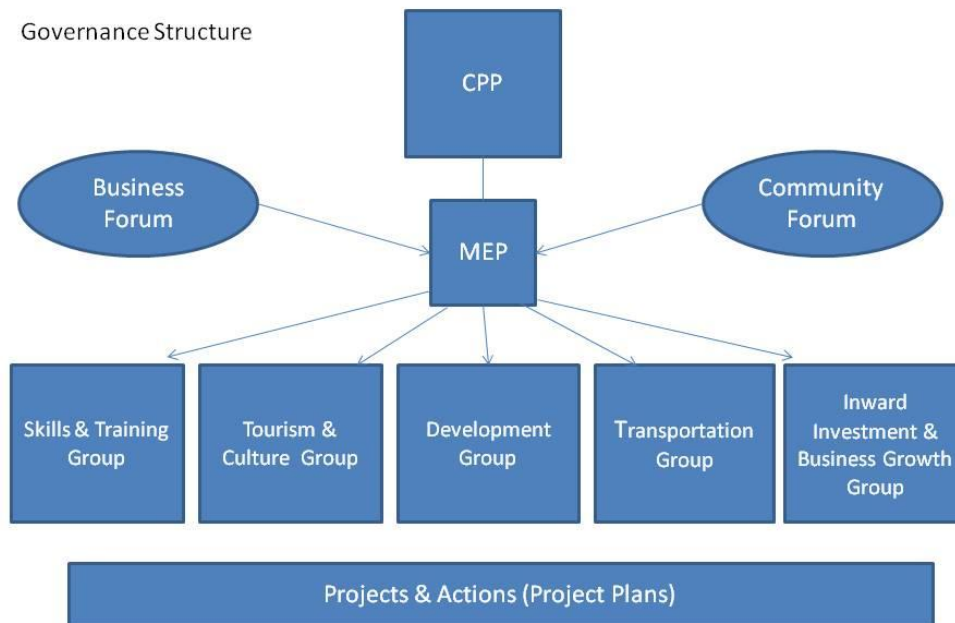


Partnership and Joint Working

Review of the [Moray Economic Partnership](#) (MEP)

A paper by Gordon Sutherland – Moray Council Updated August 2014

Figure 1



Section 1: The nature and purpose of the partnership

The MEP is a formal partnership to support the local economy of Moray. It is part of the [Community Planning](#) framework and provides leadership and strategic direction for the economic strand of the Community Planning Partnership. The economic partnership members are Moray Council, Highlands and Islands Enterprise (HIE), Moray College UHI, Skills Development Scotland (SDS), Moray Chamber of Commerce (MCC), NHS Grampian (joined July 2012) Highlands and Islands Transportation Partnership (Hitrans [joined October 2012]), Moray Strategic Business Forum (joined April 2013) Cairngorms National Park Authority (joined December 2013) and Third Sector Interface Moray (tsiMoray [joined May 2014]). The partners all have key individual influences on the economy which are increased through acts of cooperation, coordination and collaboration on a jointly devised programme of activities focussed on skills and training, culture and tourism, development, transportation, inward investment and business growth.

The partnership was established in June 2011 following the adoption of the [Moray Economic Response Plan](#) (MERP) by the Moray Community Partnership (MCP) in March 2011. The MERP was a set of intermediate actions devised with the Scottish Government for a period of 6-12 months responding to the UK Government Strategic Defence and Security Review (SDSR). The SDSR is a national review of the Armed Forces roles and complement which is carried out every 5 years. In October 2010 the SDSR included the immediate cancellation of the Nimrod MR4 Programme (maritime patrol aircraft) and the effective closure of RAF Kinloss, in addition it put at risk of closure RAF Lossiemouth as a station for fast jets.

The MEP was formed as a structure to facilitate cooperation and coordination of the partners to implement the MERP and to facilitate engagement with communities of interest on the draft Moray Economic Strategy (MES). [The MES](#) is the short, medium and long-term strategy for the local economy, with core targets to;

- grow population to over 90,000¹ in the next 10 years, attracting new residents and people aged 16-25 years;
- create over 5,000 jobs with a focus on high quality jobs in engineering, science and technology, coupled with an increase in employment in established sectors including tourism, food and drink;
- increase average earnings to the regional and Scottish average by an emphasis on higher values;

The local economy is heavily dependent on public sector employment, in particular the Ministry of Defence. In 2010 Moray RAF bases made a significant contribution to the population and economic prosperity of the area, collectively supporting 5,710 FTE jobs in the local economy, some 16% of all FTE employment within Moray. Gross income from the bases was estimated at around £158m per annum. RAF households accounted for 7% of the total population of Moray.²

Section 2: The appropriateness of partnership working as opposed to other potential approaches

The MEP is a new partnership, it has emerged from the situation of responding to a crisis and seeks to take the energy and success of joint and cooperative activity and turn it into a business as usual working to jointly realise the vision of the MES through implementation of the MES Action Plan. [The Action Plan](#) is made up of enabling actions and projects; these are provisionally allocated to key stakeholders of the strategy as the lead partner. Depending on the nature, complexity and the skills required of the action the partner may carry out the task alone or with others.

Not all partner activities are subject to the partnership but through sharing knowledge there is the opportunity to add value to an activity, do it differently or better because it addresses a wider need.

Prior to the MEP the approach to economic development was mainly one of independent working with some informal cooperation, instances of coordination and some specific instances formal collaboration. For example SDS has the lead for skills training, working with Moray College and Moray Council Education Services, they coordinate with Job Centre Plus to address employability; HIE has the lead for business growth using account management for companies also providing financial support, physical business infrastructure for inward investment and business growth; Moray College provides Higher Education and Further Education; Moray Council via Business Gateway provides assistance to Small and Medium Enterprises (SMEs) for business start-up and survival; the Council and HIE support communities through the LEADER (Liaison Entre Action De Development De L'Economie Rurale or Links Between Actions for the Development of the Rural Economy) programme and interventions to communities at risk respectively, finally the Council provides property, small industrial units and office space for SMEs.

The opportunity for joint working was established by the Moray 2020 Strategy in the 1990s, belonging to the MCP this pulled together partner projects including the Elgin City for the Future (ECFTF) study. ECFTF assessed the potential for partner assets in Elgin to be used to meet partner needs in particular this led to the [Life Science Centre project](#). This project is a formal collaboration supported by the Funding Council for the college campus redevelopment was combined with funding from HIE to provide laboratory and teaching space for NHS Grampian at Moray College in Elgin (official opening June 2014).

¹ The 2011 Census shows the Moray population as 93,295 in 2011, an increase of 7.3 per cent from 2001. The National Registers of Scotland (NRS) 2013 mid-year estimate recorded the population as 94,350 increased 1.6% from 92,910 (highest growth in the Highlands and Islands). Therefore this target has already been met and will likely be revised upwards as progress is monitored by the partnership.

² Economic Impact of RAF Kinloss and RAF Lossiemouth, Final Report to Highlands & Islands Enterprise August 2010, Reference Economic Consultants

In the main the impetus for joint working prior to the MEP has been a crisis situation or where pooling resources has been required to meet a shortfall in funding for a project. Of the crisis variety, the best example where lessons have been learned is via Partnership Action for Continued Employment (PACE) a semi-formal arrangement lead by SDS in the situation of major businesses announcing closures or losses. In October 2010 PACE was activated to support the closure of RAF Kinloss.

Section 3: The extent of collaborative gain that the MEP has achieved

The MEP is relatively new and evolving. However, it has cooperated and coordinated through the delivery of the MERP. The following examples set out the extent of collaborative gain:

Cooperation between Moray Council as the planning and transportation regulatory authority and HIE as the land owner and developer to put protocols in place to facilitate speedy development of the newly designated Forres Enterprise Area.

Coordination through the sharing of information to provide communications internally and externally of partner activities to respond to the situation caused by the base closure.

Cooperation in the formation of a work club between Job Centre Plus, Skills Development Scotland and the RAF personnel put at risk of redundancy to translate RAF skills to civilian skills and match up individuals with those skills to employers. In particular many RAF leavers have successfully been employed in the engineering (off shore oil and gas) sector because of transferable skills. Further joined up thinking and information sharing of partners has enabled a company in Aberdeen firstly to employ RAF leavers and then when this proved successful the company was assisted to set up a satellite branch in Moray to eradicate the inefficiency of the staff commuting daily to Aberdeen from the Kinloss Area; advice was provided by Business Gateway and start-up accommodation was found at the Horizon Centre, Enterprise Park Forres (EPF). In January 2014 the company had moved into larger premises at EPF built by HIE.

The [MEP Annual Report](#) sets out the achievements of the partnership against plan.

The Partnership has contributed to the development of [Moray 2023](#) the Ten Year Plan of the community Planning Partnership and will take responsibility for the implementation of the economic outcomes therein.

Section 4: The measures used and the extent to which collaborative gain has been achieved.

Strategies and Action Plans: The first tool used to guide the partnership was the MERP. This set out a number of interim actions and activities with outcomes. These were largely achieved. On review in January 2012 some of the activities had evolved and some of the actions did not require to be followed through when conditions changed. MERP was replaced by the MES which set out three high level outcomes and an action plan. From this a prioritised programme was agreed in March 2013. By May 2014 this has been supplemented by the outcomes contained in Moray 2023.

A [Partnership charter](#), sets out partner behaviours and expectations of members.

A governance structure (figure 1) and organisational structure (figure 2) for the long term implementation of the MES was developed to oversee the delivery of the actions and activities of the MES.

Co-development and joint funding is evolving. Some of the partners have jointly funded the development of the Life Science Centre, a communications service for the partnership a tourism development function and a match funded bid to the Heritage Lottery Fund.

Section 5: The effectiveness of the partnership design

The partnership design has been crafted to reflect the lessons learned from the existing CPP theme groups in particular the “Wealthier and Fairer” theme group, also from the experience of partners, the business community and other communities of interest during the life of the Moray Task Force.

A criticism of the Moray 2020 Plan was that it did not involve the business community at either its planning stage or during implementation, i.e. it was public sector conceived and lead. The MEP has involved the business community and the wider community in parallel during the development of the MES, to establish what are the business and communities needs and aspirations. The strategy is deliberately a looser framework of activities and actions.

A business forum has been established following 6 sector engagements. The forum is to provide a sense check and vehicle for ongoing dialogue with the business community and for it to provide an advocacy role.

Leadership and strategy direction is provided by a board comprised of the partners. 5 linked programmes for implementation have been drawn from the MES engagement: Skills and Training, Tourism and Culture, Development, Transportation, Inward Investment and Business Growth. To ensure partnership buy in the programmes are managed across the partnership, with a leadership group for each programme having cross connections and coordination to the MEP Strategic Board. The programme groups have been formed and are working to a prioritised programme of actions and projects. The programme managers report to the MEP board on an exceptions basis and the MEP reports progress to the Community Planning Board. The current organisational structure is set out in figure 1 and the programme management structure is set out below, figure 2.

The leadership groups include a mentor from the MEP Board, a programme manager, a community champion and a business advocate. The programme leadership oversee the formation of project groups and prioritised projects. Project groups are required to develop project plans. The monitoring and review of projects and initiatives is through the MEP Board.

The partnership is able to evolve, since its establishment five additional partners have joined because of the strategic value. Depending on the details of the 2014-2020 European Funding package a further evolution may be to oversee delivery of European programmes through the MEP.

The effectiveness of the partnership is monitored and reviewed on an ongoing basis with a review of the MES action plan in relation to Moray 2023 the Ten Year Plan likely in the autumn of 2014.

For further information contact

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Figure 2

MORAY ECONOMIC PARTNERSHIP – BOARD

Responsible to the Moray [Community Planning Board](#) for the economic strand of [Moray 2023](#) – “The Ten Year Plan”

Leadership and Strategy Direction

Chair: John Cowe - Chair of the Economic Development & Infrastructure Services Committee - Moray Council

Vice Chair: James Johnston – Chair of the Moray Strategic Business Forum

Partner Representatives:

Organisation	Representative	Depute
Moray Council	Cllr John Cowe	Cllr Gordon Cowie
Moray Council	Jill Stewart	Jim Grant
Moray Strategic Business Forum	James Johnston	
Moray Chamber of Commerce	Margery MacLennan	
Highlands & Islands Enterprise	David Oxley	Andrew Anderson
University of Highlands & Islands (Moray College)	Frank Hughes	
Skills Development Scotland	Frances Webster	
Highlands & Islands Transport Partnership	Ranald Robertson	
NHS Grampian	Judith Proctor	
Cairngorms National Park Authority	Murray Ferguson	
tsiMoray	Fabio Villani	

PROGRAMME MANAGEMENT ORGANISATIONAL STRUCTURE

	Skills and Training Group	Tourism and Culture Group	Development Group	Transportation Group	Inward Investment and Business Growth Group
Strategic /Tactical Level					
MEP Link	Frances Webster (SDS)	Margery MacLennan (MCC)	Jill Stewart (MC)	Ranald Robertson (HITRANS)	David Oxley (HIE)
Business Advocate(s)	Joyce Bremner * Julie Benson* Richard Forsyth* Robin Steel*	Sam Dowdall Tina McGeever	James Campbell Alan James	Graeme Scott David Wood	Giles Hamilton Mike Ramsay
Community Champion	Cllr Barry Jarvis	Cllr Gary Coull	Cllr Sean Morton	Cllr Graham Leadbitter	Cllr Douglas Ross
Programme Coordinator Gordon Sutherland (MC)					
Communications Coordinator Jane Cumming, Dawn McNiven, Paul Riddell					
Tactical/Operational Level					
Programme Manager	Jacqui Taylor (UHI)	Andrew Anderson (HIE)	Jim Grant Head of Development Services (MC).	Stephen P Cooper Head of Direct Services (MC).	Steven Hutcheon (HIE)
Operational Level					
Group Secretariat	Insert name	Nicole Green (HIE)	Caroline Howie (MC)	Lorna Davidson (MC)	Nicole Green (HIE)
Project Name Insert name	Insert Project Team members	Insert Project Team members	Insert Project Team members	Insert Project Team members	Insert Project Team members
Project Manager Insert name					

Key: _____ **Leadership Cohort**
Programme Leadership Teams