



MACDUFF DEVELOPMENT PARTNERSHIP

VISION AND ACTION PLAN: 2016 – 2021

2021 Vision

With genuine maritime past, present and future, Macduff is a thriving town where hard work is rewarded by excellent social and community opportunities. Where there is strong civic pride in a distinctive townscape and an ethical society focused on benefitting all. Where the young are supported to make tomorrow's history and where life is evolving with new ideas and business openings.

Introduction

The Macduff Development Partnership Plan is a plan for public, private and third/voluntary sectors and the wider community to help regenerate the town and make strategic changes for its continued development. There are major assets in Macduff which serve the wider Banff and Buchan area including the harbour and Macduff Marine Aquarium. The plan considers ambitious changes to these assets, ensuring they continue to serve the area and ensure confidence in the future role of Macduff can be sustained. No one action can deliver transformational change however and many partners are required delivering a variety of small and medium term actions alongside those more longer term interventions to achieve the vision set out at the front of this document. As a Development Partnership, we aim to provide leadership to the change process and strengthen all in the delivery of our vision.

Action Themes

The Plan uses the three Action Themes identified as part of the Strategy development process and refines these into specific action programmes and a series of projects. The Themes are as follows:

Place Development: Destination Macduff – Macduff is a very distinctive location with the harbour, church and Temple of Venus forming a unique set of vistas from the sea to the sky line, which have wound their way into the hearts of residents and visitors. Shore Street properties remain a challenge to develop, whilst specific opportunities are linked to improving the walking / cycling product, promoting a network of attractions and stopping points along the route to encourage a longer length of stay, and increased visitor spend. Macduff Marine Aquarium remains one of the most visited visitor destinations in Aberdeenshire and one of the most authentic aquaria in Scotland, presenting the unique marine environment of the Moray Firth in an engaging way. Building on this unique asset base and bringing heritage buildings back into active uses via the Property Investment Fund will encourage additional investment and enterprise and innovation in improving the amenity of Shore Street. The aim is to deliver visible improvements to Macduff.

Community Well- Being & Quality of Life – People form the backbone of what Macduff celebrates the most. The work ethic, warmth, genuine nature and community spirit of local people is to be nurtured and developed via a programme of projects to celebrate the best the community has to offer. Macduff is largely a residential settlement and making it the best residential settlement in the north east will take energy and confidence, but there is a passion to begin.

Diverse & Forward Facing Economy – The local economy of Macduff is inexorably linked to that of Banff, with the key asset being the harbour and its marine related capital in shipbuilding and associated trades that combine tradition, craftsmanship and new technology. Macduff has an evolving industrial estate which will provide property investment opportunities and quality employment land for both towns. These are excellent and distinctive strengths from which to build a resilient and more diverse economy.

Evidence Based Plan

The Macduff Vision & Action Plan 2016-2021 has been developed based on the following evidence:

- **Social & Economic Baseline** (See Appendix A) that highlights challenges like energy sector restructuring, lower household income, ageing population, fuel poverty and health inequality issues like obesity.
- **Development Partnership Led Process:** with events on 19th May and 15th June (See initial 'Mind Map', Appendix A)
- **Strong Policy Fit:** with Emerging Scottish Government & Aberdeenshire Council policy for example including:
 - **Scotland's Economic Strategy** (2015) which sets out an overarching framework to achieve a **more productive, cohesive and fairer** Scotland and prioritises boosting **investment** and **innovation**, supporting **inclusive growth** and maintaining the focus on increasing **internationalisation**.
 - The **National Review of Town Centres: SG Action Plan (2013) One Year On (2014) & Town Centre Toolkit (2015)**. The main focus of the 2013 review was on **Community and Enterprise and the Action Plan** highlights the '**Town Centre First Principle**'.
 - **The New Regeneration Strategy for Aberdeenshire (March 2016) From Strategy to Action: Developing Excellence in our Coastal Communities** with the three key themes of **people, places and prosperity**. (see Key Outcomes)

Glossary of Acronyms

AC – Aberdeenshire Council	VA – Visit Aberdeenshire
EMFF – European Maritime and Fisheries Fund	BCTP- Banff Coastal Tourism Partnership
NESCOL – North East Scotland College	MH- Macduff Harbour
BG – Business Gateway	STEM – Science Technology, Engineering and Maths
CPP – Community Planning Partnership	NHS – National Health Service
MMA- Macduff Marine Aquarium	SDI – Scottish Development International

Action Theme 1 – Place Development: Destination Macduff

Aim		Objective		Outcome			
Develop a unique and authentic place product, building on the distinctive townscape and connectivity to an emerging network of attractions along the Moray Coast to create a real sense of interest and excitement about Macduff's place in Scotland.				Investment in the visitor economy so as to increase economic activity and prosperity. Increase the length of stay, visitors, visitor spend and improve community morale to assist in delivering around the opportunities that have been identified. In the short term Macduff's appearance will be improved.			
Action	Objective	Action	Timescale Impact	Lead	Regen Budget	Leverage/ Other	Output Measure (XX) = Target
1.1	Facilitate investment in Macduff Marine Aquarium to sustain its position as a premier attraction	<p>- Develop and deliver a marketing plan which maximises the advantages of links with other coastal attractions, enhance publicity activities</p> <p>Undertake immediate physical improvements to enhance the visitor experience and explore options to improve interpretation, create a learning space and improve environmental conditions for exhibit animals, raising the aquarium's profile as a centre of excellence.</p> <p>Undertake a feasibility study for larger scale expansion, including potential for a food offer, and earmark funding for future development based on the outcome of the study.</p> <p>Extend learning materials for teachers</p>	<p>Short term</p> <p>Medium term</p> <p>High impact</p>	<p>AC (MMA)</p> <p>Friends Group</p>	<p>£5k – marketing</p> <p>£250k – physical improvements</p>	<p>£300k – HLF;</p> <p>£450k</p> <p>Coastal Communities Funding</p>	<p>£ investment made</p> <p>Increase in users 5%</p> <p>Increase in users 5%</p> <p>Visitor feedback</p> <p>Increase in school visits 10%</p>
1.2	Macduff tourism product development	<p>- Promote a programme of events (See Project 2.3)</p> <p>- Facilitate the provision of more choice of accommodation: (e.g. self-catering, Airbnb)</p>	<p>Medium term</p> <p>High impact</p>	<p>Visit Aberdeen shire</p>	<p>£20k With Banff</p>	<p>£15k With Banff</p>	<p>Nos of events (6)</p> <p>£ investment made (£100k)</p> <p>Nos new visitor beds (15)</p> <p>Increase in visitors (15%)</p>

		<p>'bolt hole') of the right quality appropriate for today's markets.</p> <ul style="list-style-type: none"> - Promote network of attractions & higher value visitor packages and tasters targeted at international markets: e.g. food/drink & accommodation, aquarium visit, arts tasters with Duff House, restaurants, venues & local guides - Connect with other Moray Firth coastal assets, e.g. Tarlair, Scotland's Dolphin Centre 		Local businesses			
1.3	Investigate opportunities for the future use of the Tarlair site	<p>Seek to expand the marine Tourism offering by investigating partnership and funding opportunities for the further development of the Tarlair site</p>	Medium	AC Friends of Tarlair	10k	30k	
1.4	Encourage through visitors to stop in Macduff: Promote a network of walking/cycling routes & improve connectivity around Macduff/Banff	<p>Ensure through visitors stop to spend time and money in Macduff by:</p> <ul style="list-style-type: none"> - Increased & improved road signage & improved car parking - Consider the most effective way of developing a digital presence (website or equivalent) - Invest in walking/cycling network to encourage active travel for locals (safe routes to school) & visitors with improved signage/promoted routes - Develop a cycle friendly town: install bike stands & secure storage at key locations. - Promoting well signed walking & cycling routes of interest - Review walking/cycling connections & identify priorities for improvements within town (including Tarlair) and to Banff. 	Short Medium	<p>AC</p> <p>BCTP</p> <p>Visit Aberdeenshire</p>	£20k	£20k	<p>£ investment made (£90k)</p> <p>Increase in visitors (15%)</p> <p>Increase in walking/cycling</p>

Macduff Regeneration Action Plan 2016 - 2021

1.5	Secure the regeneration & reuse of redundant property to improve quality townscape	<ul style="list-style-type: none"> - Property Investment Fund to stimulate investment in Shore Street and key buildings. - Use proactive planning approach to contact land/building owners & encouraging them to bring their property back into use - Help owners to source grants/loans and to navigate through the consents that they need, particularly for historic buildings. - Shore Street frontage improvements. 	<p>Medium</p> <p>High</p>	<p>Private property owners</p> <p>AC</p>	£200k	£400k	<p>£ investment made (£400k)</p> <p>No phase 1 & 2 grants sourced (6)</p> <p>No properties improved (6)</p>
1.6	Maximise 'Visit Aberdeenshire' marketing opportunities for north Aberdeenshire	<ul style="list-style-type: none"> - Share local Macduff imagery on social media throughout the year - Ensure Macduff is proactive and actively promoted on core VA marketing as and when. 	<p>Short</p> <p>Medium</p>	<p>AC</p> <p>BCTP</p> <p>VisitAberdeenshire</p>	£0	£0	<p>Opportunities secured (10)</p> <p>Positive mentions/likes (100)</p>
TOTALS					£505k	£763k + In kind	

Action Theme 2 – Community Well- Being & Quality of Life							
Objective	Health and well-being are fundamental to Macduff’s economic growth. Facilitating solutions to key challenges including tackling health inequalities and building the social capital of Macduff will help to make it the best residential settlement in Aberdeenshire.		Outcome	Residents feel positive about their community so that they can contribute to improving the quality of life of every resident. Macduff’s strengths are celebrated and areas of need are tackled together. In the short term local community engagement and awareness will be increased.			
Action	Objective	Action	Timescale Impact	Lead	Regen Budget	Leverage/ Other	Output Measure
2.1	Community leadership development to strengthen local third sector organisations: Enabling & motivating community groups to be even more active/resilient	<p>Based on the existing community networks & social capital in Macduff, use capacity building to further strengthen collaboration between existing groups & different generations. Opportunities include:</p> <ul style="list-style-type: none"> - Regular biannual information exchange & networking events - Promote more volunteering in Macduff to include an initial audit/database of existing skills in the local community - Focus on improving the capability & sustainability of third sector organisations in Macduff & widening membership among young people - Look to increase the level of social entrepreneurship in Macduff and support individuals to adopt an enterprising approach to social opportunities - Support & encourage community leaders to be a voice for the best Macduff can be and build capacity to enable more community activism. 	<p>Medium</p> <p>High</p>	<p>Community groups</p> <p>Community Planning Partners</p> <p>AC</p>	£10k	In kind	<p>No of events (8)</p> <p>No of volunteers (50)</p> <p>Volunteer hours (500)</p>

2.2	Promote community food projects which develop knowledge & facilities	<p>Enable food self- sufficiency by communities working together in an intergenerational way to develop local solutions including:</p> <ul style="list-style-type: none"> - Community gardening: promoting local allotments - Macduff Primary School breakfast club and afterschool care. - Apply “Food Cities” principles 	<p>Short Medium</p>	Community groups Macduff Primary School	£18k	In kind	<p>No of allotments (3) No of volunteers (15) Volunteer hours (150) No of breakfast club places taken up (80%)</p>
2.3	Local Innovation Fund : Develop social and cultural events	- Establish a ‘funding pot’ that distributes funds on ‘participatory budgeting’ principles to encourage the development of sustainable community based events and community arts/sports and other uses that would utilise empty spaces.	<p>Short Medium</p>	AC	£10 with Banff	£5k In kind	No of successful events (10)
2.4	Partner Macduff Sports Centre to drive growth	Develop marketing plan for facility as regional resource in partnership with other local facilities, and enhance publicity	<p>Short</p>	AC	£20K	SportScotl and In kind	Nos participating (+10% PA)
2.5	River Deveron/Estuary : Maximise and celebrate natural environment	<p>Prepare an action plan to preserve and enhance the landscape of the catchment of the lower River Deveron/estuary to develop initiatives to conserve natural habitats and protect important landscape, industrial/agricultural sites, provide educational opportunities for the public as part of the schemes that will bring together ecologists, historians/archaeologists & artists.</p> <p>Includes encourage recording & photography to be uploaded via social media.</p>	<p>Medium Medium</p>	AC Deveron, Bogie & Isla Rivers Charitable Trust (DBIRCT)	£5k	£5k In kind	<p>No of volunteers (10) Volunteer hours (100) Action Plan & follow on funding</p>

2.6	Cultural Development - use arts to develop innovation & aspiration within the community & in individuals	<ul style="list-style-type: none"> - Promote 'pathways' for individuals to gain confidence; learn new teamwork, communication & employability skills and above all help raise aspirations with links to 'Curriculum for Excellence' - Promote successful health and wellbeing outcomes including increasing physical activity levels to increase life expectancy and decreasing health inequalities - Tackle particular local challenges like obesity - promote a "living culture" approach, keeping the cultural approach relevant and invigorating and connected to economic opportunities 	Short Medium	AC Banff Academy Community Planning Partners	£30k	£30k In kind	No of volunteers (30) Volunteer hours (300)
TOTALS					£93k	£40k + In kind	

Action Theme 3 – Diverse & Forward Facing Economy							
Objective	Boost economic resilience and build a higher wage economy.		Outcome	The business base is increasingly diverse with more opportunities for growth and incomes are increased. In the short term there will be an improved range and choice of business space and marketable sites in Macduff.			
Action	Objective	Action	Timescale Impact	Lead	Regen Budget	Leverage/ Other	Output Measure
3.1	Macduff Harbour: Retains, develop & diversify business as guided by the Masterplan.	- Business case investigation into harbour deepening & Western basin development (£25k). - Further actions dependent on the outcome of the business case could include: technical /construction & further marketing	Medium High	MH	£25k £200k	£600k	Business case +ve or –ve. Investment Increased use/turnover
3.2	Develop Macduff Industrial Estate /Tarlair Business Park	Proactive marketing with target business sectors. Property input as required See project 3.3 below	Medium High	AC	£15k	£15k	Investment (£100k+) New business occupiers (3) Jobs
3.3	'Invest In Macduff' : 'One Stop Shop': Develop the profile of Macduff as a place to do great businesses	-Target support to & strengthen local business supply chains to drive local economic/business growth -Focus on higher value jobs: e.g renewables, specialist manufacturing & creative digital - Strengthen the commitment of existing companies to Macduff, encourage & support plans for expansion/reinvestment	Short Medium	AC BG	£20k	£20k	Investment (£100k+) New business Growing business Increase turnover Jobs
3.4	Macduff Digital: Explore new employment opportunities	Explore options for increasing digital income & establishing new digital businesses in Macduff. Including promoting digital skills to increase turnover	Medium Medium	AC Macduff businesses	£30k With Banff	£30k With Banff	Use of social media (15) Business growth Business start-up (3) Employment

		<p>growth and taking advantage of improved broadband/Wi-Fi. Other actions include:</p> <ul style="list-style-type: none"> - Locally delivered awareness-raising, training (on social media use, search engine optimisation, online marketing, website design, cloud computing etc), - Seminars, 'digital health checks' - Research & develop opportunities for increased digital based income streams & digital sector representation to include apps development research: support targeted on individuals/specific groups of businesses. - Explore other opportunities for remote roles, e.g. market research. 		<p>BG NESCOL</p>			<p>No of new digital / technology businesses</p> <p>Increased income streams to individuals</p>
3.5	<p>Improved educational attainment & promote in work progression: Individuals to achieve their potential & support a vibrant local economy</p>	<p>Partnership actions to improve educational attainment including:</p> <ul style="list-style-type: none"> - Enthuse, motivate, educate, support & above all raise attainment & aspirations in Macduff. - Develop local partnership actions to inspire all students to study & build careers using science, technology, engineering & maths (STEM) and link to opportunities for local business and employment. - Promote in work career progression: working with local businesses/employees to empower people to take control of their career by acquiring a set of skills that lead to lifelong successful career planning. It 	<p>Medium High</p>	<p>Community Planning Partners</p> <p>Developing the Young Workforce</p> <p>SDS/CMS</p> <p>Banff Academy</p> <p>NESCOL</p> <p>Local business</p> <p>BG</p>	<p>£45k With Banff</p>	<p>£45k</p>	<p>Nos individuals involved</p> <p>Nos local businesses involved</p> <p>Nos successfully completing workshops/courses</p> <p>Nos girls/women in STEM careers</p>

		supports skills development & economic growth by putting the right people in the right jobs connecting the needs of people and businesses					
				TOTALS	£275k	£695k+	In kind

Notes

Timescale: Short: years 1 & 2, medium years 3-5, long: 5 years +

Impact: High, medium & low

OUTPUTS & OUTCOMES

The Action Plan is designed to be a dynamic document with changes being made to it on a regular basis as projects are completed, deleted or new ones identified. The corresponding Outputs will also therefore change. Much of the action plan will also produce important intangible outcomes, for example increases in civic pride, confidence, more positive external perceptions and ambition. Although these are harder to measure, monitoring and evaluation reports will attempt to identify progress on these key outcomes of regeneration work. It will be pertinent to consider formal evaluation mid way through the plan. The Outputs of the current Action Plan are summarised as follows:

OUTPUT DESCRIPTION	TARGET
Leverage (1)	£1,498,000
Regeneration Budget Spend/Investment (2)	£901,000
Other Budget Spend and Investment (£)	£490,000
Total Investment = 1+2+3	2,889,000
Jobs Created/Sustained	80
No.s of pupils reached in education partnership projects	437
No of events	24
Instances of Business Assistance	12
Increase in visits to Macduff	15%
Properties Improved	12
In kind contributions (social audit values)	£60k
No. of Volunteers	105
Volunteer Hours	1000

KEY OUTCOMES

The key outcomes for the Macduff Regeneration Action Plan 2016-2012 are driven by the New **Regeneration Strategy for Aberdeenshire (March 2016)** where the three Key Themes are simple and straightforward namely:

People – ‘From educational attainment and lifelong learning to active and healthy lifestyles, we depend on people who are willing to not only help themselves but others too. The things we want to achieve will need **educated and well-trained individuals whose skills attract employment that pays well, with good working conditions.** We need **enterprising individuals** whose innovation and creativity can grow **indigenous businesses** which make the most of our resources and opportunities. We also need to have resources in place to help those who are **disadvantaged**, whether temporarily or permanently, so that they can achieve their own potential.’ Therefore the **key long term outcomes** are:

- 1. Ensure *educated and well-trained individuals* whose skills attract employment that pays well, with good working conditions.
- 2. Provide people with a healthy, safe, pleasant, interesting and active community and environment whether they are resident or visitors.

Places – ‘Quality People need Quality Places. The physical realm, the **quality of our housing, recreational, retail, health facilities and natural assets** are key to attracting and retaining the businesses and individuals that drive a successful and thriving location. The **Property Investment Fund** will play a crucial role, as will the **Town Centre First Principle** in prioritising investment and retaining vibrancy. Our towns have **unique assets, fantastic harbours** which root commercial activity and connect Aberdeenshire to other continents and trading cities’. Therefore the **key long term outcomes** are:

- 3. Reduce *Places of Dereliction* by conserving our built and natural heritage, along with environmental improvements and bringing underused properties and brownfield sites back into use.
- 4. Increase *Development Activity* by identifying potential places for mixed use, housing and commercial development in line with the Local Development Plan.

Prosperity – ‘Maintaining economic conditions will be a challenge with the volatility in the energy sector. However our coastal communities are more independent of this sector and with other opportunities to realise, we need to **help businesses look wider and deeper for those opportunities.** With quality people and places there are few boundaries to our prospects for achievement, success and prosperity. With that prosperity comes the opportunity to invest for the future’. Therefore the **key outcomes** are:

- 5. Increase *Enterprise Activity* including new enterprises, the growth and diversification of indigenous businesses and remove barriers to inward investment

- *6. Increase Prosperity* through skills and education and the provision of permanent employment at Living Wage pay levels that reduce reliance on benefits and tackle poverty and inequalities.

Process and Evidence

An Evidence Based Plan:

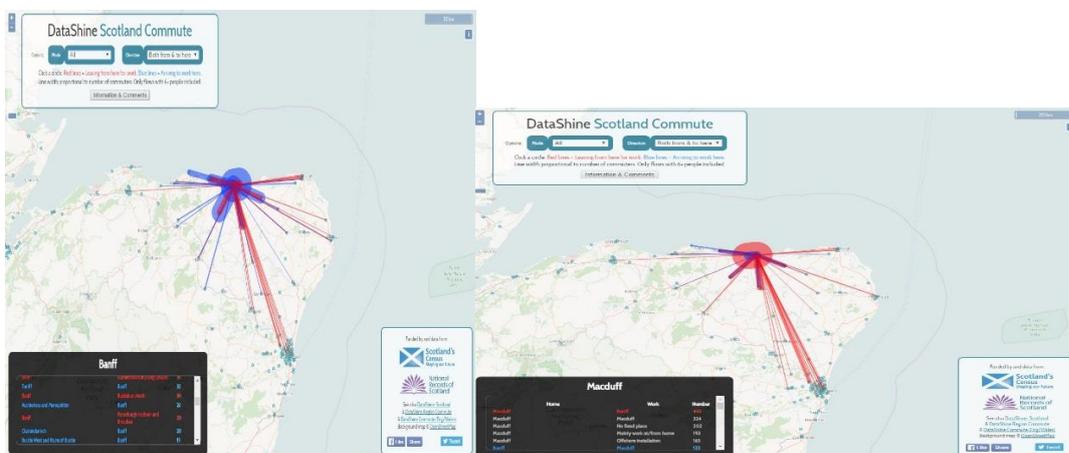
The following summary evidence was presented to the Macduff Development Partnership and originates from a range of sources including; The Banff and Buchan Community Plan Strategic Assessment, Nomis, Business Gateway, Scottish Neighbourhood Statistics, Datashine Commute, Datashine Scotland (Census 2011) and North East Scotland: Monthly Economic Report.

Statistical background:

- **Economic:**
- Employment March 2015 – 185 people were claiming job seekers allowance. March 2016 rise to 295 – lowest Aberdeenshire uplift but still significant. Increasing pressure as energy sector restructures.
- Income – Average household income (median) 2013 Banff £22,877 Macduff £22,824 Aberdeenshire £32,879. Likely to reduce further as those leaving the energy sector will struggle to secure similar wage levels.
- pay discrepancy – women paid an average of £300/week less than men in Banff and Buchan. Could be sectoral bias (retail, tourism, care). Could also be linked to aspirational deficit.
- Whilst Macduff offers employment through industrial and commercial activity, overall it performs a residential function for other settlements, primarily Banff.
- Symbiotic relationship with Banff. Social and economic linkages across Moray
- Sectors of significance – ship building / food production and processing / care / transportation
- Business start up rate across Aberdeen City and Shire has increased in 2015 / 2016 (1163 of which 685 in Aberdeenshire). 8 new businesses registered in Macduff through Business Gateway 2015 / 2016.

Commuting patterns and settlement function:

Data capture from Datashine Scotland Commute (2011 Census) indicating commuting flows (blue inward, red outward). Banff functions as a service centre in terms of jobs, Macduff largely as a residential settlement with important inflows to the harbour area.



Educational Attainment:

	S4: % of pupils with 5+ awards at SCQF level 3		S4: % of pupils with 5+ awards at SCQF level 5		S5: % of pupils with 3+ awards at SCQF level 6		S5: % of pupils with 5+ awards at SCQF level 6	
	2014	2015	2014	2015	2014	2015	2014	2015
Banff Academy	80.6%	81.6%	29.2%	35.8%	26.4%	22.2%	9.3%	6.9%
Fraserburgh Academy	58.3%	63.6%	26.1%	33.6%	26.1%	22.5%	9.4%	8.0%
Peterhead Academy	80.5%	84.1%	24.5%	29.3%	13.5%	21.8%	5.5%	9.7%
Aberdeenshire	87.3%	85.4%	44.1%	45.5%	33.2%	38.0%	15.8%	17.5%

Source: Insight

Socio Economic:

- Ageing population – particularly high percentage of 60-64 age group
- Approximately 1/5 of children across Banff & Buchan are estimated to be in poverty after housing costs – 38.3% of single parent families were out of work. Specific issues in Troup ward.
- Fuel poverty – Banff and Buchan have highest levels of fuel poverty in Aberdeenshire. More than $\frac{3}{4}$ of the intermediate geography areas (geographies containing between 1,000 and 2,500 households) in B&B are estimated to have high (30-40% of houses in fuel poverty) or Very High (40% of houses in fuel poverty) levels of fuel poverty (Community Planning Strategic Assessment). HEAT (Home Energy Advice Team) is operating in the area.
- Obesity (various NHS reports)
- New Community bodies encouraging, momentum and experience will support their development.

Physical:

- Empty and derelict buildings from commercial realities in 3* hotel trade and fish processing take effect.
- Shore Street façade and community concern over “failure in economy”
- Neighbourhood centre retail offering with Banff supporting majority of traditional town centre services.

Early Formation of the plans:

The evidence above was discussed at the first Development Partnership meeting which stimulated a varied and engaging conversation about the vision for Macduff and actions needed. The input from the first meeting was presented at the second meeting as a mind map, showing how projects linked to themes, objectives and the overall vision. This was then used to further explore themes, actions and their context. This feedback then formed the basis of the action plan which was then discussed in detail and changes taken into account in the final action plan.

Macduff Regeneration Action Plan 2016 - 2021

