape and Nature
- Shopping and Staying
- A Taste of Moray Speyside

Moray Speyside Annual Visitor Statistics

Tourism in Moray Speyside is booming, with the impact of Moray Speyside Tourism's activities being felt across the region and by businesses big and small. In the time that Moray Speyside Tourism has been operating, the value of tourism to Moray has grown by more than £22m and the number of visitors enjoying our beautiful region has risen by more than 200,000.

Full year figures for 2017 indicate that the economic impact of tourism to the Moray economy rose from £117.64M to £128.88M – an increase of 9.6%, or around £30,000 extra spending each day of the year.

- Total visitors to Moray Speyside grew to 806,190 – an increase of 7.4%
- Visitor days have risen from 1,799,430 to 1,874,470 – an increase of 4.2%
- The number of Full Time Equivalent (FTE) employed in the region's tourism industry has grown to 2,846, an increase of 2.8%

Moray Speyside - STEAM Tourism Economic Impacts Report 2017

2017 was a year of firsts for Moray Speyside as a destination. It was the first year our region was represented at overseas travel events, the first year that an overseas travel trade delegation visited the region, the first time that VisitScotland's Growth Fund had been used for business to business activities, and the first time the region was nominated as Destination of the Year in a prestigious national award, the only Scottish destination to reach the shortlist.

MST again led representation Moray Speyside at VisitScotland Expo with 8 commercial partners representing some of the region's most popular visitor attractions. The MST aisle was consistently the busiest for the duration of the event. Feedback from industry partners has been uniformly positive and commercial partners are all indicating high expectation of securing new business.

MST actively advocates and lobby for the region's tourism industry, seeking to increase awareness of our region with key stakeholders and partners, to protect and preserve our distinct identity and to ensure that we are included in both regional and national conversations.

Future Priorities

Moray Speyside's tourism industry is performing better than ever before. To ensure that this success continues into the future, a sustainable model for tourism development must be identified for the region. To this end, Moray Speyside Tourism is leading a project to establish a Tourism Business Improvement District (TBID) for the entire Moray Speyside which could significantly increase Moray Speyside Tourism's capacity, allowing the DMO not just to continue its work, but to significantly increase revenue and tourism employment in the area.

A campaign of engagement with tourism businesses is underway and a ballot of businesses is expected in August 2019.

Moray Speyside Visitor Economy 2017

This is a summary of the tourism trends research undertaken for MST by Global Tourism Solutions (UK) Ltd.



Museum Service

The Falconer Museum is an accredited, five star museum. Direct visitor figures increased from last year at just over 6212 (April – October inclusive) with



a total of 32,322 indirect users via enquiries, events and outreach and 43,701 via Facebook, website and online enquiries. 'The UK Year of Indian Culture' was a fantastic opportunity to celebrate the cultural links between Forres and India by showcasing a variety of items from the Museums' large Indian collections. During May, for the National, 'Festival of

Museums', Museum staff organised a hugely successful 'Holi' celebration in Grant Park which included authentic Indian drumming, dance, song, music and food. Complimentary creative family workshops and storytelling sessions were held in the museum and the school holiday family drop-in sessions included Indian themed crafts. This was supported by grant funding from Museums Galleries Scotland.

Outreach work continued throughout the year and staff attended local events, ran store tours, visited groups and coordinated the ever popular loan box scheme.

The Friends of the Falconer Museum enjoyed participating in Doors Open Day for the first time and delivered a very successful Winter Talks Programme. Many were also involved in helping with the excavation work during an archaeological dig on the top of Cluny Hill and the Museum store was used for post-excavation work including preparing samples to be sent for radiocarbon dating. The Friends continued to meet weekly as volunteers to help the Museum Service with collections care and conservation.

Moray Film Liaison Service

The overall spend from the filming industry in Scotland has amount to £95.6 million, which by the end of December 2017 has been a record year.

Over the years there has been a significant increase in the popularity of film tourism in Scotland, which has seen a vast increase in visitor numbers coming to Scotland as a result of successful films such as Harry Potter, Shetland etc.

As partners of the Creative Scotland Film Locations Network, which has 14 regional offices Scotland wide, we offer a free and confidential advice service to the film and television industry regarding locations, permissions, facilities such as road closures, provide local knowledge on land and property owners to enable film companies to reach a successful outcome for their shoot.



During 2017/18, we have had access to just over 1000 enquiries relating to film, documentaries, TV commercials and music video, which has included a company from Barcelona filming for a Spanish series as well a number of Japanese companies looking for a variety of locations. Craigellachie Bridge in particular has been a very popular location.

Moray Events

Moray has seen some unique events attracting visitors both locally, nationally and internationally which include the Gordon Castle Highland Games and Country Fair; Findhorn Bay Arts Festival brought a spectacular programme of arts and culture events and the Spirit of Speyside Whisky Festival and Distilled showcasing some of the world's best whisky distillers united under one roof. Piping at Forres seen its 5th event, in June 2018 which will be the last year it is hoped that this event will return in the future, so watch this space....



Piping Hot at Forres

Event Liaison

The Economic Development team in consultation with other Council departments, Police, Fire and Ambulance Services work with organisers to facilitate successful events. A good process of communication has been established to regularly consult with other departments, agencies and event organisers to work through their event plans providing a wide range of advice and expertise such as licensing, road closure to environmental health etc., to ensure that events are both safe and enjoyable for visitors attending.

Moray Doors Open Day September 23, 2017

Supported by the Scottish Civic Trust, 21 historic buildings were open to the public with 1,911 people attending which was almost double the previous year's attendance. Thanks must go to the 127 volunteers who helped on the day.



Doors Open Day at Nelson's Tower, Forres



Doors Open Day at Findhorn Heritage Centre

Markets and Town Centre Events

The Moray Council is keen to support markets and other non-commercial events and recognises these as an important part of community life. A booking diary and framework is in place to allow events activities and markets to be booked throughout the year, which ensures that users have the necessary permissions in place in Elgin, Forres, Keith, Buckie and Lossiemouth. In the year ending March 2018, there were a total of 50 events, including 14 markets. In addition, Elgin BID has organised feature events such as the Food & Drink Festival and the annual Christmas Light Switch-on with the aim of increasing footfall.

Moray Fundraising Seminar

This annual event usually held in October has become very popular over the years providing on average over 130 organisations and individuals with an excellent opportunity to find out about funding for Moray. Delegates can engage with guest speakers and key funders who deliver the latest best practice, gain insights on current funding programmes and is also a perfect platform for networking with like-minded people. This year's event was supported by Business Gateway; it had great representation from national, regional and local funders including Big Lottery and the Heritage Lottery Fund who commit their time to travel to Moray making it an annual event in their calendar.

11 Local Performance Indicators

The following has been devised as a set of local indicators of the state of the local economy. Community Planning Partner, Skills Development Scotland collates a broad range of statistics including economic data and publishes this annually in support of the Regional Skills Assessment.

A summary data set will be included when the Moray Economic Strategy is refreshed and will likely replace the following.

Indicator	Moray 2015/16	Scotland 2015/16	Moray 2016/17	Scotland 2016/17	Moray 2017/18	Scotland 2017/18	Moray %change (2017 to 18)	Scotland %change (2017 to 18)
Number of Building Warrant Applications	986	41,419	882	37,556	928	40,213	-10.55%	-9.33%
Number of Planning Applications	718	28,803	596	26,990	654	26,220	-16.99%	-6.29%
Private Housing rental (2 bed av mean monthly rents)	£561	£616	£575	£643	£583	£652	1.4%	1.4%
Average House Price	£151,569	£166,543	£154,241	£166,734	£160,229	£175,229	1.76%	0.12%
House Sales	1,748	99,391	1,749	99,972	1,705	102,357	0.06%	0.58%
Number of Enterprises	3,190	171,900	3,195	174,625	3,195	174,229	0.16%	0.06%
Population	95,510	5,373,000	96,070	5,404,700	95,780	5,424,800	0.59%	0.59%
Gross Weekly Pay by workplace (all full time workers)	£488.10	£534.50	£498.10	£547.30	3549.80	£563.20	9.5%	3%
Gross Weekly Pay by residence (all full time workers)	£496.30	£536.00	£497.90	£547.70	£527.20	£562.70	5.2%	2.8%
% workforce in private sector	77.7%	73.4%	81.3%	74.1%	78.80%	74.70%	-3.08%	0.81%
New businesses were supported to start-up with one-to-one advice	128	9,087	132	10,629	128	9,129	-3.03%	-14.11%
Job Seekers Allowance Claimants /March	914	62,887	849	51,893	817	45,633	-3.77%	-12.06%

