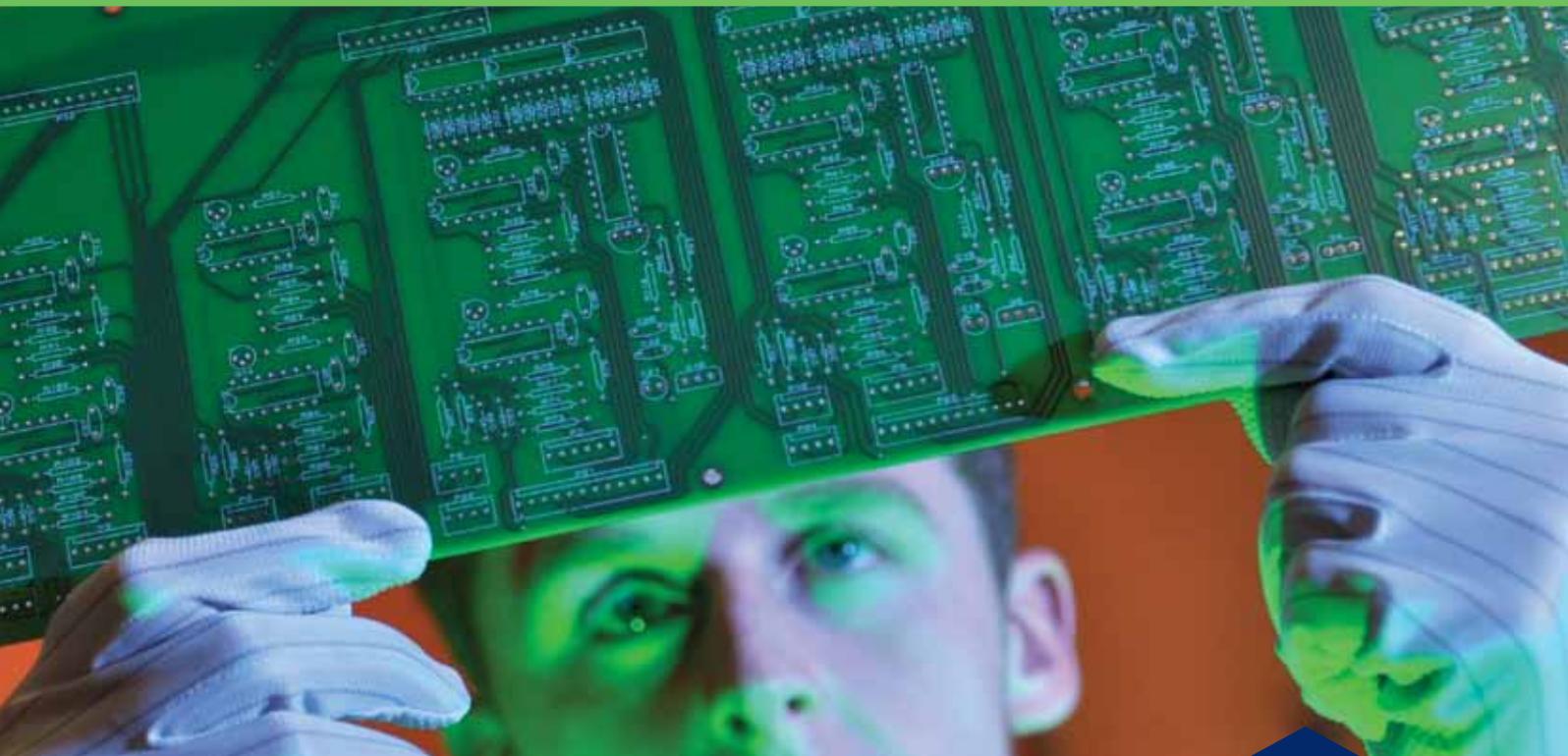


Make it Moray – for a better investment



www.hie.co.uk

Ambitious for *Scotland*



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd's nan Eilean

Make it Moray – for a better investment

Ambitious for Moray

Moray is a vibrant region with a broad business base providing a range of high quality jobs and strong communities with a growing population.

Welcome

Highlands and Islands Enterprise is delighted to present the Moray investment proposition. We provide a one stop access to a complete range of services, information and advice you may require when choosing to locate your business in Moray.

Moray's Competitive Advantage

From educational excellence to pioneering innovation, there are many reasons to invest in Moray. Here are our top ten.

Ten reasons to Invest in Moray

High returns

Moray is a part of the best performing economy in the UK, recording the fastest growth in economic output in the country in the decade to 2008. It is also one of the most cost effective regions, with competitive labour costs, ensuring best value and enabling your company to achieve a high return on investment.

Proven track record

Moray has the expertise to support the growth of world class businesses. The region is home to renowned food and drink brands - from Walkers shortbread to Baxters foods and numerous Speyside whiskies - providing high end products to international markets, as well as small, high quality niche producers. Thirty years of operational experience in energy-related engineering and fabrication make its coastal location perfect to support Scotland's ambition to be a world leading renewable energy powerhouse.

Pioneering Innovators

A key partner within the UK's newest university - the University of the Highlands and Islands - the Moray education system is responsive in delivering the skilled workforce we need. The collaborative pioneering work of digital and medical professionals in the region is putting Moray on the map in the development of Scotland's e-health sector.

Strong Work Ethic

Moray offers a well educated, skilled workforce with a great reputation for customer service. Moray companies have low turnover of staff and high retention rates. While unemployment is relatively low in the area, recent figures indicate that there is a labour pool of 10,000 residents who are travelling or working outside the area.

Natural Beauty

Moray is a beautiful area to live in and visit. National Geographic placed the Moray coastline in the top ten for nature tourism. The Spey Valley, the Cairngorms National Park and the surrounding Highlands provide a firm foundation for Moray tourism. Development opportunities have been identified particularly in the hotel sector.

Access to Markets

Moray is located between Scotland's oil capital Aberdeen and the Highlands' capital city, Inverness, with easy access to rail, road and international airport links. Every UK city can be reached within a single day of legal commercial driving hours.

Space to grow

We have space for your business to grow including our 100 acre, state-of-the-art sustainable enterprise park in Forres. Moray can offer high levels of broadband connectivity, meeting your worldwide online requirements. The proposed business park at Barmuckity will also provide business space to the East of Elgin.

www.enterpriseparkforres.co.uk

Working Together

Moray has developed a mature partnership model of working which brings together all aspects of its community. Eighteen partner groups including Moray Council, development agency Highlands and Islands Enterprise (HIE), Skills Development Scotland, and business, health, community and academic representatives are working together to support your investment in the area.

Business Support

HIE can manage every aspect of your investment project. The team has a dedicated office in Moray which can help to get your business up and running quickly, and build strong foundations for growth and development.

Skills

Workers in Moray are more likely to have a skill than across Scotland as a whole. Moray College is part of the new University of the Highlands and Islands (UHI) and has over 8,000 enrolled students. It offers a variety of degree and postgraduate courses.

Make it Moray - our assets

Moray is a region with outstanding natural resources, world renowned brands and a high standard of living.

It offers an exceptional environment in which to live and work; spectacular mountains, world famous coastlines, a national park and close proximity to the cities of Inverness and Aberdeen. Housing is affordable, high quality schools are available in every town and the crime rate is significantly lower than the national average.

Moray is synonymous with the Scottish food and drink industry. It is home to iconic Scottish brands including Baxters and Walkers. The 'Speyside' region boasts the highest concentration of whisky distilleries in Scotland including world bestsellers: Glenlivet, Glenfiddich, Glen Grant and The Macallan. These companies continue to innovate and invest in new opportunities.

The area has a track record in military aerospace. RAF Lossiemouth is the service's largest fast jet base and RAF Kinloss was until 2010 the main operating base for the Nimrod MRA4. The RAF personnel on this base will soon be replaced by army personnel.

The Moray Firth plays an increasingly important role in offshore wind energy; whilst the area features thriving market towns such as Elgin, Forres, Buckie, Fochabers and Keith. In addition there are strong forestry, textile, technology and tourism industries.

- Moray is emerging as a prime location in research and development for the life sciences sector
- Moray produces the most important concentration of activity in the world famous Scottish food and drink industry
- Moray is the natural location to establish an engineering business to support the Oil and Gas and renewable energy sector
- Moray offers an available workforce with a great reputation for business process outsourcing
- There are a number of development opportunities available for hotel and tourism businesses, in particular within Elgin city

Moray offers direct access to national trunk routes and the UK rail network. There are two international airports in easy reach.



Make it Moray - Key Sector Profile



Above: Firscot based in Forres, Moray

Life Sciences

There are a number of strands of life sciences activity emerging in Moray. The area has a growing reputation in developing digital and online technologies to improve service delivery and efficiency. Although these strands have emerged independently, they are complementary and have arisen because of the unique health ecosystem found in Moray.

Collaboration between the cutting edge work of experts from Dr Gray's Hospital in Elgin and care and health services in the community means it is in a strong position to develop, pilot and test comprehensive digital healthcare models.

Food and Drink

Moray has some of the strongest food and drink export businesses in Scotland, including some of the world's leading brands - ranging from indigenous Baxters Food Group and Walkers Shortbread to the world's leading premium drinks business, Diageo.

There is also a strong presence of independent international seafood companies.

The Scottish whisky industry is centred in Speyside. The strength of Speyside's heritage has attracted significant investment. This includes an investment of £40m by Diageo in a new distillery to complement its existing maltings.

Engineering (Energy)

Moray is a natural location to establish an engineering business to support the Oil and Gas and renewable energy sectors.

With its long history as an engineering and fabrication base for the oil and gas and distillation industries it is perfectly placed for diversification into the renewable energy supply chains.

The Moray Firth is home to the Beatrice wind demonstrator, the world's first deep water offshore wind turbine deployment. Over the next few years 384 wind turbines will be constructed in the Moray Firth.

Electrical and mechanical engineering skills are highly developed in the local workforce, including those making the transition from armed forces to civilian life.

The strengths of engineering in Moray combined with servicing opportunities presented by locations such as Buckie Harbour provide a compelling case for investment.



Above: Moray Life Science Centre, artists impression. To be completed 2013

Business Services

Moray offers an available workforce with a great reputation for business process outsourcing, which as yet has not been fully capitalised on.

The region's location represents cost efficiencies with lower average rents and salaries, while providing an experienced and loyal workforce which is highly skilled in delivering excellent customer service.

A homeworking initiative supported by HIE has given outsourcing companies access to a pool of labour previously unavailable to the sector.

Tourism

There are exciting development opportunities available for hotel and tourism businesses.

With its award winning coastline, significant natural and built tourism assets, a location incorporating Cairngorms National Park and close to Royal Deeside, Moray provides a firm foundation for a high value sector.

The area is famous for hunting, shooting and fishing. The River Spey one of the 'big four' Scottish salmon fishing rivers. Moray is home to over 40 distilleries, many have visitor centres with Glenfiddich, Glenlivet, Glen Grant, and Macallan particularly well visited.

There are opportunities for other outdoor pursuits with 17 golf courses in Moray including the championship course at the Moray Golf Club at Lossiemouth. There is surfing and kite-boarding at Lossiemouth; kayaking in the rivers Spey and Findhorn and mountain biking on the 'Moray Monster Trails'. In the mountains there is winter skiing at the Lecht. The coastline also offers opportunities for sailing and sea-kayaking amongst other things.

Make it Moray – our workforce

Moray has a growing population. In 2010, an estimated 87,000 people were resident in Moray, up on the 1991 and 2001 levels.

However, the area has access to an even wider labour pool. There are 236,000 people within a one hour drive of Elgin.

Jobs in the public sector, including the RAF, account for 34% of the working population and have a major influence on the economic health of the region.

Moray has developed concentrated activity in particular areas including tourism, food and drink, life sciences and manufacturing.

Food and drink manufacturers employ 10% of Moray's workforce.

Manufacturing is significant in Moray, supporting 17% of the workforce compared to 8% for Scotland as a whole. The high proportion of workers in skilled trades also shows the importance of manufacturing and construction locally.

Tourism accounts for 7.5% of the workforce, again higher than the Scottish and UK averages.

Average wages levels are 13 % below the Scottish average and 16% lower than UK levels.

Moray offers significant cost savings:

Moray has 85% of its working age population in employment which is higher than the Scottish average (80%).

Skills, recruitment and salaries

Moray has a strong educational base. There are eight secondary schools in Moray which in 2008 produced 1,242 school leavers. Some 89% went on to further / higher education or to gain employment – above the Scottish average of 82%.

2010	Annual Salary	% of Docklands
Moray	22,247	49.8
Cardiff	24,558	55.0
Glasgow City	24,857	55.6
Newcastle upon Tyne	24,894	55.7
Leeds	25,249	56.5
Liverpool	25,645	57.4
Birmingham	25,878	57.9
Manchester	26,525	59.4
London Docklands	44,691	100.0



Make it Moray – our military community

There have been RAF bases in Moray for around 65 years. They are tightly woven into the social and economic fabric of the whole community. RAF Kinloss and RAF Lossiemouth have made a highly significant contribution to the population and economic prosperity of the area.

As part of the UK government's defence review, the future of RAF Lossiemouth, which is the RAF's largest and busiest fast jet base has been secured. RAF Kinloss is undergoing a transition to become a British Army base.

The change of use at Kinloss is attracting significant investor interest, attracted by factors including a well qualified, highly skilled workforce. In addition, it is expected that some resources from the base may become available for other users.

All RAF personnel are well trained and in addition to their core skills they complete many other civilian-recognised standard courses during their career. These vary from personal development to improve their management and leadership abilities, through work environment courses such as Health and Safety and Quality Assurance, to specialised disciplines such as radar and technician courses.

In 2009, there were over 3,000 uniformed RAF posts at the two bases, with approximately 600 MOD civilian staff and 200 main contractors.

The broad occupation categories include:

- Electronic Engineering
- Aircraft Engineering
- General Engineering
- Mechanical Engineer
- Electrical Engineer
- Airframe Technician
- Propulsion Technician
- Avionic Technician
- Aircraft Painter
- ICT Technician
- Maintenance Technician
- Logistics
- Air Traffic Control
- Flight Operations
- Motor Mechanic
- Driver (HGV/Forklift)
- Warehouse operative
- Graphics Officer
- Administration
- Accounting
- Catering and Hospitality
- Management
- Medical
- Photography
- Health and Safety
- Security
- Catering Steward

A partnership project is working in Moray to support the smooth transition at RAF Kinloss both for staff and to ensure that the community is involved when considering how best use is made of resources surplus to the requirements of the Ministry of Defence. Further details are available through HIE.

Make it Moray - Academia

University of the Highlands and Islands

The University of the Highlands and Islands (UHI) is a distinctive partnership of colleges, learning and research centres working together to provide university level education to people throughout the Highlands and Islands of Scotland and beyond. UHI has over 8000 higher education students studying undergraduate and post graduate education across its various locations, with degree courses covering engineering, health and wellbeing and creative industries.

www.uhi.ac.uk/en

Moray College UHI

As one of the members of the UHI, Moray College has over 8,000 Higher and Further Education students studying a wide range of vocational, technical and academic qualifications including mechanical, electrical and engineering Systems as well as health and wellbeing. The main campus is in Elgin, with an additional four learning centres in the area branded as Scottish University for Industry Learning Centres.

There is an emerging life sciences cluster in the area. Moray Life Science Centre (MLSC) is to be developed on the Moray College site. It will become a principle research, education and continuous professional development facility for the health sector in the region. Remote and digital healthcare innovation based on activity currently undertaken amongst NHS clinicians in Moray will be the key initial focus for MLSC research activity.

www.moray.ac.uk

Glasgow School of Art - Centre for Design Innovation

One of Europe's most renowned international art schools operates the Centre for Design Innovation as a satellite centre in Moray. In addition to employing researchers, the Centre offers student placements and internships with Highlands and Islands businesses, aiming to create new research and commercialisation opportunities.

One of its priority research areas is health and wellbeing. It also supports 100 businesses to engage in design led innovation. Glasgow School of Art is one of Britain's foremost institutions for creative research, education and practice.

www.gsa.ac.uk

Inverness College UHI

Inverness is just 40 miles away. Inverness College UHI is the largest college in the Highlands and Islands, with over 8,500 Higher and Further Education students.

Inverness College offers a wide range of vocational, technical and academic qualifications, including higher national certificates, diplomas, modern apprenticeships and Scottish Vocational Qualifications. The college works closely with local employers to ensure relevant course content.

www.inverness.uhi.ac.uk

Banff and Buchan College, Fraserburgh

Banff and Buchan College is located within one hour's drive of Elgin and attracts students from all over the world. The main campus is in Fraserburgh. The college offers a range of courses with particular strengths in engineering and nautical disciplines.

www.banff-buchan.ac.uk

The University of Aberdeen

The University of Aberdeen has 500 years of experience at the forefront of teaching, learning and discovery. As the 'global university of the north', it has consistently sent pioneers and ideas outward to every part of the world. It is an ambitious, research-driven university with a global outlook, committed to excellence. Multidisciplinary research centres and institutes bring together experts to work with colleagues across the UK and beyond on the big issues of today.

www.abdn.ac.uk

The Robert Gordon University

Robert Gordon University has an outstanding international reputation, producing confident, highly employable graduates, undertaking ground-breaking research and developing the careers of professionals. The university's teaching staff have an outstanding reputation for quality and academic research and a track record in graduate employment that is the best in Scotland. The university's range of degree courses include online degrees as well as traditional taught courses in subjects as diverse as art and design, management and engineering.

www.rgu.ac.uk/about

Make it Moray - Transport and Logistics



Moray is well linked by road, rail and air to other parts of the UK.

Every major UK town and city is within a legal day HGV driving, reaching 90% of the total UK population.

Train services connect Glasgow and Edinburgh at least 9 times each working day with journey times from just 4 hours.

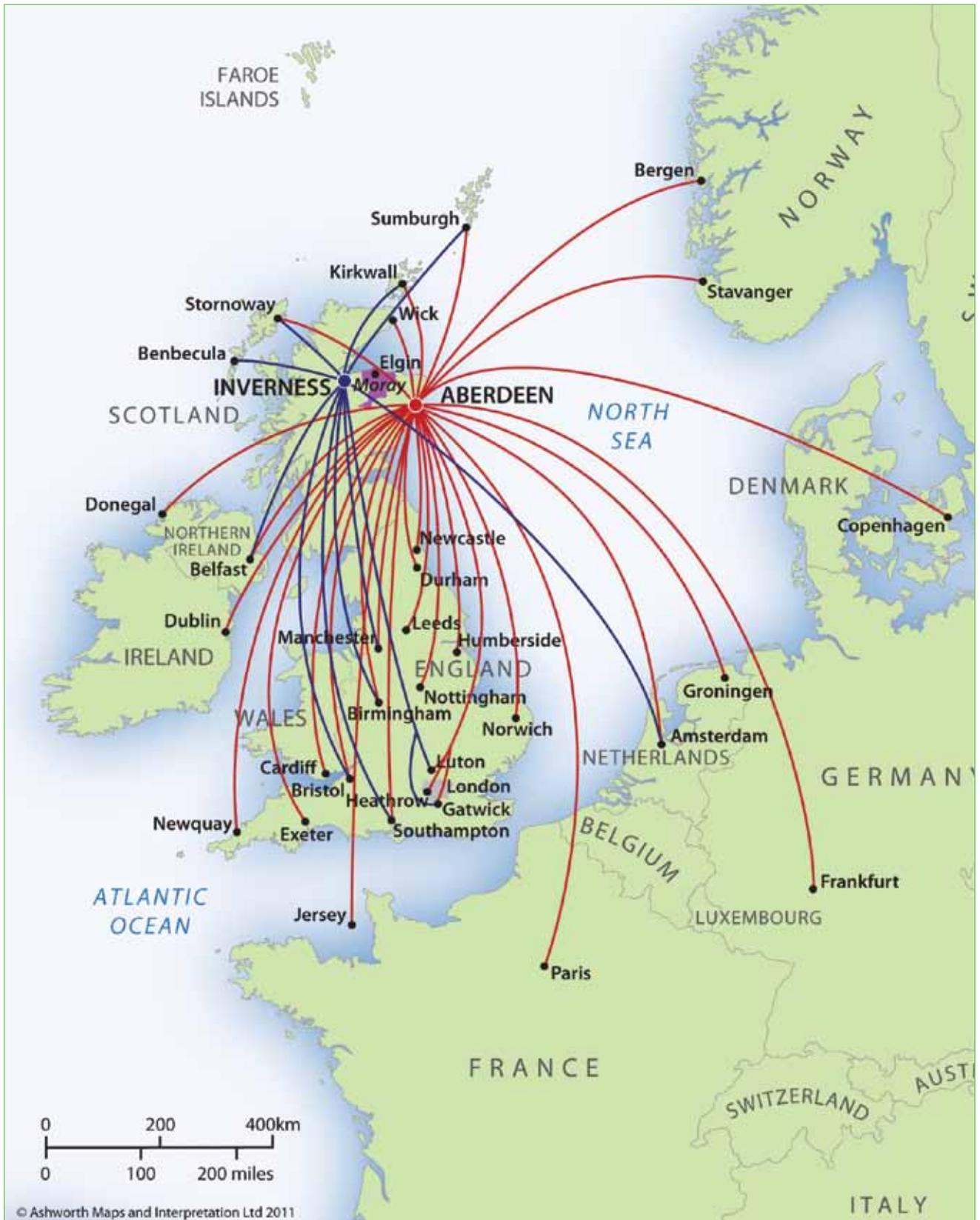
Moray offers direct access to national trunk routes and rail. Two international airports - Aberdeen and Inverness - are close at hand.

The main route through Moray is the A96 trunk route connecting Moray with both Inverness and Aberdeen and onward to other parts of the UK.

Drive times are illustrated on the map below:

	Trains per day	Duration from Forres
Inverness	11	30mins
Aberdeen	11	1hr 50mins
Glasgow	10	From 4hrs
Edinburgh	9	From 4hs





Moray has excellent access to air services. Inverness Airport is only 35 minutes from Elgin whilst Aberdeen Airport is no more than 90 minutes drive from anywhere in Moray. Moray has better air connections than most UK locations with 138 flights per week including 35 flights to London

airports and a daily connection into the international hub at Amsterdam. Further international flight options can be accessed from Aberdeen Airport which serves 57 international locations with the key destinations shown in the above map.

Locating your international business in Moray

Highlands and Islands Enterprise (HIE), Moray Council, and Scottish Development International (SDI) all work together to promote Moray's strong portfolio of assets and advantages to inward investors from around the globe.

These organisations can support you with almost every aspect of the decision making process, whether it's finance or IT, finding suitable premises or staff recruitment, product development or marketing.

Any business interested in exploring the opportunities available in Moray will have a dedicated team to work with every step of the way, both before and after you've made the move to Moray – helping to get your business up and running quickly, and building strong foundations for growth and development.

We can help you identify and access funding and provide a comprehensive investor support programme. In some parts of Moray and for some sectors of investment there may be loan, venture capital or grant funding available for investment. Our team can talk through your business plan and the financial needs of the business as part of our wider discussions about what Moray has to offer for you.





www.hie.co.uk



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