

## Community Planning Board

Wednesday, 20 September 2023

**NOTICE IS HEREBY GIVEN** that a Meeting of the **Community Planning Board** is to be held at **Council Chambers, Council Office, High Street, Elgin, IV30 1BX** on **Wednesday, 20 September 2023** at **14:00**.

### BUSINESS

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3. **Apprenticeship Strategy Annual Progress Report 2022-23** 9 - 18
4. **Locality Plans - Buckie and New Elgin** 19 - 88  
 Report by Depute Chief Executive (Education, Communities and Organisational Development), Moray Council
5. **North East Alliance Cost of Living Engagement**  
 Verbal Update - Elizabeth Robinson
6. **2022-23 Quarter 4 (Jan - Mar) LOIP Performance Monitoring Report** 89 - 94  
 Report by Depute Chief Executive (Education, Communities and Organisational Development), Moray Council
7. **Draft Strategic Partnership Agreement with Public Health Scotland** 95 - 110  
 Report by Chief Executive, Moray Council
8. **Nominations for Chair** 111 - 112  
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9. **AOCB**

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

**THE MORAY COUNCIL**  
**Community Planning Board**

**SEDERUNT**

Councillor Kathleen Robertson (Chair)

Mr George Burgess (Member)  
Mr Adam Coldwells (Member)  
Mr Murray Ferguson (Member)  
Chief Superintendent Graeme Mackie (Member)  
Mr Grant Moir (Member)  
Mr David Reid (Member)  
Mr Anthony Standing (Member)  
Mrs Susan Webb (Member)  
Ms Caroline Webster (Member)  
Councillor John Divers (Member)  
Councillor Juli Harris (Member)  
Councillor Graham Leadbitter (Member)  
Councillor Bridget Mustard (Member)  
Mr Andrew Anderson (Member)  
Mr Roddy Burns (Member)  
Councillor Tracy Colyer (Outside Body Appointee)  
Councillor Amber Dunbar (Outside Body Appointee)

|                  |                                 |
|------------------|---------------------------------|
| Clerk Name:      | Lindsey Robinson                |
| Clerk Telephone: | 07966 120593                    |
| Clerk Email:     | committee.services@moray.gov.uk |



**Minute of Meeting of the Community Planning Board**

**Wednesday, 17 May 2023**

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

**PRESENT**

Mr George Burgess, Mr Roddy Burns, Councillor Tracy Colyer, Councillor John Divers, Councillor Amber Dunbar, Mr Chay Ewing, Councillor Juli Harris, Councillor Graham Leadbitter, Chief Superintendent Graeme Mackie, Councillor Bridget Mustard, Mr David Reid, Councillor Kathleen Robertson, Ms Caroline Webster

**APOLOGIES**

Mr Adam Coldwells, Mr Murray Ferguson, Mrs Anne Lindsay, Mr Grant Moir, Mr Anthony Standing, Mrs Susan Webb

**IN ATTENDANCE**

Also in attendance at the above meeting were the Chief Executive, Depute Chief Executive (Education, Communities and Organisational Development), GIRFEC and Promise Lead Officer, Communities Service Manager, Climate Change Strategy Officer and Lindsey Robinson, Committee Services Officer, as clerk to the meeting.

Elizabeth Robinson, Consultant in Public Health, attended on behalf of Susan Webb.

**1. Chair**

Councillor Kathleen Robertson, as Chair of the Community Planning Board, chaired the meeting.

**2. Minute of the meeting of 29 March 2023**

The minute of the meeting of 29 March 2023 was submitted and approved as an accurate record of the meeting.

Councillor Mustard pointed out a spelling mistake which the clerk will correct.

**3. Climate Change Update**

A report by the Depute Chief Executive (Economy, Environment & Finance) updated the Board on recent developments in the Council's Climate Change Plan, Route Map to Net Zero and as regards Biodiversity.

During Consideration Mr Burgess sought clarification on the North East Biodiversity Partnership contributions and how the figures were reached.

In response the Climate Change Strategy Officer advised that she did not have the information to hand, but would feedback to Board members after the meeting.

During further consideration it was agreed by the Board that CPOG would bring a report back to the Board with regard to individual agency perspectives and where the overlaps are in terms of procurement.

Thereafter the Board agreed to note the developments in Climate Change including biodiversity.

#### **4. Mid Term Review of Partnership Community Learning and Development Plan 2021-24**

A report by the Depute Chief Executive (Education, Communities and Organisational Development) updated the Board on the work done so far to deliver on the statutory Moray Partnership Community Learning and Development (CLD) Plan and on emerging priorities for the final 18 months of the plan.

Following consideration the Board agreed to:

- i. note the positive impact of partnership working on delivering on the Moray Partnership CLD Plan (2021-24);
- ii. note the allocation of £745,218 from the UK Shared Prosperity Fund for partnership delivery of the 'Multiply' programme to support adult numeracy;
- iii. note the emerging priorities which have been identified and which will be incorporated into a refreshed work plan; and
- iv. note the resumption of HMI inspections of CLD and the role that the CLD Plan will play in that process.

#### **5. Moray School Leaver Distribution Presentation**

Due to annual leave and sickness, the Board agreed to defer this presentation until the meeting on 20 September 2023.

#### **6. Children's Services Plan Covering Report**

A report by the Chief Social Worker, Head of Service and Chair of GIRFEC Leadership Group, asked the Board to approve the Children's Services Plan 2023-26.

During consideration Councillor Mustard sought clarification on the timescales for reports to come back to the Board.

In response the GIRFEC and Promise Lead Officer advised that it would be ideal to provide a mid term report and she would take that back to the GIRFEC Leadership Group.

Thereafter the Board agreed to:

- i. approve the Children's Services Plan 2023-26; and
- ii. a 6 monthly update detailing progress, and an interactive session to show how to better work together.

## **7. CPP Development Session 8 June 2023**

A verbal update by the Chief Executive, Moray Council invited the Board to endorse the proposal for the development session on 8 June 2023. There being no one otherwise minded, the Board supported the plan for the development session.

## **8. Nominations for Depute Chair**

A report by the Depute Chief Executive (Education, Communities and Organisational Development) recommended that the Board approve the nomination received and elect a Depute Chair.

There was one nomination received from Mr Adam Coldwells, Depute CEO NHS Grampian, and there being no one otherwise minded, he was duly elected as Depute Chair for a period of 12 months.

The Chair reminded the Board that the position of Chair rotates amongst partner agencies on a 12 month basis, and therefore at the meeting on 20 September 2023 a new Chair would need to be elected. An email will be sent to all Board members nearer to the time to ask for nominations.

## **9. AOCB**

The Board noted that there was no further business raised.







**REPORT TO: COMMUNITY PLANNING BOARD ON 20 SEPTEMBER 2023**

**SUBJECT: APPRENTICESHIP STRATEGY ANNUAL PROGRESS REPORT  
2022/23**

**BY: MORAY COUNCIL, SENIOR OFFICER ECONOMIC STRATEGY  
AND DEVELOPMENT**

**1. REASON FOR REPORT**

- 1.1 To present the Moray Community Planning Board (CPB) with a progress report on the first year of delivery of the Apprentice Strategy for Moray. The report covers the period of the 2022/23 financial year.

**2. RECOMMENDATION**

- 2.1 **It is recommended that CPB notes the progress made in delivering on the majority of the initial actions within the action plan of the Apprentice Strategy for Moray. Including the success in growing awareness of apprenticeships in Moray among businesses and prospective employees.**

**3. BACKGROUND**

- 3.1 The Delivery Framework for developing a diverse, inclusive and sustainable economy from the Local Outcome Improvement Plan (LOIP) sets out the key actions to deliver against the economic outcomes. To support the outcome of increased participation, skill and pay levels with reduced gender inequality through apprenticeships at all levels, the following actions were identified:
- Partnership apprenticeship strategy and action plan developed for public and private sector partners
  - New apprenticeships in the public and private sector
- 3.2 An Apprenticeship Strategy for Moray was developed to deliver against these actions. The strategy was produced in partnership by a short-life working group made up of officers from Moray Council, UHI Moray, DYW Moray, and Skills Development Scotland (SDS). The strategy was approved by the Community Planning Partnership Board at its meeting on 21 September 2022, setting out four strategic objectives:

- Increased apprenticeship opportunities at all levels to support talent attraction and retention
- Develop a 'Grow Our Own' programme for Moray to protect business sectors and public services vulnerable to forecast replacement demand
- Raise employer and employee awareness of apprenticeship pathways
- Embed apprenticeship programmes across all Community Planning Partners

#### **4. FUNDING LANDSCAPE**

- 4.1 The Scottish Government commissioned an independent review of the skills and learning delivery landscape. The final report of this review, Fit for the Future: developing a post-school learning system to fuel economic transformation, was published earlier this year. It considered the skills functions and remits of Scotland's national public bodies, making 15 recommendations for future adaptations to support the National Strategy for Economic Transformation.
- 4.2 The recommendations of the Fit for the Future report included the establishment of a single national funding body to have responsibility for administering and overseeing the delivery of all publicly funded post-school learning and training provision. To bring together the responsibility for funding of apprenticeships and training currently remaining in SDS Scotland with the functions for dispensing funding to colleges and universities currently carried out by the Scottish Funding Council (SFC).
- 4.3 These proposals were adopted as a programme of reforms by the Scottish Government on 28 June 2023 as set out within the Purpose and Principles for Post-School Education, Research and Skills.
- 4.4 This ongoing review of the funding landscape for skills provision has created challenges at a local level, with delays in the Modern Apprenticeship contract being released to learning providers. SDS budgetary pressures have also reduced funding available to support apprenticeships across the country. For 2023/24, UHI Moray were awarded the same level of funding as they had received at the start of 2022/23, to maintain the initial number of Modern Apprenticeships starts at the beginning of in the previous year. The College were unable to start any Modern Apprentices beyond October 2022 as SDS had no additional funding, resulting in a backlog of employers on a waiting list. The funding UHI Moray were awarded for 2023/24 equated to 33 MA starts in total (though this excludes traditional trade apprenticeships). All of these places have already been filled for the year, with UHI Moray having remaining demand for a further 75 places this year.

#### **5. MODERN APPRENTICESHIP AVAILABILITY**

- 5.1 The following table outlines the total number of apprenticeship starts across the three apprenticeship pathways in the three most recent financial years. Data for the most recent financial year is not yet available for Foundation Apprenticeships or Graduate Apprenticeships. However, the number of

Modern Apprenticeship starts in Moray has continued on the upward trend of the previous three years. However, the number of starts in Moray remains below the 427 who commenced a Modern Apprenticeship during 2018/19. This is reflected nationally, where apprenticeship numbers remain down on pre-pandemic levels. Locally, there has been a notable reduction of Modern Apprenticeship starts in:

- Hospitality, which was down to 7 from 35 in 2019/20
- Retail, which was down to 5 from 43 in 2018/19

|                            | 2020/21 | 2021/22 | 2022/23       |
|----------------------------|---------|---------|---------------|
| Foundation Apprenticeships | 43      | 34      | Not available |
| Modern Apprenticeships     | 341     | 366     | 383           |
| Graduate Apprenticeship    | 10      | 13      | Not available |

5.2 This may highlight that businesses have less financial resource available for creating work-based learning roles, especially in those industries which now have the additional financial burden of repaying COVID business loans. Though the slow rebound to pre-pandemic levels could also be reflective of the tight labour market restricting the ability of employers to recruit trainees into Modern Apprenticeship roles.

5.3 The table below highlights the availability of apprenticeship opportunities across the community planning partners over the past three financial years. There remains minimal availability of apprentice roles across the CPP with significant work needed to deliver on the LOIP action to create 'new apprenticeships in the public and private sector'.

|   | 2020/21     | 2021/22 | 2022/23     |
|---|-------------|---------|-------------|
| Moray Council                             | 14 MA       | 13 MA   | 18 MA, 1 FA |
| Highlands and Islands Enterprise (Moray)  | 0           | 0       | 0           |
| Scottish Fire and Rescue Service (Moray)  | 2 MA        | 3 MA    | No response |
| Police Scotland (Moray)                   | 0           | 0       | No response |
| tsiMORAY                                  | 0           | 0       | No response |
| NHS Grampian                              | 12 MA, 1 FA | 2 MA    | No response |
| UHI Moray                                 | 0           | 1 MA    | 0           |
| Cairngorm National Park Authority (Moray) | 0           | 0       | 0           |
| Skills Development Scotland               | 0           | 0       | No response |
| HiTRANS                                   | 0           | 0       | No response |

## 6. ACTION PLANS

6.1 Community planning partners were requested to develop individual action plans to directly or indirectly support increased apprenticeship availability, with investment expected from partners who have capability to deliver substantial programmes. Partners were also asked to identify a targeted increase in the number of indirect and direct apprenticeship starts supported via each organisation, detailing the frameworks offered linked to targets. The Strategy included an action plan template for each of the partners to complete. Thus far no action plans have been returned, with only Highlands and Islands Enterprise (HIE) Moray, University of the Highlands and Islands (UHI) Moray, and Cairngorm National Park Authority (CNPA responding to the request to date.

- 6.2 HIE Moray have confirmed that as a local delivery arm of a Regional Development Agency they will not produce individual action plans at a local level. The HIE Moray head count is capped. Within the Moray Area team there are no apprentices as the opportunity/space to create one has not come up. However, HIE remains signed up to the Young Persons Guarantee and fill all entry level vacancies with Modern Apprentices and on successful completion of the SVQ qualification then consider (role and head count applicable) their appointment to a substantive post. HIE Moray does have one graduate placement on a middle level grade in Business Growth. Across the agency, HIE currently has 4 Modern Apprenticeships in situ with a 5<sup>th</sup> post currently in planning.
- 6.3 UHI Moray have also not developed the action plan to date mainly due to delays in the Modern Apprenticeship contract being released and the significant reduction in places available at a local level. UHI Moray will be developing an action plan however are unlikely to be in a position to recruit apprentices at the present moment.
- 6.4 CNPA have a Youth Employment Strategy which covers apprenticeships. However, this Strategy covers the whole of the National Park area not just the portion of the Park which falls within the Moray Council boundary. It also does not contain any budgetary information. CNPA had no apprenticeship starts in 2022/23 but several intern positions were recruited into, all of which have spanned across the park area and not specifically within Moray.
- 6.5 Moray Council are in the process of developing an action plan, with a report setting out proposals prepared for Committee consideration. This report outlines options for establishing a council-wide programme to support increased creation of apprenticeships and in-work training posts alongside resource requirements to support delivery. However, as the recommendations would also require additional revenue funding for coordination and support, and given the Council's urgent need to identify £20m of savings over the next two financial years, the report has not yet been tabled for active consideration and will be held until progress in identifying and agreeing savings is apparent. At that point the Council can consider how the actions sit within revised priorities in the Corporate Plan and a reduced revenue funding envelope.

## **7. DELIVERY OF STRATEGY**

- 7.1 Upon approval of the strategy, there was a desire to avoid creation of a new network / forum to coordinate delivery if an existing group with the requisite remit to do so could be identified to do so. It was accepted that coordination of key actions within the strategy would be led by Moray Economic Partnership (MEP) through a yet to be identified structure. MEP subsequently agreed that delivery of the Apprentice Strategy for Moray should be led by the Local Employability Partnership (LEP).
- 7.2 Progress over the first year of the strategy against the actions and performance indicators is outlined within **Appendix A**. This highlights that progress has been made in many areas, especially in relation to the

communications related activities and increasing awareness around the apprenticeship pathways. This has included issuing press releases which celebrate the success of apprenticeship roles at [Gordon & MacPhail](#), [Chivas Brothers](#), and [UHI Moray](#). A sub-group of representatives from the LEP also coordinated an [apprenticeship event in March 2023](#) as part of Scottish Apprenticeship Week (SAW), which included an employer drop in session and a marketplace for anyone wishing to find out more about apprenticeships.

- 7.3 However, as referenced in Section 6, there has yet to be any significant progress across the community planning partners in developing action plans or achieving significant growth in apprenticeship numbers. It is key that this is prioritised in the current year to proactively support delivery of the strategy.
- 7.4 It was agreed that the delivery plan for the Apprentice Strategy would be reviewed on an annual basis. It is proposed that the same actions are retained for the current year as these remain relevant. Where the delivery date was previously March 2023, this will be amended to March 2024 or ongoing, as appropriate.

## **8. CONCLUSION**

- 8.1 Following the success in raising awareness about local apprenticeship opportunities during the past year, the continued support of all partners is essential to the Apprenticeship Strategy for Moray. It is key that all relevant partners now demonstrate commitment to the strategy through development of an action plan to support the growth of apprenticeships within Moray.
- 8.2 Where there are barriers and challenges to delivering this growth, such as the currently restricted finance for apprenticeship training, the shared voice of the Community Planning Partnership could be a powerful tool to lobby at a national level.
- 8.3 To support the monitoring and delivering of the strategy it is proposed that a new sub-group of the Local Employability Partnership focussed upon apprenticeships be formed to coordinate the strategy.



| Actions  | Responsibility  | Due Date               | Progress to Date   | RAG |
|--|---|------------------------|--|-----|
| Community Planning Partners to develop individual action plans to directly or indirectly support increased apprenticeship availability, with budget expected from partners who have capability to deliver substantial programmes.                                | All Community Planning Partners   | March 2023             | No action plans have yet been created.   |     |
| Development of a marketing and communications campaign to support promotion of the different types, levels and benefits of apprenticeships   | MEP Comms, SDS  | March 2023             | White Label, the media agency working on behalf of MEP developed and delivered an apprenticeship campaign earlier in the year, which included a suite a press releases, social media posts, and case studies based on both apprentices and employers. This will need refreshed and again delivered in 2023/24. |     |
| Increased communications of local case studies and success stories, across a range of channels and social media platforms<br><br>Increased number of awareness raising events, involving employers, public, and learning providers – such as Apprenticeship Week | Local Employability Partnership (LEP), SDS, DYW Moray, Moray Council, UHI Moray | September 2023 ongoing | As above. White Label also assisted with promotion of an employer event and an event focussed on prospective apprentices, which took place as part of Scottish Apprenticeship Week. Learning providers participate in both of these events.  |     |
| Identify opportunities for accessing external funding sources to support recruitment of apprentices  | Moray Council, HIE, LEP   | Ongoing                | This is an ongoing piece of work for all partners.   |     |
| Public partners to adopt Community Wealth Building approach to community benefits in public contracts, to maximise   | Moray Council, NHS Grampian, HIE, UHI Moray                                     | March 2024             | This work is in development via the Supplier Development Forum.  |     |

|   |  |                    |   |  |
|---|--|--------------------|---|--|
| creation of local apprenticeship opportunities with suppliers   |  |                    |   |  |
| Provide support for local partner agencies such as Moray Chamber of Commerce and tsimORAY to engage with private and third sector employers, in order to encourage increased availability of apprenticeship opportunities       | LEP, LEP Third Sector Employer Engagement Worker | March 2024         | It was agreed that the Local Employability Partnership would serve as the lead for this action. This is an ongoing piece of work for all partners.  |  |
| Engagement with SDS and learning providers to identify those who offer Graduate Apprenticeship frameworks on a solely distance learning basis and lobby for increased availability of frameworks on an in-person basis in Moray | LEP  | March 2023 ongoing | It was agreed that the Local Employability Partnership would serve as the lead for this action. This action is underway through engagement between UHI Moray and SDS, supported by the Senior Officer Economic Strategy and Development. Discussions remain ongoing though are also impacted by the Scottish Government skills review.  |  |
| Promote apprenticeship pathways to Moray Growth Deal programme board and project managers to maximise apprenticeship opportunities within projects.   | LEP  | March 2023 ongoing | It was agreed that the Local Employability Partnership would serve as the lead for this action. The Senior Officer Economic Strategy and Development will host a social value session with MGD Project Managers in September 2023, which will include reference to this objective.  |  |
| Ensure delivery of high-quality apprenticeship experiences, with adequate levels of support to increase achievement rates   | All Community Planning Partners                  | March 2023 ongoing | <p>2022/23 Moray achievement rate 71.2% (72.7%)<br/> 2021/22 Moray achievement rate 69.6% (71.8%)<br/> 2020/21 Moray achievement rate 78.4% (76.4%)</p> <p>The Moray Achievement Rate has increased year on year but remains below the national average (in brackets). Closing the gap to the national rate is the current priority in measuring success against this action.</p> |  |



| <b>Increased apprenticeship opportunities at all levels to support talent attraction and retention</b> |                |                |                |
|--|----------------|----------------|----------------|
| <b>Target outcomes linked to objective</b>   | <b>2021/22</b> | <b>2022/23</b> | <b>2023/24</b> |
| 800 annual Modern Apprenticeship starts by 2028  | 366            | 383            |                |
| 50 annual Graduate Apprenticeship starts by 2028   | 13             | TBC            |                |
| 100 annual Foundation Apprenticeship starts by 2028  | 34             | TBC            |                |

| <b>Develop a 'Grow Our Own' programme for Moray to protect business sectors and public services vulnerable to forecast replacement demand</b>            |                |                |                |
|--|----------------|----------------|----------------|
| <b>Target outcomes linked to objective</b>   | <b>2021/22</b> | <b>2022/23</b> | <b>2023/24</b> |
| Provision of online or in-person access, without the need to commute, for all 13 Graduate Apprenticeship frameworks for people residing in Moray by 2028 | Ongoing        | Ongoing        |                |
| A minimum of 20 Graduate Apprenticeship starts in total for existing employees of community planning partners from 2023 to 2026                          | 0              | 0              |                |
| A minimum of 40 Graduate Apprenticeship starts in total for existing employees of community planning partners from 2023 to 2028                          | 0              | 0              |                |

| <b>Raise employer and employee awareness of apprenticeship pathways</b>   |                |                |                |
|---|----------------|----------------|----------------|
| <b>Target outcomes linked to objective</b>  | <b>2021/22</b> | <b>2022/23</b> | <b>2023/24</b> |
| A minimum of 30 Graduate Apprenticeship employers in Moray by 2028  | 9              | TBC            |                |
| Coordination of annual apprenticeship conference in Moray for employers   | N/A            | Delivered      |                |
| Coordination of annual apprenticeship job fair for general public   | N/A            | Delivered      |                |
| Development of a communication plan to align messaging to improve signposting to information platforms and support services | N/A            | Delivered      |                |

| <b>Embed apprenticeship programmes across all Community Planning Partners</b>                        |                |                |                |
|--|----------------|----------------|----------------|
| <b>Target outcomes linked to objective</b>   | <b>2021/22</b> | <b>2022/23</b> | <b>2023/24</b> |
| A minimum of 50 Modern Apprenticeships starts annually across community planning partners by 2028    | 19             | TBC            |                |
| A minimum of 30 Foundation Apprenticeship starts annually across community planning partners by 2028 | 0              | TBC            |                |
| A minimum of 10 Graduate Apprenticeship starts annually across community planning partners by 2028   | 0              | TBC            |                |





## Your Moray

**REPORT TO: COMMUNITY PLANNING BOARD ON 20 SEPTEMBER 2023**

**SUBJECT: LOCALITY PLANS - BUCKIE & NEW ELGIN**

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

### **1. REASON FOR REPORT**

- 1.1. To provide the CPP Board with a presentation and update on Locality Planning in Buckie and New Elgin and to ask that the Board consider the three requests for support and action

### **2. RECOMMENDATION**

#### **2.1. It is recommended that:**

- i. the CPP Board continue to promote partnership working at all levels to address the priorities in the New Elgin and Buckie locality plans;**
- ii. partners continue to support activities and events in both areas and note that the possible use of common good funds will be explored to contribute to the cost of using the warm hub in Buckie; and**
- iii. the Board support action to drive forward work collaboratively to progress establishing sustainable hub models in both Buckie and New Elgin where CPP partners can work together as outlined in 3.9**

### **3. BACKGROUND**

- 3.1. The CPP identified two SIMD areas within Buckie and New Elgin for locality plans where they wished to see collaborative work to address inequalities. This was and is a long term commitment to address structural issues and the Board have previously had feedback on progress from the Scottish Community Development Centre (SCDC). Their report "*Supporting place-*

*based approaches in Moray*” was presented to the Community Planning Board on 2 February 2022 (item 4 of minute refers) . It was also agreed at this meeting that reporting on Localities work would be done through the CLD Strategic Group with an annual presentation on progress made in the New Elgin and Buckie localities being presented to the CPP Board identifying three priorities for future development and requests for additional input/support from the CPP.

- 3.2. Our presentation on progress in the two localities was presented at the CLD Strategic Group with further inputs to the Community Engagement Group, CPOG and now the CPP Board.
- 3.3. In Buckie, the review of the plan post COVID, led by the Monitoring Group with support from a Community Support Officer has been completed (**Appendix 1**) The plan has three themes.
  1. **Welfare and Wellbeing** (improving the wellbeing of our community)
  2. **Place** (the community of Buckie will be resilient and inclusive where people have access to the facilities and services they need) and
  3. **Economy** (the community of Buckie will have improved access to employment opportunities)
- 3.4. A Community Planning Partners’ Event was held in November 2022 to identify leads and other partners who would work together to address the priorities within the three themes
- 3.5. Key achievements include:-
  - 3.5.1. The establishment of a Development Trust (Findochty and Buckie Development Trust. This group has recently achieved their SCIO status.
  - 3.5.2. The setting up of a temporary Warm Hub in November 2022 as a response to the cost of living crisis. This was led by Buckie Area Forum who took on an annual lease for the building and applied for various sources of funding to cover core costs.
  - 3.5.3. Funding secured for an external consultant to produce a report on evidence of need for a more permanent hub (**Appendix 2**). An Expression of Interest has been submitted to Moray Council by the FAB Development Trust for Buckie Access Point in Cluny Square.
  - 3.5.4. Numbers attending the monthly community lunches continue to grow month on month. Pupils from Millbank Primary and Buckie High School have also supported the regular volunteers.
- 3.6. In New Elgin the plan now covers both East and West areas of New Elgin. There are four themes –

1. **Better Off** (seeking to improve income maximisation, aspirations through quality accessible learning and training)
  2. **Better Community** (seeking to improve community networks via more groups and community resources)
  3. **Better Place** (seeking to improve the physical environment and spaces)
  4. **Better Health** (seeking to improve mental and physical health)
- 3.7. Key achievements include:-
- 3.7.1. Strong support from partners in the Better Offgroup who have worked together to host two targeted family events one with a building theme (17 families attended) and the other with a food theme (12 families attended)
  - 3.7.2. A Community Soup initiative was organised which offered seed funding of £500to encourage new groups to form. From this two new community focused groups have been established. A larger public event was held in June 2023 when 20 groups came together to an event in New Elgin and Ashgrove Halls to showcase their groups and activities.
  - 3.7.3. With a notable lack of physical spaces in New Elgin where officers can engage with the community, sessions with the Mobile Information Bus and mobile arena have been delivered throughout the area. To some extent these have initiated conversations with the wider community and residents have been signposted to sources of support/information.
- 3.8. The three 'asks' to the Community Planning Partnership which are
- 3.8.1. There has been some good partnership working in both areas - in New Elgin with the work of the Better off group and in Buckie with partners recognising the value of being based in the community led Warm Hub. The ask would be that the CPP Board continue to prioritise and promote partnership working at all levels in their organisations to address the priorities in the New Elgin and Buckie locality plans. This is supported by the Community Planning Officer Group.
  - 3.8.2. Covering core costs for the warm hub in Buckie and finding resources to cover general activities and events is a challenge. We ask that consideration is given in future to provide a budget for resources to support activities and events in both areas and that partners consider contributing a cost to use the warm hub in Buckie. It has been identified that there may be an opportunity to access financial support through the local Common Good funds and this will be explored. While the CPB can offer support from current resources (e.g. officer time) there is currently no specific budget at the disposal of the CPP
- 3.9. That the Board support and direct action to drive forward work collaboratively to progress establishing sustainable hub spaces in both Buckie and New Elgin where CPP partners can work together to address issues of poverty and inequality in both areas. **Partners are requested to actively participate in**

**any working groups that develop to ensure the best collective outcome and use of CPP resources.**

**4. SUMMARY OF IMPLICATIONS**

The Localities work sits under the auspices of the Community Planning Partnership and is central to the CPP Community Engagement Strategy. The three 'asks' in this paper relate to the shared commitment of the CPP to respond collectively to the issues that have been identified.

**5. CONCLUSION**

The CPP Board is asked to consider recommendations 2.1, I, ii and iii and reiterate their ongoing support for the Localities work in Buckie and New Elgin.

Author of Report: Dawn Brodie, Community Learning & Engagement Manager  
Background Papers:  
Ref:

# Buckie Locality Plan 2019-29

Reviewed and Published 2022



**“ A BETTER  
BUCKIE**



**Moray  
Community Planning  
Partnership**

Supported by Buckie Area Forum and Buckie and District Community Council  
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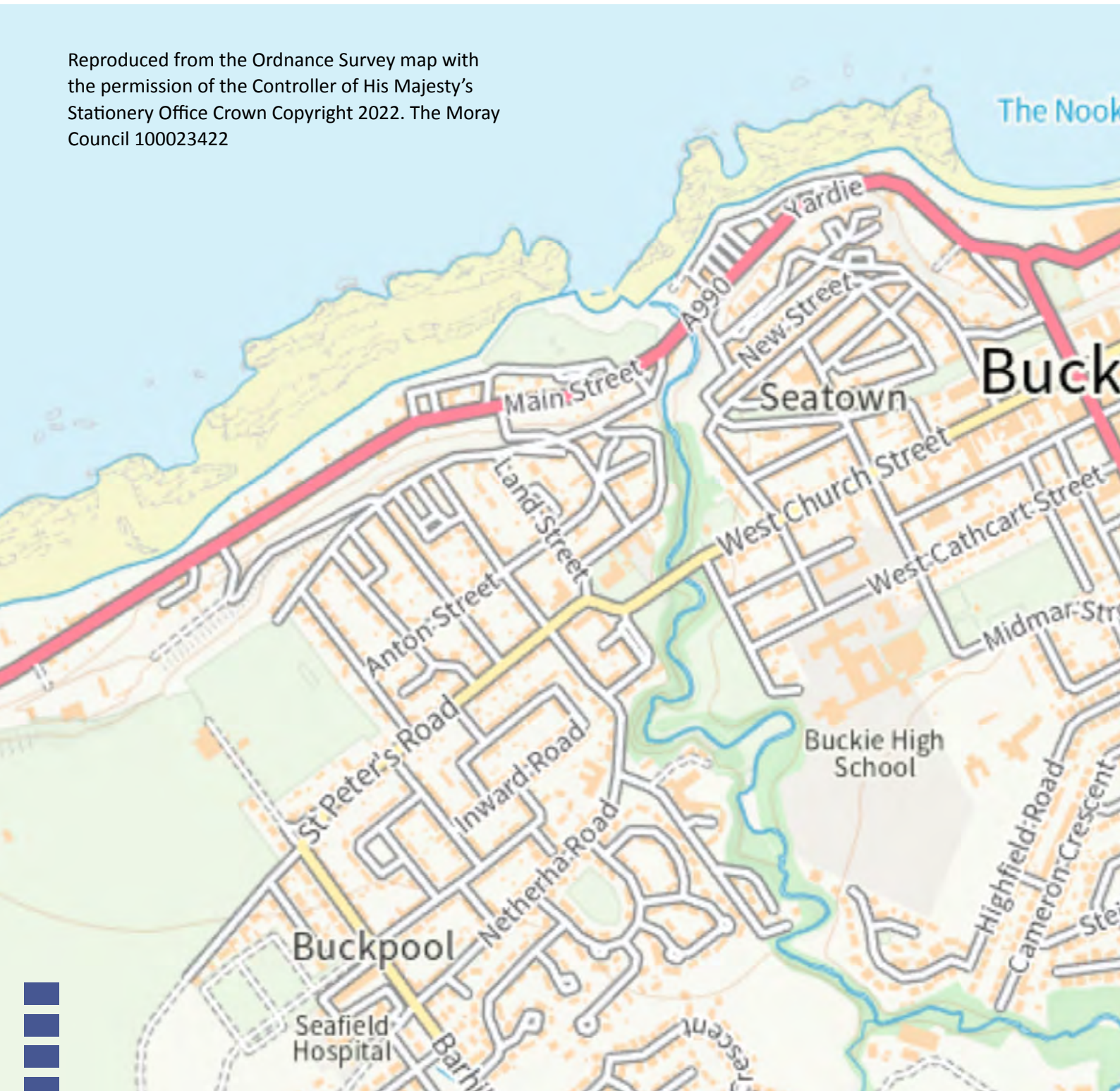




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## Welcome to the Buckie Locality Plan 2019-2029 Reviewed and Published 2022

This first major revision of the Locality Plan for Buckie builds on the one published in 2019 and brings together key actions which will help us to address the community's priorities and enable us to continue to build "**A Better Buckie**", especially for our children and young people.

This Plan focuses on addressing issues that aren't already being covered by existing public sector plans, or where local residents and community volunteers can play an active part. The new priorities and actions within the Plan are based on feedback gathered through a community survey and conversations at several engagement events. As a result of this feedback, the Plan now covers all of Buckie, not just the Buckie Central East area.

The actions will be delivered through the local community, statutory agencies and voluntary organisations all working together, pooling resources and sharing knowledge.

As recent events have shown, any Plan needs to be flexible and adaptable in order to respond to changing conditions and needs, so we renew our commitment to update the Plan regularly.

We hope that you will find the Plan interesting and that it informs you of what we are doing to improve the outcomes for people in this area.

In Buckie, we are fortunate to enjoy not only a substantial commitment from front-line paid staff but also a tremendous contribution from the community and community organisations. We thank you for all you are already doing to help build "**A Better Buckie**".

### Community Monitoring Group

You can find us on Facebook or contact us on email:



A Better Buckie Facebook page

<https://www.facebook.com/abetterbuckie>



Community Monitoring Group

[abetterbuckie@gmail.com](mailto:abetterbuckie@gmail.com)



▲ Outlook over Buckpool including St Peters Church.

## Background

As part of developing its Local Outcome Improvement Plan (LOIP), Moray Community Planning Partnership identified seven communities most likely to benefit from support to raise educational attainment, improve opportunities for employment in better paid jobs and to reduce childhood poverty.

Of these seven, Buckie Central East was chosen as a pilot area for locality based work. With a focus of 'Building a better future for our children and young people in Moray', Following extensive community consultation during 2018 / 19 the Plan was launched in August 2019. Four Theme groups comprising local community representatives and practitioners were established to focus on the community's priorities.

It became clear that the geographic and thematic constraints of the Locality Plan were restricting the work of the Theme Groups so, with the support of Moray Community Planning Partnership, it was agreed to broaden the area of interest to include the whole of Buckie as well as broaden the themes that are incorporated in the Buckie Locality Plan.

A review of the Plan took place between November 2021 and January 2022.

Priorities identified by the community in this Plan will assist the Moray Community Planning Partnership in re-aligning their own priorities and resources, for maximum impact in reducing inequalities.

## How we did our community engagement

It was important to learn of the experiences and issues of importance to our community so a wide range of opportunities were available to have your say.

The Consultation of 2018/19 attracted 183 online surveys being completed as well as face to face conversations outside local shops, workshops within Buckie High School, sessions at the Job Centre, and employability group and Millbank Primary School. There was a community feedback session at Buckie Royal British Legion and Portessie Village Hall.

The consultation to review the plan was more challenging with the restrictions imposed due to Covid-19 pandemic and the desire to keep our community as safe as possible. This led to the majority of the engagement being online. 480 online responses were received. We also incorporated data collected during 2021 from Buckie High School pupils.

Further opportunities to take part were available at Drop in sessions which were held on a weekly basis at Moray Reach Out over a 6 week period and we attended the Blackwood Housing Coffee Morning.

Community Feedback sessions and prioritisation opportunities were held in Fishermen's Hall during July 2022.

## The Story in 2019

Three common themes were identified in the consultation which impact upon you at school, in training and seeking work and in taking part in volunteering and leisure activities:

- mental health and lack of confidence;
- public transport; and
- appropriate childcare.

Four priority areas were identified:

- Community Voice;
- Connectivity;
- Learning and Life Skills; and
- Young People.

## Summary of where our priorities reached and further information

*“My favourite bit of Buckie is the areas tackled by Buckies Roots and their volunteers because it brings a focal point to the town, it brings visitors, it supports local business and engages a variety of people in keeping Buckie blooming. This needs to be extended with more opportunities for others to support and engage”*

*(Buckie resident, age 47)*

*“All private toddler groups we attend are in Cullen as there is not much in the Buckie area”*

*“There is a huge lack of childcare, childminders all have crazy waiting lists and the closest 2’s group for non-funded children is Cullen for a 2 hour session”*

## Community Voice

You wanted to have more influence and control over things that matter to you and for Buckie to become a destination of choice for all.

### What we did:

- Increased usage of Buckie Area Forum website as well as improvements to the site.
- Set up a Facebook page for ‘**A Better Buckie**’.
- Increased partnership working between community groups.
- Increased connections between community groups and partner organisations and public sector agencies.
- Organised monthly Community Lunches and invited partners in to cover issues such as affordable food, benefits and money advice, personal health, drugs and alcohol, employability, community safety and food growing.
- Provided Community Cerry Oots provided during covid-19 pandemic restrictions to Portessie Primary, Millbank Primary and Hanover Housing.
- Developed a good volunteer base to take forward Community Lunches.
- Worked with other groups in the town to investigate a Development Trust.
- Piloted project ‘School Dinners at Home’ in partnership with Moray Council Catering Team.
- Assisted with the public consultation for the review of the Buckie Locality Plan.
- Supported the roll out of Blackwood’s Peoplehood project.



▲ Ladies who lunch at Community Lunch from Hanover Court Buckie

### What happens next:

- Monthly community lunches will continue and evolve led by the community.
- Work in partnership with other community groups to establish a Warm Bank / Community Hub to help address the impact of poverty on our community.
- Continue to use the **A Better Buckie** Facebook page to share good news stories and information about funding, volunteering, learning and work opportunities.
- Continue to provide a forum for public sector agencies, partner organisations and community groups to share information about their activities in Buckie.
- Support community groups to take the lead in delivering relevant aspects of the revised Locality Plan.

## Connectivity

You wanted to have good public transport and digital access.

### What we did:

- Worked in partnership with Stagecoach to amend their timetable to suit the needs of the community.
- Increased numbers using Dial M service following a partnership promotional campaign.
- Helped to establish Park Smart at St Peters Primary School and Cluny Primary School.
- Worked with Blackwood's Peoplehood project to improve digital connectivity in Buckie.

### What happens next:

- Continue to support Peoplehood to roll out devices and enable participants to confidently access IT.
- Promote and encourage the use of DialM to access Community Lunches, the Community Hub, etc.
- Support community groups to take the lead in delivering relevant aspects of the revised Locality Plan.







▲ CMG members involved in Community consultation in South and West church hall.

## Learning and Life Skills

You wanted to be enabled to access opportunities to thrive.

### What we did:

- People of all ages in Buckie have been supported to participate and sustain a range of learning, training and work opportunities.
- Specific targeted provision of childcare training has been delivered by the AB56 project.
- Young people at risk of disengaging have been supported with transport to attend the summer leavers programmes in Elgin.
- People of all ages in Buckie who are claiming Universal Credit are engaging with Moray Pathways partners who have a drop-in at the Buckie Job centre.
- The Salvation Army have received funding to provide employability support and are working in collaboration with partners to offer a drop-in at their venue.

### What happens next:

- Recent Universal credit stats are highlight the need for increased involvement with local services in Buckie to reach people who are not currently engaging with employability services for mental health reasons or those who have a registered disability.
- Increased engagement will lead to establishing local training provision required in Buckie area and work with local employers to meet local economic needs.
- The partnership will increase outreach work in the local area and joining up with services to support any new physical spaces so individuals can access services in an informal environment.

This priority will be managed by Moray Pathways, through Amy Cruickshank.

@ Amy Cruickshank  
[amy.cruickshank@moray.gov.uk](mailto:amy.cruickshank@moray.gov.uk)

## Young People

You wanted to have the skills and confidence to realise your full potential, achieve your aspirations and feel valued members of the community.

### What we did:

- Buckie High School refreshed their anti-bullying guidance and reviewed the school's values.
- Many young people successfully participated in the Mentoring Young Talent programme.
- A Breakfast Club was established.
- Buckie High School supported pupils with volunteering, including setting up a Community Larder.
- Surveys were completed by pupils in P7 and S2 and the results used to inform Youth Work activities and feed into wider community consultations.
- An Action Plan was put in place to address concerns around Anti-Social Behaviour amongst some young people.
- Active Schools provided activities for young people, including street dance, street football and others.
- An inter-agency working group has been established to address concerns regarding the lack of provision for families with children aged 0-2.

*"My favourite bit of Buckie is the Skatepark because I can do tricks and make new friends"*

*(Buckie resident, age 8)*

### What happens next:

- Work with Active Schools and other partners to evaluate the activity programme.
- Establish a timetable of events to coincide with the launch of the new AstroTurf.
- Recruit volunteers and organisations to support the sustainability of this project.
- Increase the amount and diversity of services for parents in the local area.
- Run a parental information market place to highlight local organisations which can support parents around concerns such as cost of living, setting boundaries, regulation etc.

This priority will be managed by the East Locality Network interagency group.



Laura Russell

[laura.russell@moray.gov.uk](mailto:laura.russell@moray.gov.uk)

*"We need affordable free activities within walking distance as no transport available. The bus service is very poor"*



▲ Young people /students from BCHS.

# Community Priorities

It was considered a good time to consider any matters of concern to the community and this was considered under three themes.



▲ Partner/staff member from Action for children interacting with local boy.

## Priority 1: Welfare and Wellbeing

The people of Buckie want to improve the Wellbeing of their Community.

### Why is this a priority for Buckie?

In relation to Welfare and Wellbeing, respondents rated, cost of living, access to mental health support services and access to a GP, Dentist or other medical service as most important.

Amongst suggestions on how to improve Welfare and Wellbeing in the community were to provide more youth facilities and targeted activities, more community groups and public events and availability of more support groups. There was a

strong response on creating a dedicated space for young people that could offer activities and events of interest to them, new events included an annual summer gala and street markets. The community recognised the difficulty in accessing local medical services and the availability of GP appointments.

### What will we do to achieve this?

- We will work together to co-design local solutions to address the impact of poverty on our community.
- We will work with Partners to provide opportunities which will improve the mental and physical wellbeing of all ages in our community.

## Priority 2: Place

The community of Buckie want to be resilient and inclusive where people have access to the facilities and services they need.

### Why is this a priority for Buckie?

Our survey shows that the favourite things about Buckie are the convenient coastal location, the friendly people and community spirit and the convenience of shopping and variety of independent shops, services and local cafes. Many people enjoy living by the sea with the views and close proximity to the beach and coastal walks,

Respondents suggested that there should be a balance between new housing developments with improved amenities and infrastructure including shared green spaces such as allotments, better roads, paths and parking along with more local services.

### What will we do to achieve this?

- We will work together to ensure a thriving and well-connected place, where more people live well
- We will work with Partners to build a confident, skilled and self-reliant community where expectations and aspirations are raised and achieved

- ▼ CMG members delivering lunches to Burnside Court residents.



### Priority 3: Economy

The community of Buckie want to develop a diverse, inclusive and sustainable economy.

When asked to rate the importance of certain factors in relation to the economy, a good range of shops / cafes, help for new businesses in the area and the availability of apprenticeships and jobs for young people were ranked as most important.

Many people felt the harbour area should be tidied and redeveloped. The need for better public transport, both within Buckie and between other towns was also apparent along with addressing poor road conditions and parking. Making Buckie more attractive for tourists to visit and stay was popular with new attractions making the most of the coastal location suggested.

### What is happening?

#### Buckie Harbour

Moray Council sees Buckie Harbour as an important area for economic regeneration supporting the existing industries and expanding into offshore wind power supply chain and other areas.



Buckie Harbour Masterplan;

[http://www.moray.gov.uk/moray\\_standard/page\\_78980.html](http://www.moray.gov.uk/moray_standard/page_78980.html)

#### Active Travel Strategy

Supporting active travel (particularly walking and cycling) is a key area with health, wellbeing and environmental benefits. The Council's Active Travel Strategy will guide investment decisions.



Moray Council's Active Travel Strategy

[http://www.moray.gov.uk/moray\\_standard/page\\_139797.html](http://www.moray.gov.uk/moray_standard/page_139797.html)

▼ Lighthouse Buckie harbour.



*“My favourite bit of Buckie is the Seafront, it is nice to sit and watch the fishing boats and tides – very relaxing”*

*(Buckie resident, age 82)*



### **Moray Local Development Plan 2020 (MLDP 2020)**

The Moray Local Development Plan (MLDP) 2020 sets how the Council sees the MLDP area developing over the next 10 years and beyond and covers the administrative area of Moray Council, minus the southern part which falls within the Cairngorm National Park which prepares its own LDP.

The Plan provides guidance to residents, developers and investors as to how much and where growth is proposed for land uses, such as housing and employment, and sets out a wide range of policies which are used to determine planning applications. It consists of 5 Volumes.



Moray Local Development Plan

[http://www.moray.gov.uk/moray\\_standard/page\\_133431.html](http://www.moray.gov.uk/moray_standard/page_133431.html)

The Council will be preparing a new LDP shortly and will be consulting with the public on how they would like to see their communities develop over the next 10-20 years.

### **Buckie South Masterplan**

The Buckie South expansion is a long term strategic growth area to the south west of the town. The Buckie South Masterplan area includes sites R8 and LONG1 which are allocated for residential development in the Moray Local Development Plan 2020 (LDP 2020) with an indicative capacity of 500 homes. The Masterplan sets out the shape and form that the new neighbourhood will take and includes a 2.5ha site for a potential primary school, two pocket parks and a larger neighbourhood park, allotments, orchards, and shops and services for the local community. The Masterplan is Supplementary Guidance (SG) to the LDP 2020 and will be taken into consideration in the determination of planning applications.



Draft Buckie South Masterplan

[http://www.moray.gov.uk/moray\\_standard/page\\_139994.html](http://www.moray.gov.uk/moray_standard/page_139994.html)

### **Buckie Town Centre Improvement Plan**

The Town Centre Improvement Plan for Buckie sets out a range of proposals to support the regeneration of the town centres including bringing vacant and derelict buildings and sites back into use, improving active travel connections, heritage trails, greening and other streetscape improvements in order to create vibrant, attractive, green, health, safer and inclusive town centres. The purpose of the TCIP is to provide a framework for investment and attracting external funding whether projects are led by the Council, a community group or a partnership of both.

### **Community Wealth Building**

The Council is in the process of developing a Community Wealth Building strategy for Moray. Community Wealth Building is a people-centred approach to local economic development, designed to retain and recirculate wealth in the local economy and place more decision making in the hands of local people.

Community Wealth Building will support the development of an inclusive economy, through tackling inequality and creating sustainable communities that foster wellbeing. The approach aims to alleviate poverty through removing barriers to employment, providing learning and skills development opportunities, and increasing access to career pathways. The concept of Community Wealth Building is based around the following 5 pillars:

- shared ownership of the economy;
- making financial power work for local places;
- fair employment and just labour markets;
- progressive procurement of goods and services; and
- socially just use of land and property.

### **Apprenticeship Strategy**

An Apprenticeship Strategy for Moray has been developed to support the outcome of developing a diverse, inclusive and sustainable economy within the Local Outcome Improvement Plan. The objective of the strategy is to ensure increased participation, skill and pay levels with reduced gender inequality through increased availability of apprenticeships in the public and private sectors. The strategy was developed in partnership between Moray Council, UHI Moray, Developing the Young Workforce Moray, and Skills Development Scotland.

The Apprenticeship Strategy will compliment and support the development of a CWB approach in Moray, especially related to the creation of just labour markets. The strategy targets significant growth in the availability of apprenticeship opportunities locally. It is hoped this will have a lasting impact on the local skills base and will ensure that more young talent opts to remain in or relocate to Moray.



Buckie Apprenticeship Strategy

[www.ourskillsforce.co.uk/invest-in-young-people/apprenticeships/](http://www.ourskillsforce.co.uk/invest-in-young-people/apprenticeships/)





*“My favourite bit of Buckie is the houses because its pretty, its small and its friendly”*

*(Buckie resident, age 12)*

### National Priority

- Employability Economic Recovery and Growth
- Early Years and Early Intervention
- Outcomes for Older People
- Health Inequalities

### Moray CPP Priority

- Developing a diverse, inclusive and sustainable economy
- Building a better future for our children and young people in Moray
- Empowering and connecting communities
- Improving wellbeing of our population

### Buckie Locality Plan Priority

- Welfare and Wellbeing
- Place
- Economy


▼ CMG members with draft updated Locality Plan.



## Useful Websites

 Buckie and District Community Council  
[www.facebook.com/buckieanddistrictCC](https://www.facebook.com/buckieanddistrictCC)

 Buckie Area Forum  
[www.buckie.co](http://www.buckie.co)

 Buckie High School  
[www.buckiehigh.com](http://www.buckiehigh.com)

 Moray Council  
[www.moray.gov.uk](http://www.moray.gov.uk)

 Moray Food Plus  
[www.morayfoodplus.org.uk](http://www.morayfoodplus.org.uk)


 Health and Social Care Moray  
[www.hscmoray.co.uk](http://www.hscmoray.co.uk)

 Moray Wellbeing Hub  
[www.moraywellbeinghub.org.uk](http://www.moraywellbeinghub.org.uk)

 NHS Grampian  
[www.nhsgrampian.org](http://www.nhsgrampian.org)


 Police Scotland  
[www.scotland.police.uk/your-community/north-east/moray](http://www.scotland.police.uk/your-community/north-east/moray)

 Scottish Fire and Rescue  
[www.firescotland.gov.uk](http://www.firescotland.gov.uk)

 Skills Development Scotland  
[www.skillsdevelopmentscotland.co.uk/local-national-work/moray](http://www.skillsdevelopmentscotland.co.uk/local-national-work/moray)

 UHIMoray College  
[www.moray.uhi.ac.uk](http://www.moray.uhi.ac.uk)

 Citizens Advice  
[www.citizensadvice.org.uk](http://www.citizensadvice.org.uk)


 Ardach Health Centre  
[www.ardach.org.uk](http://www.ardach.org.uk)

 Seafield and Cullen Medical Group  
[www.seafieldandcullenmedical.co.uk](http://www.seafieldandcullenmedical.co.uk)

 Portessie Primary School  
[www.portessie.moray.sch.uk](http://www.portessie.moray.sch.uk)

 Millbank Primary School  
[www.millbankprimaryschool.co.uk](http://www.millbankprimaryschool.co.uk)


 St Peters Primary School  
[www.st-peters.moray.sch.uk](http://www.st-peters.moray.sch.uk)


 Buckie Budget Food Ideas  
[youtube.com/channel/UCiMYyPKMo3Cb3Ys4eVCvZYw](https://youtube.com/channel/UCiMYyPKMo3Cb3Ys4eVCvZYw)

 Blackwood – Peoplehood Project  
[www.blackwoodgroup.org.uk/peoplehood](http://www.blackwoodgroup.org.uk/peoplehood)

 Buckie Library  
[www.moray.gov.uk/moray\\_standard/page\\_39960.html](http://www.moray.gov.uk/moray_standard/page_39960.html)

## For Further Reading


 Buckie Community Profile  
[www.yourmoray.org.uk/downloads/file111149.pdf](http://www.yourmoray.org.uk/downloads/file111149.pdf)

 Moray Local Outcome Improvement Plan  
[www.yourmoray.org.uk/downloads/file118306.pdf](http://www.yourmoray.org.uk/downloads/file118306.pdf)

 Moray Health and Social Care Strategic Plan  
[www.hscmoray.co.uk/strategic-plan.html](http://www.hscmoray.co.uk/strategic-plan.html)

 Moray Economic Strategy  
[www.moray.gov.uk/downloads/file123287.pdf](http://www.moray.gov.uk/downloads/file123287.pdf)

 Moray Children’s Services Plan  
[www.moray.gov.uk/downloads/file112627.pdf](http://www.moray.gov.uk/downloads/file112627.pdf)

 Moray CLD Plan  
[www.education.gov.scot/improvement/documents/nih055-moray-cld-plan-2018.pdf](http://www.education.gov.scot/improvement/documents/nih055-moray-cld-plan-2018.pdf)

# Buckie Locality Plan – Survey Snapshots

## Place

- 52% listed the coastal location as one of their favourite things about Buckie.
- 19% believed there needs to be more balance between housebuilding and improved infrastructure and amenities.
- 21% would like to see improvements to transport, roads and parking.

*“My favourite bit of Buckie is the flower displays, it makes such an impact. I have shared pictures on social media and people make very positive comments”*

*(Buckie resident, age 67)*

## Economy

- 71% rated the availability of apprenticeships and jobs for young people as very important for the local economy.
- 18% suggested Buckie could become a tourist destination with the right attractions and facilities.
- 19% would like to see investment in the harbour area.

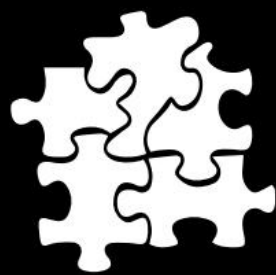
## Welfare and Wellbeing

- 33% listed more youth facilities would improve the area.
- 19% believed improvements are needed to make people feel safer.
- 13% listed better GP/health care provision could improve welfare and wellbeing.

## What would make Buckie a better place to live, work and visit?

- 19% listed they would like the town to be cleaned up.
- 15% suggested derelict buildings could be developed.
- 16% would like to see green spaces improved.





**Moray  
Community Planning  
Partnership**

223997

**Buckie Community Hub  
: an opportunity for a Just Transition?**

# **Scoping Report**

Summer 2023



# **Acknowledgements**

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*Thanks is also given to Kelly Warren of Transition Town Forres and Donald Boyd of Huntly Development Trust for willingly sharing their local experiences.*

*This report has been compiled by the NB Planning team. Photographs by author unless otherwise stated.*

*(Cover and rear photos courtesy of Moray Council, Buckie Past and Present, and I'm Fae Buckie).*



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## Executive Summary

*This report is an initial exploration into the concept of a new Community Hub for Buckie and captures how and why it is needed in the town. It also considers whether it could provide an opportunity to assist Buckie move successfully away from using fossil fuels and help to maintain a fair and well society.*

*Buckie is a priority area for support from the Moray Community Planning Partnership (MCP) due to its statistics of disadvantage, and a Buckie Locality Plan has been prepared through community consultation to record key actions required. This Plan documents a new Community Hub as a 'high priority', and it has strong support from the MCP partners.*

*Buckie already has a 'Hub', albeit a small one. This came about during the pandemic/cost of living crisis and involved the voluntary takeover of a former ice cream shop in the high street, leased by Buckie Area Forum. The Hub's services have been well used and continue to expand and develop. Whilst The Hub has been a recent success story, it is limited in the long-term by (a) terms of private lease; (b) size of property; and (c) quality of accommodation.*

*Since the effects of the pandemic, the war in Ukraine, and the cost-of-living crisis are still being felt, the need for hub services in Buckie remains high. This squeeze on the community is heightened by the closure of various venues and/or meeting places throughout the town, which has diminished opportunities for regular community interaction.*

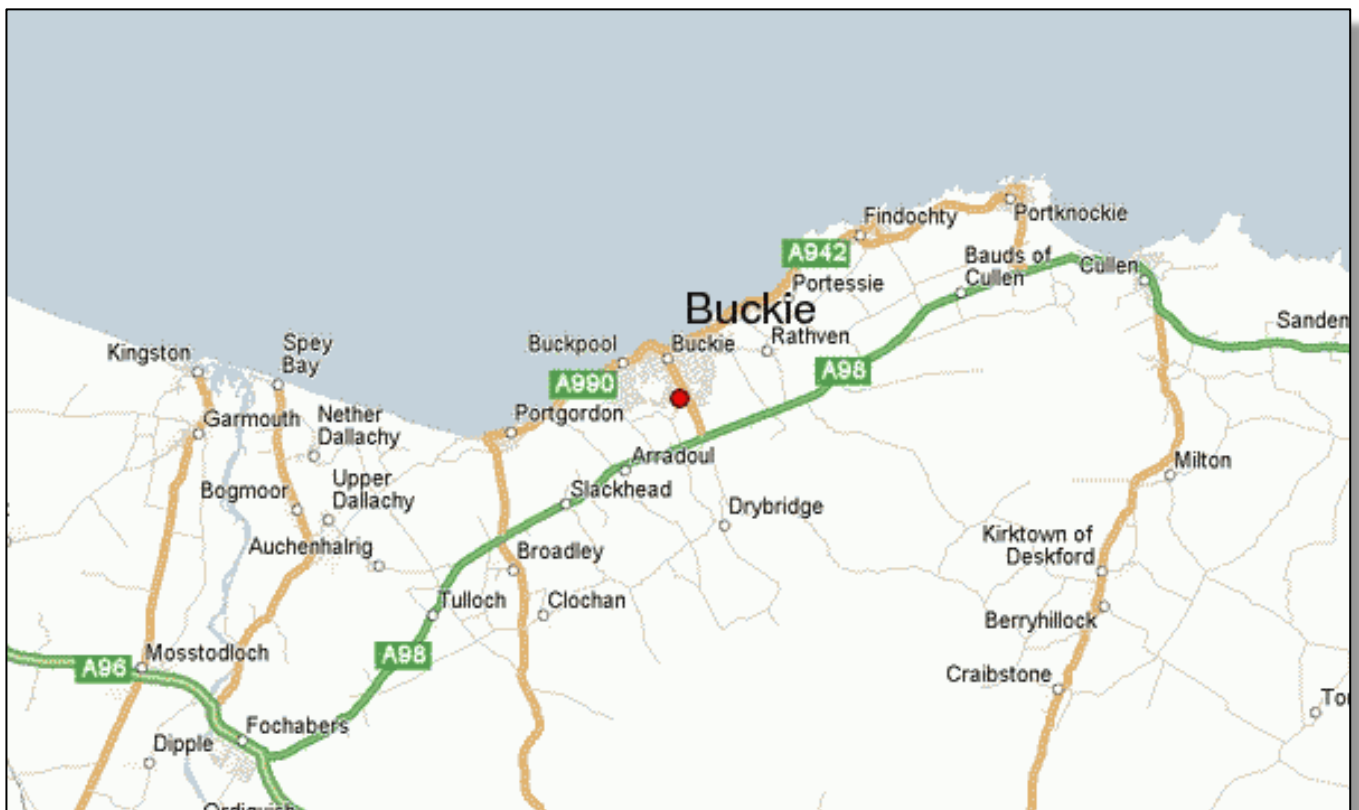
*However, it is envisioned that Buckie will continue to grow, with more housing planned in the south-west of the town, and a new masterplan to reinvigorate the harbour area in the north-east. This will put further pressure on the need for hub services. There are, of course, examples of community hubs elsewhere in the north of Scotland, and further afield, where Buckie can learn lessons from, especially in relation to sustainability. However, it must be recognised that the needs and requirements of communities will differ from place to place, so there is not one size that fits all circumstances. There is a need for Buckie to fully consider what its hub will provide and what accommodation is required.*

*Meanwhile, there is a global and national imperative to tackle the climate change emergency and a community hub in Buckie should play a vital role in raising awareness and promoting low carbon activities; for example, in fostering behavioural change and/or acting as a focal point for giving and receiving low carbon goods and services.*

*Any new hub in Buckie should be as close to the town centre, so that it is accessible to as many people as possible. There are various vacant premises in the area that could potentially be used for hub services, and these require further exploration as a next stage.*

## 1.0 Introduction

The purpose of this report is to explore the concept of a new Community Hub for Buckie and to consider whether it provides Buckie with an opportunity to increase its contribution for a 'just transition towards a well-being economy'.



*Buckie is a small town situated on the Moray Coast on the north side of the A98 with a catchment area between Spey Bay in the west and Cullen Bay to the east. Source: Facebook*

## 2.0 Background / History

This section reviews how the concept of a Buckie Community Hub has come about, and why it could/should play an active role in a just transition towards a well-being economy.

### 2.1 Moray's approach to Community Planning

The Scottish Government's *Community Empowerment Act 2015* requires each Community Planning Partnership (CPP) to produce and publish a Local Outcomes Improvement Plan (LOIP). A Community Planning Partnership is the name given to all those services in any local authority area that come together to take part in community planning. Each CPP focuses on where partners' collective efforts and resources can add the most value to their local communities, with particular emphasis on reducing inequality. CPPs are, at their heart, about collaboration and working towards the best outcomes for a place.

CPPs are responsible for producing two types of plans i.e., *Local Outcomes Improvement Plans*; (LOIPs) which cover the whole council administration area; and *Locality Plans*; which cover smaller areas within the CPP area, usually focusing on areas that will benefit most from improvement. Each CPP should produce at least one Locality Plan and some CPPs will produce many, depending on circumstances.

The LOIP is a key element in the delivery of public service reform at local level. It provides a vision and focus, based on agreed local priorities, towards which CPPs and community planning partners can (a) ensure pace of change and decisiveness in impact for communities, (b) develop new and different ways of working and behaviour, (c) take a more systematic and collaborative approach to performance improvement, and (d) apply strong governance, accountability and operating arrangements. In all of this, the LOIP provides a shared and explicit plan for local communities in each CPP area, which duly binds its signatories.

The *Moray Community Planning Partnership* (MCCPP) comprises Scottish Government, Moray Council, NHS Grampian, Highland and Islands Enterprise, Skills Development Scotland, UHI, TSI Moray, HITRANS, Police Scotland, Scottish Fire and Rescue, Moray Integration Joint Board, and Moray Community Engagement Group.



**Moray  
Community Planning  
Partnership**

The MCPP has a 10-year plan (2016-26) that provides a vision and focus for the Partnership. It aims to tackle the greatest differences in outcomes between, and within, Moray's communities. It also seeks to focus on where there is greatest value by working in partnership. Within its 10-year plan, the MCPP has identified four main priority areas to guide this work and deliver the vision:

1. Developing a diverse, inclusive, and sustainable economy
2. Building a better future for our children and young people in Moray
3. Empowering and connecting communities
4. Improving wellbeing of our population.

In 2018, the MCPP recognised that it cannot achieve everything at once, so - based on an assessment of a range of evidence and linking with the overarching priorities - it decided to focus upon the region's vulnerable communities. MCPP consequently chose to target New Elgin East and Buckie Central East for the most urgently needed locality-based work.

For *Buckie Central East*, it proposed a focus around the priority of 'building a better future for our children and young people in Moray' - with (1) an increase in attainment, (2) increased employability, and (3) a greater voice in community affairs, being the three key outcomes.

MCPP has subsequently committed to address its priorities through a combination of Local Outcomes Improvement Plan actions and the development of Locality Plans with the community.

*"Each of our communities does well with a good sense of community spirit, high employment, and good health. But within some communities, it appears that many of our residents are facing different challenges yet lack the confidence, skills, or capacity to turn that into collective action to address those challenges or work alongside services to assist in tackling some of the inequalities that exist."*

MCPP 2021

## 2.2 Buckie Locality Plan

Having established a Local Steering Group for Buckie, MCPP conducted 'a Better Buckie' consultation process during 2018 to develop a Buckie Central East Locality Plan. In the autumn, 1500 properties were leafleted, and face-to-face conversation took place at various venues across the town. Approx 600 conversations took place (including 100+ with young people) and a further 180 survey questionnaires were completed. This impressive level of consultation



'image courtesy of BLPMG'

was led by the community and supported by the Council's Community Support Unit and MCPP partners.

Three common themes emerged during the process, i.e. 'Mental Health and lack of confidence'; 'Public Transport'; 'Appropriate Childcare' and, in 2019, four action areas were duly identified: 1. 'Young people', 2. 'Learning and Life Skills', 3. 'Connectivity', and 4. 'Community Voice'.

Sadly, however, the Covid 19 pandemic caused a significant hiatus to proceedings and threatened to stall the positive momentum that the community consultation had built up. The significance of the pandemic was such that the Local Monitoring Group decided to re-run its consultation process to review the proposed Plan. In the context of Scottish Government post-pandemic operational guidance, this involved social media, hard copy distribution and collection, survey monkey, and some limited face-to-face engagement. A further 480 responses were received online in addition to the face-to-face conversations. Individual comments and ideas were collated into a '600 suggestions' catalogue.

In early 2022, the MCPP approved key changes to the original Plan, i.e. the geographical scope of the plan was extended to incorporate all of Buckie, and the sole focus on children and young people was removed. The key themes were also reduced from four to three. This provided revised focus upon the issues of 1. 'Welfare and Well-being', 2. 'Place', and 3. 'Economy' – which is more aligned with Partner themes.

Amongst suggestions on how to improve the theme of *Welfare and Wellbeing* in the community were (a) 'provide more youth facilities and targeted activities', (b) 'more community groups and public events', and (c) 'more support groups'. There was also a strong response on creating a dedicated space for young people that could offer activities and events of interest to them.

In relation to the theme of *Place*, the community of Buckie envisioned a resilient and inclusive place where people have access to the facilities and services they need. Respondents suggested that there should be a better balance between new housing developments with improved amenities and infrastructure, including shared green spaces such as allotments, better roads, paths, and parking along with more local services.

Regarding the theme of *Economy*, the community of Buckie want to develop a more diverse, inclusive, and sustainable economy. When asked to rate the importance of certain factors in relation to the economy, a good range of shops /cafes, help for new businesses in the area, and the availability of apprenticeships and jobs for young people were ranked as most important.

The revised Locality Plan, meanwhile, also reported (as feedback from the original Locality Plan) that "MCPP is *working in partnership with other community groups to establish a Warm Bank / Community Hub to help address the impact of poverty on our community*" (p.7) and that, "*MCPP will work to build a confident, skilled and self-reliant community where expectations and aspirations are raised and achieved*" (p.13).

Yet, to provide even more focus to the revised Locality Plan, two prioritisation exercises were conducted in Buckie in July 2022. In these exercises, participants were tasked to identify actions that were (a) needed now, (b) realistic and deliverable, and (c) highly beneficial and impactful upon the local community. The results of the exercises were clear, with a

'Community Hub' receiving the highest number of votes at both sessions (see Appendix section).

Consequently, 'Establish a Community Hub' in Buckie is currently Priority 1 in the Place theme of Buckie Locality Action Plan (item 2.1).

In Feb 2023, the Local Monitoring Group hosted a Partners' needs and desires exercise around the concept of a Community Hub in Buckie. The session was very well attended by Partners, who were respectively asked to discuss and express their organisational perspectives on the hub concept. The session indicated that various Partners are prepared to commit their time and energy to developing the concept (it being too early in the process to commit funds).

Responsibility for taking the concept forward is now identified within the current Buckie Locality Plan Action Plan. The Findochty and Buckie Development Trust (FAB DT) is charged as 'lead', with support from 20 others from MCPP organisations. FAB DT's charitable status enables access to a wider range of funds, the potential for rates relief, and keeps resources in community control. The ongoing progress of the Buckie Locality Plan, including progress with the Community Hub priority, is being monitored by the Moray CLD Strategy Group, and is reported to the MCPP.

*"In Buckie Central East, we are fortunate to enjoy not only a substantial commitment from front-line staff, but also a tremendous contribution from the community and community organisations."*

MCPP, 2019



Image courtesy of BLPMG

## 2.3 'The Hub'

In 2022, responding to the impact of the pandemic and cost of living crisis, Buckie Area Forum, in partnership with FAB DT, decided to lease an empty town centre ice cream shop in East Church Street. The purpose of this was to provide a single meeting room supporting people through times of crisis and offering a warm place over winter. The initiative proved to be very effective, and its services have been in considerable demand. Consequently, the initiative has received strong backing from the local community, external partners, and funders, and has been developing with time.

Among the many services 'The Hub' (as it is called) now aims to offer are: help to access information and support on anything from housing, money and finances to family, relationships and health; signposting people to advisors about benefits, debt and housing; connecting people with local services to resolve problems they may face; providing references to the local food bank and community larder; connecting people with the local employability team. It is currently offering IT drop-in sessions and the Moray Wellbeing Hub utilises it to run drop-in mental health sessions, using their 'Pathways to Wellbeing' toolkit. Moray Firth Credit Union staff are present one morning a week, staff from Public Health are available weekly, and the Peoplehood Project are regular users. The Hub is run by volunteers and has extended its opening to five days a week from 10-4pm. It is also open on a Saturday from 10-12 and on Tuesday evenings from 6-8pm to be more accessible and in recognition of the needs of those experiencing in-work poverty.

One senior member of The Hub has observed the virtuous circle that '*Good things happen here because we are here!*'

Whilst The Hub has been a recent success story, it is limited in the long-term by (a) the terms of private lease; (b) size of property; and (c) quality of accommodation.



Courtesy of The Hub





## 2.4 New nationally supported concepts

The following are three relevant new concepts that are being promoted by the Scottish Government:

### **2.4.1 Twenty-minute neighbourhoods**

The Local Living/20-minute neighbourhood concept aim to create places where people can meet most of their daily needs within a reasonable distance of their home, by walking, wheeling, or cycling. The concept – based on the idea that people can meet their essential needs within a 20-minute walk – is now popular in cities and towns worldwide. For 20-minute neighbourhoods to work, walking (or cycling or public transport) needs to become easy, and services need to be on hand. 20-minute neighbourhoods are at the heart of Scotland’s fourth National Planning Framework. It is widely believed that the concept has the potential to provide solutions to a range of problems, such as the climate emergency, health inequality, and the decline of town centres.

### **2.4.2 Just Transition and a Well-being Economy**

The Scottish Government is currently promoting the national imperative, and opportunity, to transition away from fossil fuel energy towards a low-carbon economy in a manner that delivers prosperity benefits everyone. The National Economic Strategy identifies the next ten years as a ‘decisive decade’ for delivering the best economic performance possible for Scotland.

*“Our vision for Scotland is to transition to a wellbeing economy: that is, an economic system, within safe environmental limits, which serves and prioritises the collective wellbeing of current and future generations...The vision is for a system that empowers communities to take a greater stake in the economy, with more wealth generated, circulated and retained within local communities, while protecting and investing in the natural environment for generations to come.”*

Scot Gov 2021

This should, in theory, provide opportunities for everyone to access fair, meaningful work, and values and supports responsible, purposeful businesses to thrive and innovate. The ‘wellbeing economy’ approach re-emphasises that economic growth should not only be sustainable and inclusive but should also serve as a means – that of collective wellbeing of people and planet – rather than be considered an end in itself. It also views the economy through a broader lens, as a system which includes unpaid work, public services, and infrastructure. This approach emphasises the importance of safeguarding, maintaining, and investing in the ‘four capitals’ i.e. natural, human, social and financial. The wellbeing economy approach recognises that the economy is everybody’s business requiring a joined-up focus.

To support the transition, the National Strategy aims to deliver change by focusing on five key areas:

1. investing in Scotland's world-class culture of innovation and entrepreneurship;
2. capitalising on opportunities created by new markets and the green economy to create new, well-paid jobs;
3. supporting Scotland's businesses, regions, industries, communities and public services to increase productivity and innovation;
4. equipping people with the skills they need at every stage of life, and work with employers to meet their skills requirements; and
5. working to ensure fair work is at the heart of our economy, with high rates of employment and wage growth and better outcomes for families and communities.

The Strategy is focused on delivery and draws on the strengths of people and organisations from all sectors. Consequently, the Government plans to support transformational projects of all kinds e.g. they have already awarded a contract to establish a network of hubs to support high growth tech businesses; launched a £10m hydrogen innovation scheme; and established a Centre of Expertise in equality and human rights.

While the principles of a wellbeing economy are relevant across the country, it is recognised that different localities and regions within Scotland face different opportunities and challenges.

### **2.4.3 Community Wealth Building**

The 'Community Wealth Building' (CWB) approach is a key practical means of delivering on wellbeing economy objectives within the sphere of local and regional economic development. This is designed to harness the economic leverage of local anchor organisations to tackle long-standing systematic challenges and structural inequalities within communities. It seeks to transform local and regional economic systems to enable more local communities and people to own, have a stake in, access and benefit from the wealth our economy generates. The CWB approach seeks to (a) maximise community and business benefits through procurement and supply chains; (b) increasing work that supports the prosperity and wellbeing of communities; (c) growing the value that local communities gain from land and property assets; (d) developing local enterprises that generate community wealth; and (e) ensuring that flows of investment work for local communities.

## 2.5 Evolving approaches in Moray

Working in sync with the above-mentioned National Strategies, the high-level priority area for action within MCPP's Moray Economic Strategy is stated as integrating an approach to (a) transitioning to Net Zero and (b) pursuing Community Wealth Building.

### 2.5.1 Transitioning to Net Zero

Having recognised a Climate Change Emergency in 2019, the Moray Council has a Climate Change Strategy for 2020-2030, and now has a 'Route Map to Net Zero', i.e. reducing greenhouse emissions to non-harmful levels. The route map focuses on the Council's own operations (e.g. all Local Authorities are required to move away from using fossil fuels in their buildings) and it shows how the Council will 'lead by example to accelerate action on climate change across Moray...and that taking action can positively impact on communities and help to realise opportunities to reduce inequalities'. The approach taken by the Council is to (a) avoid carbon intensive activities, (b) reduce material use, (c) replace high carbon activities, and (d) offset unavoidable emissions. As well as concentrating on its own actions, the Council will 'support local collaboration and co-ordination of place-based climate action by working to support community planning partners and community groups' (p.4). The Council recognises that the whole Net Zero movement offers a range of opportunities for research and development, new markets, upskilling, and employment.

*"No single person or organisation can tackle climate change alone, so we are asking partners, businesses, community groups and individuals to embrace the changes that must take place."*

Roddy Burns, Moray Council Chief Executive

The Climate Change Strategy acknowledges a 'Just Transition' and recognises that the Council's work and activities should be undertaken in such a way as to ensure that benefits are widely shared, while the costs do not unfairly burden those least able to pay as the economy shifts and changes (p.22).

Moray's approach to taking forward a Just Transition is being financially supported by the Moray Economic Partnership through the Government's Just Transition Capital Fund to diversify the economy away from carbon-intensive activities. For the fund's first year, £1m is subject to participatory budgeting, empowering communities to choose how to spend the grant. A series of projects have been allocated across Moray in the first round of funding. These include a feasibility study of Buckie harbour and an examination of long-term derelict land in Buckie for providing sustainable housing, both led by Moray Council. There are also further studies being carried out by the Council to explore the use of hydrogen and carbon offsetting, as well as a study by UHI Moray, looking at current skills gaps across Moray.

As part of the transitioning process towards renewable energy, consents are now in place for the private sector to build around 400 wind turbines in the Moray Firth. Buckie Harbour, which has commercial port status, is considered to have vast potential to accommodate an onshore operations and maintenance (O&M) base for offshore wind developments. The Moray

Council, in partnership with Highlands and Islands Enterprise (HIE), has produced a brochure that demonstrates the potential of the harbour and surrounding areas in terms of offshore renewables, and contains facts and figures about existing industrial activity, development opportunities, transport links, infrastructure, and skills. A Buckie Harbour Masterplan, prepared by Moray Council and HIE Moray, contains various options for configuring an operations and maintenance base within the harbour, taking account of key considerations including quayside access, dedicated berthing, lay down area, office accommodation and helipad facilities. The Masterplan is guided by Just Transition principles that include a desire for the supply chain process to reap local community benefits.

Meanwhile, the Council's Active Travel Strategy 2020-27 promotes the concept of 20-minute neighbourhoods and aims to harness an increase in walking and cycling to benefit health, the local economy, environment, community safety, and the transition to Net Zero. The Moray Local Development Plan (MLDP) 2020 refers to the same concept as 'Walkable Neighbourhoods' (p.103). The Moray Well-being Hub has promoted the similar concept of 30-minute neighbourhoods for rural areas, which face slightly different challenges to urban areas. This nuanced concept encourages the idea that (a) settlements will work together in clusters, (b) partnerships can increase resources and access to facilities, and (c) physical and digital access to towns can be improved.

The Scottish Government is supporting the development of a network of climate action hubs to stimulate local community-led climate action, supporting a Just Transition towards Net Zero living, and driving wider behavioural change. The hubs are intended to provide a coordinated and coherent approach to supporting communities across their region, ensuring communities are informed, connected, engaged, and empowered to develop and implement local solutions to create low carbon, resilient places. The current proposal for a Moray Climate Action Hub is based on the outputs of meetings, events, conversations, and consultations held during 2022-23 and brings together key players spanning the private, public and community sectors, building on Moray's existing, and often long-established, community-led activity, groups, and networks. The proposal envisages a network fulfilling the key functions of a virtual Climate Action Hub through several 'nodes' hosted by a range of existing groups. The Moray Climate Action Hub will focus specifically on: raising awareness of the climate emergency; widening community participation; advancing greater inclusion and diversity; facilitating sharing of knowledge and experience between groups; supporting groups to develop projects that help tackle and/or adapt to climate change including, subject to funding, projects to support a Just Transition, and finally; representing and amplifying community voices to influence and shape local and national policy.

### **2.5.2 Pursuing Community Wealth Building**

Community Wealth Building (CWB) in Moray is part of the Moray Growth Deal. The shared vision is 'a distinctive and ambitious place that generates opportunities for everyone, which in turn helps to drive up average earnings, retain balanced demographics, and encourage strong communities to flourish'. Moray, which is among the first places in Scotland to use CWB as part of its whole economic strategy, has appointed a Community Wealth Building Officer based within the Council.

The Moray Local Action Group (MLAG) has an approach to CWB based on the community-led local development model associated with LEADER programmes: a bottom-up approach to rural development that aims to improve the quality of life, sustainability, and prosperity in rural communities through locally driven initiatives and projects. During 2022/23, MLAG aims to clearly articulate a vision for a community-led wellbeing economy for Moray through best use of its Moray Local Action Fund.

*“Our communities, and our planet, are facing serious issues and can no longer accept the status quo. We know, for example, the effects of the climate emergency won’t be stopped or mitigated by doing just one thing. We also know that rising social and economic inequality, deepened by the Covid-19 pandemic, is impacting all of us. These challenges are complex and tightly interconnected. They are not solvable with one action, one institution, one group. What we do know is that to respond to these challenges, to make positive change, and to find solutions, we need multi-layered approaches that are unique to individual communities and led by communities. And that includes all of us. Community led local development is not a new approach - but its time has certainly come”.*

Moray Local Action Group 2022

In summary to the above, taking strategic guidance from national strategies and priorities, the Moray LAG, Moray Council and its MCPP Partners all recognise (a) the imperative of decarbonisation towards Net Zero; (b) the opportunities involved in the transitional change process; (c) the potential to distribute wealth more fairly; (d) the potential for improving community well-being; (e) the potential, and indeed obligation, for Buckie to play a key role in a just transition towards net zero and a well-being economy.



*Buckie has historic dependence upon its harbour and a new masterplan for the area envisages prosperous times ahead through diversification into renewables energy.*

*Image courtesy of The Moray Council*

## 3.0 Aim and Objectives

The key aim of a Community Hub in Buckie, as expressed by the Local Steering Group (LSG), is: *'To provide an accessible and inclusive facility that sustains a focused range of services and activities to meet the expressed needs of the local community'*.

Main objectives are understood to be:

1. Address current lack of provision within the town
2. Provide a safe, social space for people of all ages and abilities
3. Provide space(s) for community planning partners and other key organisations to have a stronger presence in the town
4. Provide space(s) for services that support issues of mental health, low self-esteem, loneliness, poverty, confident parenting, and childcare
5. Provide space(s) for services that support issues of learning, skills development and training, with potential to lead to further learning and/or employability
6. Provide space(s) for services that support issues of sustainable living, respect for the environment, community safety, active citizenship, and neighbourliness
7. Develop the capacity and confidence of local volunteers and community groups
8. Generate income, where possible and sustain financial viability.

In citing the above, the LSG recognises that the vision for a Community Hub in Buckie is 'not fully determined and is necessarily evolving'.

## 4.0 A Community Hub in Buckie – what's the need?

This section explores the needs and requirements of a new community hub in Buckie, and identifies how its own needs could be compared to other similar examples elsewhere in the north-east.

### 4.1 Evidence of need

Buckie is nationally and regionally recognised as a place in need. The Scottish Index of Multiple Deprivation (SIMD) figures identify the town with relative disadvantages, particularly in Buckie east and parts of the west; hence the MCPP has earmarked Buckie as a priority area for Partnership support. Buckie is a traditional Scottish fishing community, and its profile indicates high proportions of older people, low level adult qualifications, low attainment at S4 and FE, and an economy based around wholesale/retail, skilled trades/motor repair, and harbour activities. Following the decline in the fishing industry, many fishermen moved into oil and gas, and they are now being impacted by changes in that sector and the transition to Net Zero.

Following the pandemic, denial of public access to several meeting spaces and the demise of several operations in the town and/or changes to previous occupancy arrangements (ref 4.5.) have conspired to make the need for facilities and premises more acute, e.g. childcare issues have come to the fore with the Teddy Bears Nursery and Rainbows said to be 'desperate' for space c.2 adults and 10 children. Community groups no longer have access to free meeting space, so either must continue to meet online or find funds to hire commercial premises.

The Climate Emergency, war in Ukraine, energy crisis, and dramatic rise in cost of living have all conspired to create a rapid increase in the number of people requiring support services. This is evidenced within the current Hub (ref 2022-23 Activity Report) and within the respective Partner organisations. The 3 Food Banks serving the town are all struggling to meet demand and appeal regularly for donations, the Baby Bank is being well used, and the free monthly Community Lunches have been attracting 90+ diners each session. Organisations such as Social Security Scotland, NHS Grampian Health Improvement Team, Moray Firth Credit Union, Moray Pathways, Peoplehood and Moray Wellbeing Hub are using these lunches along with The Hub to connect with local people and deliver their services.

The Moray Local Development Plan, meanwhile, identifies Buckie as an area for housing growth, particularly to the southwest of the town, and it also identifies the harbour as having significant potential for freight operations and maintenance for offshore renewables. Unless providing new services of their own, these new developments will likely increase the pressure for community facilities in the town.

Buckie Harbour Masterplan anticipates new economic activity through offshore renewable energy development and onshore hydrogen storage, with a rejuvenation of some boatbuilding and supply chain spill out. UHI Moray supports the Masterplan and has interest in the training opportunities around new technologies, such as solar energy, heat pumps, and hydrogen.

The attendance of most MCPP Partners, and their expressions of interest in the concept of a Community Hub in Buckie, indicates a fundamental belief in its need and purpose, and perceives Buckie as a place that would benefit from input to improve its health and wellbeing. In general, the requirement for having a high-quality community hub in Buckie serving contemporary needs and future demands is understood by many to be a 'given'.

## 4.2 Locational needs

In order to meet principles of equality and inclusivity, any future Community Hub facilities should be highly accessible, i.e. within 20-minute walking; on a bus route (there is no longer a rail network in Buckie); and with disabled parking and ground floor access.

An examination of the town's streetscape and topography indicates that a 'diamond' area between (a) North High Street bottom end, (b) West Church Street/Queen Street, (c) High Street/Midmar Street in the south, and (d) East Church Street/Cliff Street is the acceptable geographical zone for locational consideration. (See map). Focusing on this area, also helps to support the Council's Buckie Improvement Plan aims and objectives.



*Image of Buckie town centre showing extent of zone under consideration. Source: Google maps*



## 4.3 Accommodation needs

The following is a list of the anticipated accommodation requirements:

- Foyer/reception area – e.g. 1 staff member at desk
- Ground floor cafeteria – operated by the hub (not a franchise) and providing customer care training
- Ground floor kitchen – operated by the hub, and providing food prep training
- Ground floor retailing space – small in area, and selling locally-made items
- Ground floor 'community bank' – small in area, provisioning food, clothing, and toys
- Ground floor childcare/nursery space – for 2 adults and 10 children, including outdoor space for summer activity programme
- Possible ground floor space for innovative business start-up
- Interview rooms (2) – for 2-6 people, e.g. for counselling, training 1-2-1
- Medium meeting room(s) – for 4-12 people, e.g. workshops, crafts
- Large meeting room (with conference tech) – for 10-30 people, e.g. community meetings, first aid training, health lectures/advice
- Activity room (with hub link) – for 30 people, e.g. for yoga/pilates, dance exercise
- Hot desks – for 4-6 people, e.g. for 'homeworking', tech training, itinerant STEM facilities
- Office space – for staff/volunteers, with office equipment, e.g. 3D printer
- Repair shop – an outdoor 'men's shed' for maintenance and repair/manufacturing
- Storage space – of adequate provision for equipment and sundry items
- Ground floor toilets – male/female/disabled, with ability to function as a 'public toilet'
- Circulation space – adequate for full accessibility, with stair and lift, if facilities on more than one floor
- Outdoor space for food growing – e.g. provision for 4-6 raised beds with good sunlight and access to water supply and storage for gardening equipment.

It is envisioned that the hub should function as a one-stop-shop for information and signposting to public services and community resources, and that some of the rooms and/or equipment should be capable of hiring out. It is important that the rooms can be multi-functional and adaptable.

It is further acknowledged that the team behind operating the hub should 'walk before they run' and not be overly ambitious with the scale of the project, especially in relation to staff numbers and general overheads.

At present, no anchor tenant has been identified. It is anticipated that most MCPP partners will regularly utilise the hub, but not necessarily occupy it. It is likely that the hub will need to be developed in phases, depending on the availability of funding.

In setting out the spatial requirements for a hub in Buckie, it is important to recognise that it will likely evolve depending upon local circumstances. Therefore, there needs to be a measure of flexibility and adaptation built into the process.

## 4.4 Potential lessons from elsewhere

The following documents some of the other initiatives of a similar nature from where lessons may be learned:

### Garmouth and Kingston Community Hub

This Hub, situated in a refurbished cottage in Garmouth's High Street, is run by the Community Association SCIO whose main purpose is to support the wellbeing of people in the communities of Garmouth and Kingston and the surrounding area, by providing facilities and activities that promote community cohesion and development and the wellbeing of individuals. The Hub is run by volunteers and is open during limited hours each day of the week. The Hub provides for community meeting space, local craft sales, exhibition space, and a visiting post office facility. The refurbishment was made possible with various grants from local and regional sources.



Source: Grampian Online

### Elgin Youth Cafe

The Elgin Youth Development Group was established in 1998 in response to the lack of space for young people to meet and socialise. A café space is now at the heart of various programmes and projects offered to young people from its central Elgin premise. The role of the organisation has changed and evolved over time, and the service has been recognised for several awards. To support the initiative, the group runs The Inkwell as a social enterprise that hires out meeting rooms and a kitchen space that offers catering services. The Inkwell provides a supportive workplace to young people who face barriers to accessing employment.



Source: Bing image

### The Vinery, Banff

The Vinery is a brand-new community space situated in a restored historic walled garden in central Banff, which has been regenerated with help from the Scottish Government, and Aberdeenshire Council. Run by The Foyer, The Vinery provides opportunities for people to try new things, develop confidence, learn new life skills, and broaden their experiences in a welcoming and accessible facility. Activities are focused around improving health and

wellbeing through mindfulness, exercise, therapeutic sessions, training, and accredited learning. The aim of the centre is to help alleviate the impact of poverty and support individuals by working alongside them to attain and sustain employment. The Foyer has been working with the DWP and local Job Centre Plus teams to identify and select long-term unemployed people for roles at The Vinery.



Courtesy of Aberdeen Foyer

### **Macbi, Mintlaw**

Macbi (Mintlaw and Central Buchan Initiative) is a community-run facility set up in 2005 and governed by a Board of community representatives who are interested in the health and wellbeing of local people and disadvantaged groups in the area. The facility, which also caters for sport activities, is open every day of the week and provides space for multi-purpose events, fitness, soft play, meetings, café and lounge, reception/foyer, and nursery.



Courtesy of Grampian Online

## Pulteney People's Project

Pulteneytown People's Project (PPP) was set up as a community-led charity and social enterprise in 2003. It is run as a business, but all profits go back into the community and the facility. PPP's key aims are to provide services and amenities that will improve the area. By 2012, PPP had developed from 1.5 staff to 15 staff, delivering floating housing support and an after-school club (both regulated by the Care Inspectorate) along with a small training centre and community



Courtesy of PPP

events. A milestone for the organisation's growth was securing £3.8 million from 11 different funders to build the Pulteney Centre. The centre is a multi-purpose community facility, which opened in February 2012, to provide a home for PPP's existing services as well as opportunities to develop new services. Today, PPP employs over 50 staff from within the community; and over 1000 people come through the doors each week. PPP provides support through NHS and CJS contracts and in recent years developed a brand-new care at home service to provide childcare (all registered with the Care Inspectorate). The Pulteney Centre houses a well-used community café and office, meeting, and recreational spaces. PPP is overseen by an experienced board of directors who are also trustees of the charity.

Whilst there is little doubt that the process of conceptualising a new community hub for Buckie could benefit from experiences gained elsewhere, eg governance, service provision, accommodation, finances, operations etc, it must be recognised that the needs and requirements of communities will differ from place to place, so there is not one size that fits all circumstances.

## **4.5 Relationship with other existing providers**

It is important that any proposal for a new community hub in the town does not duplicate and/or compete with other similar provision nearby. The following is a summary of other providers (see also town maps in section 7):

- **Fisherman's Hall** – not quite in the town centre, this Hall is town's main 'big space' for events, such as theatre performances, Academy prize-giving, large funerals, and public consultations. The Hall is now managed by the local community with volunteer Trustees, a part-time paid Hall Co-ordinator, and paid bar staff and cleaners engaged on an *ad hoc* basis, both paid via grants and income generation. Along with the large hall, the premise has a commercial kitchen, toilets, and small meeting rooms (within

dressing rooms). The general success of the Hall under community management has led to some spin-off groups emerging, such as a Friendship Club, and Men's Shed.

- **Buckie Community High School** – the local High School has a tradition of being accessible to the community for general use, but this was abruptly brought to a halt by Covid-19. Outwith school hours, 2 meeting rooms, a kitchen, and a venue hall, along with the swimming pool and gym, have all been available to hire. The facilities within the School have not been available to hire since Covid, but the Community Room should be bookable again after the summer term. There is a long-term plan by Moray Council to replace the existing school with a new campus-style facility to the south of the current premises, which would take the community facilities (if retained) further from the town centre.
- **Town Hall/Library** – situated in Cluny Place not far from The Square, these premises accommodate the local Library (ground floor) and the former Town Hall (first floor) with a couple of smaller meeting rooms. At the rear of the library is the community-run Fishing Heritage Centre, with separate entrance. The overall building is held in Common Good by the Local Authority and, although the Buckie Area Forum terminated its lease during the pandemic and some occupants, such as Desktop Publishing, vacated the building at the same time, the Council later turned down an Expression of Interest by Buckie Area Forum for an Asset Transfer.
- **Lady Cathcart Centre** – situated on the High Street to the east of the High School, this Centre is focused on a Council-run nursery on the ground floor. The upper floor has some useful rooms, previously used by the Quines Club and other *ad hoc* groups. The upstairs is now occupied by the Action for Children AB56 project.
- **The Phoenix Centre** – this is a converted Victorian house, sited not far from the High School, functioning as a Health and Social Care venue, primarily as a day-care centre for teenagers. The property has several useful rooms, but these have not been available for public use since the pandemic. Unfortunately, the property does not have disabled access. Social Work staff (currently housed in Cluny Square) are going to move into Phoenix sometime in the near future. There will be no public access when this occupancy takes place.
- **The Royal British Legion of Buckie** – sited on High Street opposite the Lady Cathcart Centre, the Legion has a sizeable hall and licenced bar, so is often used for small scale shows and events. However, there were no disabled toilets, and the quality of the décor was poor, so there were unfortunately not many bookings in recent years. Consequently, the Legion has lately addressed these issues and duly refurbished their facility.
- **The Victoria Lounge** – this provides a licenced hall premise for up to 100 people, which is available for occasional private hire. The primary use of this venue is for members and supporters of Buckie Thistle FC.
- **Primary Schools** – although St. Peter's and Millbank Primaries provide nursery facilities, Cluny Primary, which is not far from the town centre, does not provide any community facility.
- **Local Churches** – the North Church is located on the north side of The Square and has a sizeable hall available for hire. It is frequently in use, particularly for church-related activity. The Episcopal Church on the west side of The Square has a small hall, which is used occasionally for community purposes. Further to the west is the Baptist

Church; and further west still is the Methodist Church – both have small halls for hire. In all cases, there is a tendency for funeral services to get priority for the hall hires. Meanwhile, the ‘Riverside’ premise east of The Square is principally targeted for use by young people with religious connections.

- **Local Food and Drink facilities** - the nearest cafeterias are Pozzis in the High Street, and Café Coull in West Church Street. The former has a small café, as part of a diversification within a newsagent/confectioner/retailer shop; the latter is a currently up for sale. Within The Square, there is a Subway fast food outlet, and next door there is a Fry Inn chip shop with some seating. Further along East Church Street is the JJ Ross baker, which also has some seating.

Whilst it can be seen from the above that the Buckie community is served with existing public and private facilities, in relation to a Community Hub, it is observed by the Local Steering Group that ‘there has never been anything just like it in Buckie before’!



## **5.0 A community hub in Buckie – could it help deliver a Just Transition?**

This section examines whether a community hub in Buckie could/should play a role in a Just Transition (ref 2.4.2) and looks at global to local perspectives, as well as what is happening in this field elsewhere in the region.

### **5.1 Wide perspective**

A new global agreement was reached in Glasgow 2021 at 'COP26', when major leaders sought to tackle the worst effects of global warming. The Glasgow Agreement sought to build upon, and help to deliver, the previous Paris Agreement 2015. In doing so, countries agreed to drastically cut their CO2 emissions to keep the rise of global warming below 1.5C, which will mean a rapid transition away from exploiting oil, gas, and coal for energy. The universal goal is to keep cutting emissions until 'net zero' is reached by 2050.

Scotland claims to be at the forefront of this journey and has committed to be net zero by 2045. Reaching net zero means seriously taking on the challenges of decarbonisation. Changing how we travel, how we heat our buildings, how we power businesses, how we deal with waste, and the sustainability of our food supplies are, amongst others, all vital. Scotland is, therefore, accelerating the development of renewable and low carbon energy. Universities are leading pioneering climate change research and businesses are training workforces to thrive in the world's emerging sustainable industries. There is commitment to equality and social justice by working to support communities most affected by climate change.

More than 100 new policies and proposals to support Scotland's green recovery and help deliver a just transition to net zero have been launched. They form part of the Climate Change Plan 2018 – 2032, which has been updated to reflect an ambitious framework of climate targets, as enshrined in Scotland's Climate Change Act 2019. Scotland has made significant progress in renewable electricity generation - with the equivalent of over 95% of gross electricity consumption generated from renewable sources, and a target for 2030 for the equivalent of 50% of the energy for Scotland's heat, transport, and electricity use to come from renewable sources. Scotland also hosts a number of world-leading hydrogen demonstration projects, e.g. in Fife and Orkney.

A Just Transition is about making sure that, as we reduce our emissions and respond to a changing climate, the journey is fair and creates a better future for everyone – regardless of where they live, what they do, and who they are. Scotland's National Transition Training Fund is designed to support people who are at risk of being left behind in the labour market, or whose employment has been impacted by Covid-19 to upskill and/or retrain. Through academic and business collaborations, the Green Investment portfolio puts green initiatives in the spotlight, and the £62m Energy Transition Fund aims to help businesses in the oil, gas, and energy sectors adapt to meet the challenge of net-zero.

A crucial part of a Just Transition is about supporting workers and affected communities in the move away from carbon-intensive industries. The national goal is to make the economy work for everyone, so that no one is left behind, whilst protecting our planet. This means the creation of decent, green jobs to support this change, and everyone playing their part in creating a fairer and more sustainable society for all.

Considering the above, a community hub in Buckie could play an important wider role by (a) promoting climate change awareness, (b) educating on CO2 emission reduction, (c) showcasing green projects, (d) supporting workers and delivering and/or signposting training in transition, and (e) playing a vital role in creating a fairer society at the local level.

## 5.2 Local context

The town of Buckie was formed as a coalescence of several small fishing communities as the fishing industry boomed in the 19<sup>th</sup> century. When the industry declined in the late 20<sup>th</sup> century, many of the workforce successfully transitioned into the oil and gas sector. However, the workforce is becoming increasingly aware of the need for another transition towards renewable energies in the years ahead. In March of this year, a 'Future of North Sea communities' seminar was held by concerned volunteers in Portessie, Buckie, which was driven by (a) the cost-of-living crisis; (b) a need for shift from oil to renewables, with the desire for more local share in the profits. At this session, it was noted that 'Buckie is going to need hotel-style accommodation' and that 'Ocean Winds has committed sizeable funds to supply chain development'. It was recognised that local communities should be proactive to try and ensure that local people are able to take advantage of any transitional opportunities.

However, as a settlement founded on industry, Buckie does not have a long track record of being an environmentally conscious community, and there have been few initiatives or businesses (other than the likes of Moray Reach Out who have a long record of recycling and a growing involvement in upcycling) that have had public profile in advancing the three pillars of 'people-planet-prosperity'.

In more recent times, there has, however, been a slight shift and Parklands Group, which has several care homes in the town, considers the importance of the environment in its work and many of its older properties are currently being updated to improve their sustainability. Boortmalt at Buckie Maltings has a new focus on energy efficiency, emissions reduction, and water conservation. Maynes Coaches is working to reduce its carbon emissions by having an efficient fleet that is regularly maintained and uses telematics and the new bus service to Keith is via M Connect electric buses. Associated Seafoods has achieved certification under Best Seafood and Aquaculture Practice schemes, which provide assurances that seafood has been harvested and processed in a responsible manner. A community-driven campaign in 2021 saw a group of locals defend a small woodland on the former rail station at Portessie from housing development. In 2022, a declining rose garden to the west of the town centre was transformed into a community orchard using developer obligation money from Tesco. Blackwood Homes' Peoplehood Project in Buckie seeks to encourage healthy independent living and is promoting e-bikes and e-cars. The BLP



consultation revealed 'clean beaches and green spaces' as a new high priority for the community, as well as long-term recognition by some of need for a community woodland (ref 2.2).

Considering the above, a new community hub for Buckie could:

- (a) assist in concentrating local minds towards mainstreaming low carbon lifestyles;
- (b) build youth capacity and confidence to pursue careers in new technologies;
- (c) act a conduit between the community and public/private sector activity; and
- (d) act as a focal point for volunteer activities to 'green the town'.

### 5.3 Potential lessons from elsewhere

There are several other examples not far from Buckie where settlements have attempted to commence a bottom-up transition towards 'people-planet-prosperity':

- Findhorn Foundation

The Findhorn Foundation was created by Peter and Eileen Caddy in 1962, who set up on Findhorn Dunes to live self-sufficiently, through necessity following job redundancy. Others quickly followed suit, and a self-reliant 'caravan community' was formed by 1967. The community gradually expanded and became an eco-village by the late 1980s, with its own biological sewage treatment plant and 3 wind turbines providing community power. In 1998, the UN Habitat identified the eco-village as a 'best practice model for holistic and sustainable living', and this was reaffirmed in 2018. The village is frequently now used as a teaching resource for universities and schools from all over.



Image source: Gaia Innovations

- Transition Town Forres

Transition Town Forres was founded in 2008 and is part of the Transition Towns Movement. Its strategic aim is to encourage and promote health, choice, and empowerment for the people of Forres and local community networks, within an ecologically and aesthetically grounded framework. Initial funding was through the Climate Challenge Fund, with a remit to lower the carbon emissions in Forres and increase resilience. Members of Transition Town Forres come



Image source: Forres Gazette

from all walks of life – different ages, backgrounds, qualifications, and nationalities. Most members live in Forres, while others come from the surrounding villages. Current initiatives run by TTF include a Community Garden, Fresh Food Cooking Classes, a Repair Café, and a Well-being Project for the over 50s.

- Huntly Development Trust

Huntly Development Trust (HDT) is a company limited by guarantee with charitable status. Established in 2009, it has a membership from the AB54 district postcode of over 500 and is managed by a Board of Directors with 4.75 full-time equivalent staff. Its mission is to ‘work with others to build a resilient, inclusive, enterprising community capable of dealing with ongoing change’. The company follows the principles of sustainable development in a way that respects and enhances local culture, social traditions and built heritage, as well as the local and global natural environment. Its projects are focused on 6 headings: 1. Repurposing the town centre; 2. Celebrating heritage; 3. Managing natural outdoors (at Greenmyres Farm); 4. Sport, Health, and Well-being; 5. Active Travel (Co-wheels electric vehicles); and 6. Renewable Energy (HDT now has 3 wind turbines that generate income for the organisation and local projects).



Image source: HDT

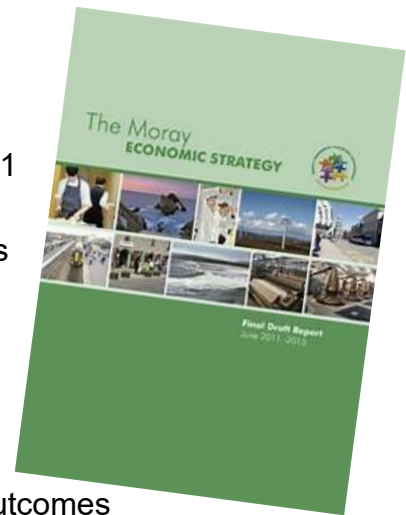
As can be seen from the above examples, Buckie could learn from the experiences of nearby community groups who are developing their own methods of transitioning to a well-being economy. The work in other towns indicates that community-led activities can be impactful and influential towards just transition and a well-being economy.

## 6.0 A Community Hub in Buckie – what's its potential?

This section examines a new Community Hub's potential to play a strategic role, seize current opportunities, and create tangible benefits, especially at the local level.

### 6.1 Strategic role

A Community Hub in Buckie would have a strong fit with the National Performance Framework (see Appendix Section for 11 key outcomes) and various MCPP partner strategies, e.g. Moray Economic Strategy, Employability Strategy, Moray Skills Developing the Young Workforce Strategy, Moray Mental Health and Wellbeing Strategy, the Moray Drug and Alcohol Action Plan, the Money Advice Service and CAB Support Action Plan, Moray Early Years Strategy, the Child Poverty Action Plan, MCPP's Community Engagement Strategy, Public Health Scotland's Strategic Plan, and the TSI Moray Outcomes Framework. Depending upon how the project develops, it has potential fit with Moray's Social Enterprise Strategy and Moray Pathways. It could also support other strategies, such as MDLP's town centre and regeneration ambitions, and there could be scope for the local Police and Fire Service to engage more proactively and advance their own strategic plans.



A community hub in Buckie is already on the Council's Planning Service 'radar' and is seen as a potential item for a 'Place Plan' (which could assist its delivery) as well as a focal point for future community engagement in Place Plans. A hub could play a role in reimagining and/or helping to repurpose the town centre following the pandemic's negative impact on retail, and it could also function as a base for active tourism, e.g. promoting the Coastal Path and Fishwives Walk.

The Community Hub could function as a nexus between the local High School, town centre businesses, and private sector bodies associated with Buckie harbour. A Community Hub focusing on wellbeing outcomes will also help the local authority, in partnership with stakeholders, to tackle poverty (particularly child poverty), reduce inequality, build economic resilience, and contribute to Scotland's just transition to a net zero, nature-positive, circular economy with fair work at its heart. In the latter respect, a Community Hub could function as a new physical branch or 'node' for the virtual Moray Climate Hub (ref. 2.5).



Mental Health  
Pathways in Moray



## 6.2 Possible opportunities

The existing 'Hub' is working well and proving its worth. The partnership working is impressive, people's capacity enhancement is significant, and The Hub is giving the members of the community of Buckie the confidence to influence matters that are important to them and have their voices heard. A new, larger Community Hub can be an opportunity to build upon this work, enhance the services provision, and roll them out to a wider audience. A Community Hub is clearly deemed important locally - ref BLP consultation (Sect 2 above and Appendix below) – and a new hub could potentially address very many of the ideas and concerns raised during the various consultation exercises...which is probably why the community has made it such a high priority.

As well as the above-mentioned potential (6.1), a Community Hub in Buckie could seize various opportunities that emerge. For example, the new hub could provide spaces for sharing medical advice and conducting assessments through advances in digital health. Looking to the future, the hub could function as a centre of expertise for the next level of literacy involving generative Artificial Intelligence linked to flexible and remote working.

Low-cost space at a new hub could operate as a 'nursery' for pop-up shops and/or business start-ups, with a shopfront acting as a community economic development space and/or an income generator for the hub itself. There is additional potential for a 'shopfront' to act as a tourist information point, provide service training, food and drink, and local sales e.g. arts and crafts. A hub could further boost local tourism and generate income by having some hostelry rooms, and it could build upon the Blackwood Peoplehood Project and operate an e-bike hire scheme to capitalise on the National Cycle Route. In this respect, Buckie could learn from experiences elsewhere in local economic development, such as Forres Horizon, Keith Isla Bank, Huntly Development Trust, and Fraserburgh Enterprise Hub.

A new hub should address the lack of childcare facilities in the town and provide access to high quality, affordable childcare. It could also take the opportunity to provide the town with a care and repair service.

A new hub could further promote biodiversity enhancement throughout the town, both to enhance the town and create some carbon offsetting examples. It could also promote 'garden-to-plate' by growing food in the town, possibly partnering with REAP. Crucially, a new hub could play an educational role in raising awareness about decarbonisation, and it could be a 'vessel' for channelling the take-up of renewables (e.g. solar panels, heat pumps) and energy conservation (e.g. insulation, draughtproofing), as well as helping to roll out electric vehicle charger units as an income generator. Amongst other things, this could involve working with the likes of Buckie Area Forum to increase community-owned energy, possibly involving the administration of community bonds.

## 6.3 Benefits

Were a new Community Hub to come to fruition, there would be undoubted community benefit. From a learning perspective, through local guides, classes, and roadshows from external providers, the new hub would be a vital base for fundamental education in economics, health advice, environmental care, and reducing greenhouse gas emissions.

A new hub would improve connectivity, confidence, and skills, particularly in digital technology, and signpost access to employment, volunteering, and community activity opportunities. A new hub would provide a locus for intergenerational activities and make people of all ages feel valued members of the community. A new hub would have people working together to ensure that the young members of the community, especially those with additional support needs, including neurodiversity, are equipped with skills and confidence to fulfil healthy, meaningful lives. A new hub would provide disadvantaged members of the local community with a 'safety net' in time of need and enable preventative action that avoids more serious, long-term disadvantage.

A new hub, however, would serve the whole community and provide a focal point for renewed community coherence and responsible citizenship. In this respect, depending upon its final role and scale (ref 6.1 and 6.2), a new hub in Buckie could be transformational and have high impact upon the town's well-being.



Image courtesy of BLPMG

## 7.0 A community hub in Buckie – where could it go?

This section takes a brief review of where a community hub could be housed in Buckie (ref. town map):

- **Option 1 - Virtual**

Buckie Community Hub could take a leaf out of the Moray Wellbeing Hub or Moray Climate Hub book and utilise a virtual model. This could be simple and cost effective, but it would not meet the hub's essential needs of face-to-face service provision. That said, a virtual presence for some services could be very useful too, e.g. online training, helpdesk, etc. and would extend the range of services and maximise the use of staff resources.

- **Option 2 – Multi-locational**

A cost effective, albeit challenging, solution might be to deliver services from more than one premise, such as a high street unit(s) and an existing community facility, e.g. school, public hall. There are a number of recently vacant shopfronts following the pandemic, i.e. M&co, Ice Cream Shop/Hub, Trading Post, Vaping outlet, and now Café Coull (most of which have upper floor flats with sitting tenants). Whilst a dispersed model could reduce risk and provide overall flexibility, the model would not likely respond well to the concept of a one-stop 'hub' as the central point of activity.



*Examples of shop premises in the main street closing post pandemic*

- **Option 3 – Single unit reuse**

An obvious solution is to concentrate services within a single, sizeable premise. There are several vacant properties within the town centre zone, e.g. the Old Social Club on West Church Street, M&Co on East Church Street, or the former warehouses in Blairdaff Street. It is also understood that the Council is reviewing its properties at the Access Point in The Square, the Phoenix Centre in Queen Street, and the Town Hall/Library in Cluny Place. The Church of Scotland is also likely to dispose of its South and West Church in the High Street, which has been deemed surplus to needs.

There is also the option of a large house, some of which still have a substantial plot of land to the rear. The reuse of a town centre building could be a deliverable option that aids regeneration and avoids the inevitable decay of an empty property. However, such an approach would likely require adaptation of the premises. Whilst this could provide the chance to create bespoke spaces and upgrade building performance, conversion of an existing property could be complex and costly.

- **Option 4 – single unit on brownfield land**

A new building on a previously developed site has the appeal of (a) creating a purpose-made facility and (b) regenerating an existing site. There are a couple of derelict sites within the town centre, e.g. the MDLP identifies opportunity sites at the bottom of High Street/Square and the former Gasworks. That said, these sites have been undeveloped for a long time now, since they have various complexities, e.g. contamination, and are only a few metres above sea level.

- **Option 5 – single unit on greenfield land**

A new building on virgin soil has the appeal of creating a purpose-made facility without the constraints associated with brownfield land. There are, however, no obvious sites within the town centre, other than those protected as green space and/or for recreational purposes.

Whatever option is preferred, it is important that any building functioning as a Buckie Community Hub takes a sustainable approach and is an exemplary of good practice; and perhaps even a test bed for new construction materials and/or techniques.

## Buckie Town Centre - West



### KEY

1. St Peter's Primary School
2. Methodist Church
3. Fisherman's Hall
4. Buckie Town Hall/Library/Fishing Heritage Centre
5. Baptist Church
6. Buckie Episcopal Church Hall
7. Phoenix Centre
8. Café Coull
9. Social Club
10. The Access Point
11. Pozzis
12. Blairdaff Factory
13. Cluny Primary School
14. Buckie Community High School
15. Victoria Lounge



## Buckie Town Centre - East



### KEY

1. The North Church Hall
2. M&Co
3. Subway
4. Fry Inn
5. Hub
6. Riverside Centre
7. Vape Centre
8. Trading Post
9. JJ Ross Bakery and Cafe
10. South and West Church
11. Lady Cathcart Centre
12. Royal British Legion of Buckie

## 8.0 Conclusion

Establishing a Community Hub' in Buckie is currently 'Priority 1' in the *Place* theme of Buckie Locality Action Plan (see 2.1). There is strategic requirement for a hub of targeted community services, as evidenced in SIMD figures and the MCPP priority given to supporting Buckie, so it 'ticks all the boxes' in relation to fundamental need (see 2.2. and 4.1).

The existing Hub, which could be viewed as an unintended pilot exercise, has proven its worth and continues to grow and develop (see 2.3). The existing Hub is an excellent facility in a good location, but its small space limits the group's activities, ambitions, and outcomes. An outline locational zone within the town centre has been mapped out for basing a new hub (see 4.2) and the desired accommodation has been identified (see 4.3), as well as initial options for premises considered (see 7.0).

The key question, therefore, is not so much about 'Should Buckie have a new community hub?' (since the need is somewhat obvious) as rather, 'What should be the focus for a new community hub in Buckie?': in particular, whether it provides Buckie with an opportunity to increase its contribution for a just transition towards a well-being economy.

The answer to this is that, depending upon the support of the MCPP partners and local volunteers -and there is nothing to suggest anything other than strong support - then a new community hub in Buckie could certainly play a strategic role in community wellbeing, seize opportunities to provide inclusive services, and bring about long-term social, economic, and environmental benefits to Buckie and beyond (see 6.1-6.3).

Considering, however, the macro concerns and national/regional strategies around issues such as climate change and the cost of living (see 2.4 and 2.5) and the requirement for everyone to play a part, a new hub in Buckie must play a contributory role in assisting a just transition towards a well-being economy (see 2.4.2 and 2.4.3).

In doing so, it should reflect upon where its greatest impacts might be. Judging by past work done at a regional and local level (see Sect 2), and where potential opportunities may arise in the future (see 6.2), any new hub initiative should place emphasis on raising awareness of the global climate crisis, tackling regional concerns for its young people, and addressing local needs for childcare and crisis support.

In many respects, Buckie can learn from experiences elsewhere, particularly in how to operate and sustain a hub – there's no need to 'reinvent the wheel' (see 4.4 and 5.3) - but any activities and services taken forward by the hub must necessarily be tailored towards the town's local needs and demands within the context of 'high level' issues.

If a new hub in Buckie can successfully address these objectives, then it has the potential to be transformative in developing local resilience and contributing towards wider societal aims.

## 9.0 Recommendations / next steps

It is recommended that the Buckie Locality Plan Monitoring Group works with local volunteers, and partners who may take the Buckie Community Hub concept forward, on the following next key steps:

- 9.1 Conduct a learning visit(s) to another hub(s) of similar nature
- 9.2 Develop and clarify the role and vision for a new hub in Buckie (incorporating a 'just transition' function - which, in itself, could require a capacity building process to bring all volunteers on board)
- 9.3 Identify specific accommodation space that is 'essential'/ 'desirable' /'flexible'
- 9.4 Explore premises options and identify a preferred option
- 9.5 Seek to identify a potential anchor tenant(s) and/or other means of financial stability.

[note: although not critical, there is a logic to carrying out the above-mentioned steps largely in the order written]

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## Appendices

### Better Buckie Prioritisation results (Theme 2 Place)

| PRIORITY  | EVENT ONE<br>09/07/22 | EVENT TWO<br>29/07/22 | TOTAL |
|---|-----------------------|-----------------------|-------|
| Appearance incorporating : <ul style="list-style-type: none"><li>- Green Spaces</li><li>- Unused buildings and land</li><li>- Clean Sea and Beaches</li><li>- Keeping Buckie Bonny</li><li>- Harbour area</li></ul> | 12                    | 5                     | 17    |
| Walking and Cycling Paths   | 10                    | 10                    | 20    |
| Establishing a Community Hub  | 27                    | 16                    | 43    |
| Allotments  | 5                     | 0                     | 5     |
| Mobile, Wifi and Digital Skills   | 11                    | 6                     | 17    |



## Scottish Government National Performance Framework – key outcomes

To help achieve its purpose, the framework sets out 'National Outcomes'. These outcomes describe the kind of Scotland it aims to create.

The outcomes:

- reflect the values and aspirations of the people of Scotland
- are aligned with the United Nations Sustainable Development Goals
- help to track progress in reducing inequality

The 11 national outcomes are that people:

- grow up loved, safe and respected so that they realise their full potential
- live in communities that are inclusive, empowered, resilient and safe
- are creative and their vibrant and diverse cultures are expressed and enjoyed widely
- have a globally competitive, entrepreneurial, inclusive and sustainable economy
- are well educated, skilled and able to contribute to society
- value, enjoy, protect and enhance their environment
- have thriving and innovative businesses, with quality jobs and fair work for everyone
- are healthy and active
- respect, protect and fulfil human rights and live free from discrimination
- are open, connected and make a positive contribution internationally
- tackle poverty by sharing opportunities, wealth and power more equally



## NB Planning and Architecture

33 Ellieside  
Lintmill  
Cullen  
Banffshire  
AB56 4XQ  
T 01542 841375  
M 07900 352 879

Email [nbplanning@aol.com](mailto:nbplanning@aol.com)

Website [www.nb-planning-and-architecture.co.uk](http://www.nb-planning-and-architecture.co.uk)

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With thanks for funding support from the Moray Local Action Group (MLAG)





**REPORT TO:** CHIEF OFFICERS GROUP ON 30 AUGUST 2023 and then COMMUNITY PLANNING BOARD ON 20 SEPTEMBER 2023

**SUBJECT:** 2022-23 QUARTER 4 (JANUARY - MARCH)  
LOIP PERFORMANCE MONITORING REPORTS

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

**1. REASON FOR REPORT**

1.1 To inform the Group of the performance against the Local Outcome Improvement Plan (LOIP) for the period to 31 March 2023.

**2. RECOMMENDATION**

2.1 **It is recommended that the Board scrutinises and notes the progress reported in the templates hyperlinked to this report**

**3. BACKGROUND**

3.1 The Community Planning Board on 28 April 2021 agreed the LOIP delivery frameworks, recognising them as an evolving area of work that will continue to develop. Delivery Plans provide a sharper focus which aims to enable the Group to give attention to a narrower range of priorities.

3.2 A mid-point review of the LOIP was agreed by the Board. Until the review is complete, updates provided are against the remaining outstanding actions from the delivery frameworks referenced above. As an interim solution, priority leads are in the process of refreshing actions under existing priorities for the 2023/24 reporting period.

3.3 The Community Planning Board on 22 September 2021 agreed the use of Pentana (performance monitoring software) for the presentation of future monitoring reports which is ongoing. This report gives narrative summary on progress on LOIP priorities with links to Pentana styled

backing tables. The tables aim to capture progress against the delivery frameworks as well as recognise efforts around response and recovery.

3.4 Refinement of performance indicators and actions remains variable across priorities due to delivery plans and partnership strategy action plans developing on different timelines. Some of the original delivery plan measures cannot be reported on as the data is not collected.

3.6 The Group and Board is invited to consider and apply scrutiny in assessing whether the information contained gives reasonable assurance on progress against LOIP priorities and actions to mitigate risks and issues.

3.7 **Building a better future for our children & young people in Moray** ([LOIP Actions & Indicators](#) – based on Q3 updates)

Quarter 4 updates were not available at the time of reporting, therefore percentages below relates to the period to December.

| <b>LOIP PRIORITIES</b>  | <b>RAG</b> |
|---|------------|
| The emotional and mental wellbeing of children and young people is improved   | 86%        |
| Children live in safe and supportive families   | 70%        |
| The impact of poverty on children, young people and families is mitigated   | 65%        |
| <b>OVERALL PRIORITY PROGRESS</b><br><b>Children and young people live in communities where their voice is heard and they are build up to be all they can be</b> | <b>77%</b> |

Progress summary / Risks and Issues -

3.7.1 Not available at the point of the report being submitted, any updates will be circulated to the Board if the become available before the meeting.

3.8 **Empowering and connecting communities** ([LOIP Actions and Indicators](#)) –

Delivery is as expected at this stage against the two focus areas contributing to this priority.

| <b>LOIP PRIORITIES</b>  | <b>RAG</b> |
|---|------------|
| Develop stronger, more resilient, supportive, influential and inclusive communities                       | 86%        |
| Improve life chances for people in Moray of all ages in communities experiencing the greatest inequality  | 83%        |
| <b>OVERALL PRIORITY PROGRESS</b><br><b>Thriving and well connected place, where more people live well</b> | <b>85%</b> |

Progress summary -

3.8.1 The Community Hub in Buckie has facilitated significant engagement and reach with 624 visitors and 46 direct referrals for cost of living support to the end of March 2023. The venue is used for weekly

sessions by Moray Wellbeing Hub, Moray Firth Credit Union, Moray Pathways Digital Inclusion and project Peoplehood to support older people live independent lives. In New Elgin, community based projects organised a family learning event themed around food and healthy eating engaging 40 participants from 12 families. Local partners are developing local health walks in response to identified need for mental health support.

3.8.2 Community Wealth Building was further supported by Just Transition investment of over £300k in participatory budgeting processes delivered by tsiMoray and Money for Moray. Live projects are in place around youth facilities, play parks, active travel, pupil equity funds and developer obligations. A meeting of Moray Federation of Village Halls was held in the reporting quarter with fifteen halls represented.

3.8.3 Capacity building progresses with outreach work engaging communities around the Local Development Plan beginning in Forres. In the reporting quarter, training around food hygiene and first aid was delivered to 26 community representatives.

3.8.4 Adult and Family Learning are engaging with over 100 new community based adult learners and over 200 continuing participants. Evolving improvements included delivery of Driving Test Theory class versions for English for Speakers of Other Languages (ESOL) and British Sign Language (BSL).

Risks and Issues -

3.8.5 The lack of community meeting spaces in New Elgin is a challenge in bringing people together to grow community groups and activities.

3.9 **Growing diverse, inclusive and sustainable economy** ([LOIP Actions and Indicators](#)) –

Three focus areas are complete, with the remaining focus area progressing, albeit out with the original due date.

| <b>LOIP PRIORITIES</b>   | <b>RAG</b> |
|--|------------|
| Increased participation, skill and pay levels with reduced gender inequality through pathways to employment and higher skilled employment  | 100%       |
| Increased participation, skill and pay levels with reduced gender inequality through targeted approaches for those furthest from the job market  | 100%       |
| Increased participation, skill and pay levels with reduced gender inequality through choices for the young workforce   | 100%       |
| Increased participation, skill and pay levels with reduced gender inequality through apprenticeships at all levels   | 72%        |
| <b>OVERALL PRIORITY PROGRESS</b><br><b>By the year 2030 Moray will have a sustainable and inclusive economy which generates improved opportunities for everyone, including more skilled and higher paid jobs</b> | <b>88%</b> |

Progress summary -

3.9.1 Planned work in all but one priority is complete. Progress is being made out with original target timescales with partners developing individual action plans to support delivery of the Apprenticeship Strategy. An apprenticeship campaign has been delivered to increase awareness of the types of apprenticeships available locally with partners promoting apprenticeships to employers and prospective trainees during Scottish Apprenticeship Week in early March. Modern and Graduate Apprenticeship numbers remain below pre-Covid baseline, although availability of Foundation Apprenticeship starts has grown.

Risks and issues –

3.9.2 Availability of funding for learning providers is restricted due to budgetary pressures resulting in a waiting list for apprenticeship starts. This should resolve at year end, although lack of additional funding may limit numbers for growth in future years.

3.10 **Improving well-being of our population** ([LOIP Actions and Indicators](#)) –

Two focus areas are complete, with the remaining focus area nearing completion.

| <b>LOIP PRIORITIES</b>   | <b>RAG</b> |
|--|------------|
| A whole population approach to prevention and reducing related harms – prevent and reduce alcohol and drug related harms   | 90%        |
| A whole population approach to prevention and reducing related harms – there is a reduction in alcohol and drug related harm and improvement in people’s wellbeing   | 100%       |
| A whole population approach to prevention and reducing related harms – promote engagement into treatment care and support and ensure the consistency of alcohol and drug service provision across Moray: supporting community services in meeting the needs of those using services where alcohol and drug use is a factor | 100%       |
| <b>OVERALL PRIORITY PROGRESS</b><br><b>People are healthier and experience fewer harms as a result of making well informed decisions about their health and well-being</b>   | 97%        |

Progress summary -

3.10.1 All services are compliant with the Drug and Alcohol Information System (DAISy) reporting requirements. A Data Analyst is now in post and in addition is working on processing the Medication Assisted Treatment (MAT) standards data. Further investigation is being undertaken following a slight increase in unplanned discharges through the reporting year.

Risk and issues -

3.10.2 Albeit improvements have been made, difficulties with reporting capabilities of DAISy remain which has been raised nationally. There are service needs in Moray which will impact on the ability to meet the MAT standards, a key area being accommodation for the

MIDAS service where funds have been allocated to improve accommodation.

#### **4. SUMMARY OF IMPLICATIONS**

- 4.1. As a performance report, there are no direct financial, workforce, equalities, policy or legal issues from this report.

#### **5. CONCLUSION**

- 5.1. The report provides reasonable assurance of progress made against LOIP activities and highlights particular risks and issues associated with each priority.

Author of Report: Louise Marshall, Strategy and Performance Manager  
Background Papers: CPB 16/09/20 [LOIP 2<sup>nd</sup> edition approved](#) (item 4)  
CPB 28/04/21 [LOIP Development of Delivery Framework Update](#) (item 3)  
CPB 02/02/22 [LOIP Review Preparation 2022](#) (item 6)  
Ref: SPMAN-957343068-2305

Designation: Depute Chief Executive (Education, Communities & Organisational Development)      Name: Denise Whitworth





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**REPORT TO: MORAY COUNCIL ON 23 AUGUST 2023**

**SUBJECT: DRAFT STRATEGIC PARTNERSHIP AGREEMENT WITH PUBLIC HEALTH SCOTLAND**

**BY: CHIEF EXECUTIVE**

**1. REASON FOR REPORT**

- 1.1 To seek Council approved for the signing off of a Strategic Partnership Agreement between Public Health Scotland (PHS) and Moray Council, as one of nine organisations comprising the North East Population Health Alliance (NEPHA).
- 1.2 This report is submitted to the Council in terms of Section II(19) any new policy matter which does not fall within the terms of reference of any Committee.

**2. RECOMMENDATIONS**

- 2.1 It is recommended that Council/Committee:-
  - i) Authorise the Chief Executive to sign the Strategic Partnership Agreement on behalf of Moray Council; and
  - ii) Request North East Population Health Alliance to provide the Council with a progress report on the Strategic Partnership Agreement in March 2024.

**3. BACKGROUND**

**Public Health Scotland (PHS)**

- 3.1 Formed in April 2020, PHS is a NHS Board sponsored by the Scottish Government and the Convention of Scottish Local Authorities (COSLA) on behalf of local government.
- 3.2 As Scotland's national public health board, PHS supports work across Scotland to prevent disease, prolong health life and promote health and wellbeing.

- 3.3 PHS works closely with local authorities to enhance their understanding of communities and shape priorities working to create health neighbourhoods.
- 3.4 PHS' overarching ambition is to increase healthy life expectancy and reduce health inequalities.
- 3.5 PHS has a clear commitment to collaborative working in recognition that no one organisation can address Scotland's public health challenge and key public health priorities.

### **North East Population Health Alliance**

- 3.6 The North East Population Health Alliance is a forum currently comprising of nine partners. Through bringing their collective knowledge together with data and evidence, the partnership is a forum for exploring these health challenges together, testing solutions and "what works" over the next three years.
- 3.7 The partners are NHS Grampian; Aberdeen City Council; Aberdeen City Health & Social Care Partnership; Aberdeenshire Council; Aberdeenshire Health & Social Care Partnership; Moray Council; Health & Social Care Moray, Scottish Fire and Rescue Service and Police Scotland.
- 3.8 The aim of this collaboration with PHS is for PHS to provide expertise, data and evidence, as well as facilitating access to networks and partners.
- 3.9 Proposed areas of collaborative work are set out in **Appendix 1** to the Memorandum of Understanding.

### **Strategic Partnership Agreement**

- 3.10 The aim and purpose of the strategic partnership agreement is to develop a learning system to improve population health and reduce health inequalities across the North East of Scotland.
- 3.11 The draft agreement (Appendix 1) outlines a shared vision, values of the partnership, how the organisations will work together within the remit of the agreement, and high-level objectives which give an indication of areas the agreement will focus on.
- 3.12 Scotland continues to face significant population health challenges: stalling (and in some groups falling) health life expectancy, and pre-pandemic widening levels of inequality, further exacerbated by Covid-19. Additionally, the pandemic has further increased demand on health and care services. Improving health requires improved system sustainability and, even more critically, improved outcomes in the wider factors that create health – good early years, learning, jobs, income and supportive communities.
- 3.13 The recent Health Foundation report 'Leave no one behind' emphasises the need for collective action. Specifically, to effect impactful change to tackle inequalities will require practical up and downstream collaboration and action across all parts of the delivery system, and from the public.



- 3.14 We are fortunate to have strong partnerships across public agencies, private and third sectors and communities in the North East. However, as set out above, some of the population health challenges we are grappling with are significant and worsening.
- 3.15 The Director of Public Health (DPH) Annual report 2022 sets out the following four key threats to population health and action we can collectively take together to break the cycle of widening health inequalities:-
- higher cost of living;
  - increase in need in demand for health, social care and community support services;
  - infectious diseases; and
  - climate change

The report recognises the strength of our partnerships and highlights where we are already working well together to tackle these challenges. However, greater action is required.

- 3.16 In response to these significant population health challenges and to reverse current trends, public sector leaders from across the North East have considered how we can create a system of public health learning to reverse current trends. This is referred to as the North East Population Health Alliance (NEPHA). Recognising that systems of governance are firmly embedded within and across our organisations already, the NEPHA is instead intended as an action learning forum for exploring challenges together, testing solutions, and bringing together our collective knowledge with data and evidence to enable more powerful conversations and effective action.
- 3.17 Public Health Scotland has a leadership role in, and contributes to, all of Scotland's public health priorities and will focus on three areas: preventing disease, prolonging healthy life, and promoting health and wellbeing.
- 3.18 Public Health Scotland's Strategic Plan sets out a clear commitment to collaborative working in recognition that no one organisation or profession can address Scotland's public health challenge.

#### **4. ASSESSMENT**

- 4.1 The aim of this agreement is to share expertise and collaborate where there is added value to doing so, for the benefit of the people of the North East of Scotland. The agreement provides an opportunity to align the collective ambition of the NEPHA with the strategic aims of Public Health Scotland.
- 4.2 The agreement aims to facilitate collaboration between PHS and the NEPHA (comprising the nine respective organisations) to share and learn about key issues to build on our collective knowledge, share insights and use our collective capacity to improve population health outcomes. Specifically, the shared objective of the agreement is to *improve population health and reduce inequalities across the North East of Scotland.*

- 4.3 As the partnership matures, our work together will inevitably change. Following assessment of need, PHS and NEPHA (comprising the respective nine organisations) will agree shared priorities. In year one, six high-level themes will be explored with a view to developing more detailed objectives over the life of the strategic agreement. These are:
1. Develop a learning system that explores the challenges faced by the North East of Scotland, tests solutions, and implements what works at scale and pace.
  2. Form collective knowledge, data, and evidence to shape more powerful collective conversations and action to achieve the vision of thriving communities living fulfilled lives.
  3. Developing common data governance and system models to enable findable, accessible, interoperability and reusable data to support research, policy development and operational delivery such as the Persons at Risk Database (PARD) and local use of common identifiers, including CHI.
  4. Collaboration on the commissioning and conduct of research on the wider determinants of health across the north east and the application of knowledge to practice locally and nationally.
  5. Development of a baseline of prevention activity within the region with a view to establishing some targets for growth in activity.
  6. Child poverty, the Drugs Mission and the eradication of homelessness will appear in detailed work plans because the commitment is established at a national and local level, and therefore we can maximise the tripartite collaboration on the achievement of these commitments.
- 4.4 The agreement is currently out for review and sign off by late summer 2023 across the respective governance structures of the organisations comprising the NEPHA. During this time the agreement is subject to minor amendments as it moved through organisational approval processes. A final version comprising all feedback will be shared with all organisations once the process of signing off has concluded.

## 5. **SUMMARY OF IMPLICATIONS**

- (a) **Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))**  
Working closely with PHS to enhance the understanding of communities and shape priorities to increase healthy life expectations and reduce health and inequalities is consistent with three out of four of the current Corporate Plan and all three of the priorities of the LOIP.
- (b) **Policy and Legal**  
As identified in this report Scotland faces a continued and significant population health challenges. This collaboration is to provide supporting data and evidence to assist the respective partners in their collective endeavour to respond to national policy commitments to improve the wellbeing of individuals, families and communities; support children and young people and the most vulnerable in our communities.

**(c) Financial implications**

None.

**(d) Risk Implications**

None

**(e) Staffing Implications**

The aim of the Agreement is to facilitate collaboration to share and learn about key issues to build a collective knowledge, share in-sights and use collective capacity to improve health outcomes which should be in the scope and remit of most of the staff of the nine partners involved in this collaboration. There may be other staff of where collaboration may have a marginal impact in terms of their current roles and remits.

**(f) Property**

None

**(g) Equalities/Socio-economic impact**

The aim of this collaboration is to provide data and evidence with the objective of improving health and wellbeing and reducing health and inequalities across the North East of Scotland.

**(h) Climate Change and Biodiversity Impacts**

None

**Consultations**

This report has been prepared in consultation with the Depute Chief Executives and Heads of Service.

**6. CONCLUSION**

- 6.1 The Strategic Partnership Agreement or Memorandum of Understanding (MOU) is a commitment between the North East Population Health and PHS to work together with the objective of developing improved population health and reduce health inequalities across the North East of Scotland. The attached MOU sets out the terms of the Agreement, including the background to PHS and the North East Alliance. This presents an opportunity not only to continue working with a common purpose across the North East, but to work alongside PHS in a much more integrated way. The draft MOU may be subject to minor changes and the Chief Executive will advise the Council Leader and Depute Leader of any changes prior to signing. If the changes are substantial, then a further draft will be brought back to a formal Council/Committee meeting prior to any decision agreeing it.**

Author of Report: Roddy Burns, Chief Executive

Background Papers:

Ref: SPMAN-1108985784-885

SPMAN-1108985784-888





# **Draft strategic partnership agreement**

**Public Health Scotland and the North East Population Health Alliance**

Date: 16 June 2023

Version: DRAFT V1.5

## Purpose

This strategic partnership agreement is a commitment between the North East Population Health Alliance (NEPHA) and Public Health Scotland (PHS) to work together with the objective of developing a learning system to improve population health and reduce health inequalities across the North East of Scotland.

This agreement outlines our shared vision, the value of this partnership, how we will work together and some indicative areas we will work together on. As our partnership matures, our work together will inevitably change.

## Terms of agreement

The strategic partnership agreement will be effective from August 2023 and will run until August 2026 and will be reviewed annually.

## National strategic context

Scotland has a robust and comprehensive national public health strategy that aims to improve the health and well-being of its population. The national strategic context for public health in Scotland is set out in several key documents, including:

1. **Scotland's Public Health Priorities:** This document outlines Scotland's key public health priorities, including reducing health inequalities, improving mental health and well-being, and tackling the underlying causes of ill health such as poverty, obesity, and smoking.
2. **Public Health Outcomes Framework:** This framework sets out the key outcomes that Scotland aims to achieve through its public health policies and interventions. These outcomes include improvements in life expectancy, reductions in premature mortality, and improvements in health-related quality of life.
3. **Scotland's Health and Social Care Delivery Plan:** This plan outlines the actions that the Scottish government will take to deliver its health and social care priorities, including those related to public health.
4. **Scotland's Diet and Healthy Weight Delivery Plan:** This plan sets out the actions that Scotland will take to improve the diet and weight of its population, including promoting healthy eating and physical activity.

5. Mental Health Strategy: This strategy outlines Scotland's approach to improving mental health and well-being, including prevention, early intervention, and treatment.

The Care and Wellbeing Portfolio is the overall strategic reform policy and delivery framework within Health and Social Care. It brings oversight and coherence to the major health and care reform programmes designed to improve population health, address health inequalities and improve health and care system sustainability.

Scotland continues to face significant population health challenges: stalling (and in some groups falling) healthy life expectancy, and widening levels of inequality, exacerbated by COVID-19. In addition, the pandemic has further increased demand on health and care services. Improving health requires improved system sustainability and, even more critically, improved outcomes in the wider factors that create health – good early years; learning, jobs; income; and supportive communities.

The Portfolio provides an opportunity to take a systematic approach to planning and delivering care and wellbeing. Portfolio objectives focus on coherence, sustainability and improved outcomes both within health and care, and across government, with the overall goal of improving population health and reducing health inequalities.

Furthermore, the recent Health Foundation report 'Leave no one behind'<sup>i</sup> clearly highlights that despite undoubted policy ambition, effective implementation has fallen short with inequalities persisting and growing across Scotland. Most importantly, the report recognises that change requires practical, up and downstream collaboration and action across all parts of the delivery system and from the public. More than ever this emphasises the need for collective action.

## Public Health Scotland context

'A Scotland where everybody thrives' is the overarching ambition of Public Health Scotland's Strategic Plan 2022–2025, which focuses on increasing healthy life expectancy and reducing health inequalities.

The Strategic Plan sets out a clear commitment to collaborative working in recognition that no one organisation or profession can address Scotland's public health challenge. Public Health Scotland has a leadership role in, and contributes to, all of Scotland's public health priorities. Public Health Scotland will focus on three areas:

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<sup>i</sup> <https://www.health.org.uk/publications/leave-no-one-behind>

- Prevent disease
- Prolong health life
- Promote health & wellbeing

## The North East Population Health Alliance Context

We are fortunate to have strong partnerships across public agencies, private and third sectors and communities in the North East with many examples of good practice and innovation to address this complex agenda. However, compounded by the pandemic, some of the population health challenges we are grappling with are significant and in places worsening.

The [2022/23 DPH Annual Report](#) sets out four key threats to population health and action we can collectively take together to break the cycle of widening of health inequalities. The report recognises the strength of our partnerships in the North East and where we are already working well together to tackle these challenges. However, with health gains stalling and health inequalities widening across the North East greater action is required.

There is no single blueprint for a local population health approach. Learning and adapting from our experiences and that of others, leaders in the North East of Scotland are looking at how we can create a system of public health learning across and within our partnership arrangements to reverse current trends. We have called this the North East Population Health Alliance in recognition of our collective responsibility. The North East Population Health Alliance currently comprises nine partners; NHS Grampian, Aberdeen City Council, Aberdeen City Health & Social Care Partnership, Aberdeenshire Council, Aberdeenshire Health & Social Care Partnership, Moray Council, Health & Social Care Moray, Scottish Fire and Rescue Service, and Police Scotland.

The North East Population Health Alliance is not intended to be a governance group, as we have governance mechanisms embedded in our system already, but a forum for ensuring that we develop a learning system that explores our challenges together, tests solutions, and 'what works' is implemented at scale and at pace. Over the next three years we plan to work with a growing and diverse membership from across different sectors, communities and determinants of health. Through bringing our collective knowledge together with data and evidence we want to shape and enable more powerful collective conversations and action to achieve our vision of thriving communities living fulfilled lives.



## Vision

The vision of the North East Population Health Alliance has been established through discussions with the North East Population Health Alliance membership. The vision is to have flourishing communities, living fulfilled lives. The North East Population Health Alliance has a joint commitment that: together we will share collective responsibility for the durability of the North East. We will develop and refine this as our membership grows.

## Value of collaboration

The aim of this collaboration is to share expertise and collaborate where there is added value to do so for the benefit of the people of the North East of Scotland. The NEPHA and PHS will work collaboratively to ensure that any outputs from the NEPHA are disseminated widely, to promote learning and sharing. We will collaborate to share and learn about key issues to build our knowledge, share insights and use our collective capacity to improve population health outcomes.

PHS will support the NEPHA by working with the health and care system in the North East of Scotland, the north east local authorities and other partners to collectively provide expertise, data, and evidence, as well as facilitating access to relevant networks and partners.

## Partnership governance

The NEPHA is not intended to be a governance group in itself, but a forum for ensuring that a learning system is developed and implemented. The governance mechanisms already embedded within and across the system will continue to operate as they do.

The NEPHA will be open to members from different sectors, communities, and determinants of health, with the aim of promoting diversity and inclusivity.

The NEPHA will lead the development of the learning system, and will be responsible for ensuring that the NEPHA meets its objectives.

The partnership between the NEPHA and PHS will be underpinned by a set of shared principles:

|  |   |
|--|---|
| <p><b>I will... use my position</b></p> <ul style="list-style-type: none"> <li>✚ Use my position, power and influence for North East wide objectives</li> <li>✚ Use my networks for wider gains, constantly looking for opportunities to improve</li> <li>✚ Proactively involve the community in finding solutions</li> </ul>  | <p><b>I will... work with the North East family</b></p> <ul style="list-style-type: none"> <li>✚ To promote a system mindset and to relentlessly focus on health inequalities at all levels</li> <li>✚ Shift system conversations to focus on maximising wellbeing</li> <li>✚ To better use and share data and allocate resources to support our ambitions</li> </ul>   |
| <p><b>I will... help my organisation to</b></p> <ul style="list-style-type: none"> <li>✚ Define success as outcomes for collective health goals, not solely organisational success and minimising unintended consequences</li> <li>✚ Being clear on priorities, and using knowledge and data more consistently to support better outcomes, experience and value</li> <li>✚ Work more with communities through equality, diversity and inclusion</li> </ul> | <p><b>I will... help sustain efforts over time</b></p> <ul style="list-style-type: none"> <li>✚ By seeing ourselves as a family focused on being a healthier region, celebrating success and promoting local practice, support scale-up and sharing</li> <li>✚ By helping create a collaborative system that rewards contribution to shared objectives not just organisational ones</li> <li>✚ Helping flow to where it is most needed with communities, speaking up about equality, diversity and inclusion</li> </ul> |

The NEPHA and PHS will maintain the confidentiality of any information shared between them in accordance with relevant laws and regulations. The NEPHA and PHS may agree to share information with third parties, but only with the prior consent of the other party.

This agreement does not constitute a legally binding agreement between the NEPHA and PHS, but rather a statement of intent to collaborate.

The NEPHA and PHS will operate for a period of three years, at which point it will be evaluated.

## Monitoring, evaluation and impact measurement

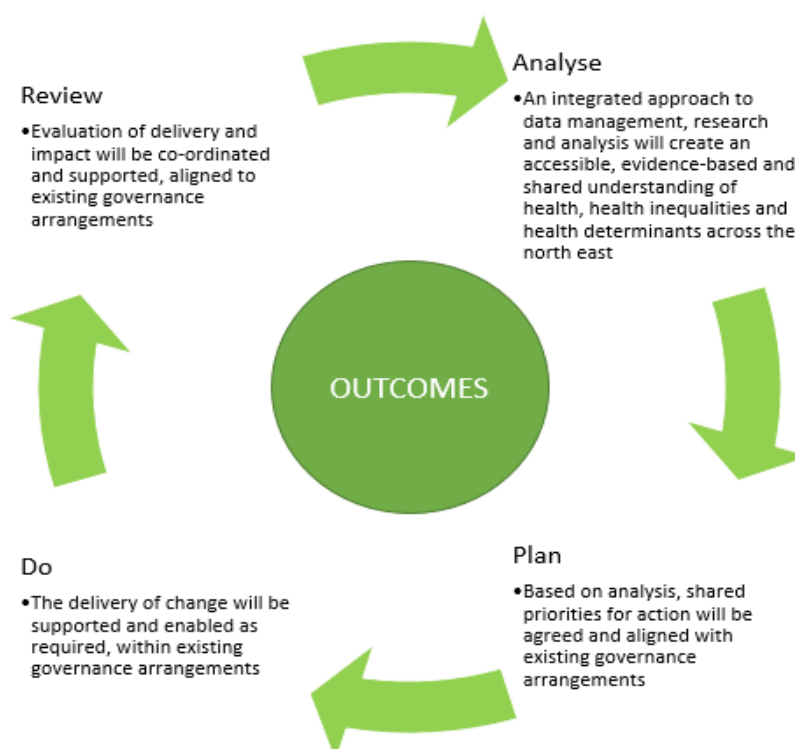
The shared objective of this MoU is to improve population health and reduce health inequalities across the North East of Scotland.

To do so will require the NEPHA and PHS to collectively create the conditions to build relationships, create, acquire and transfer knowledge, and co-design experiments/ explorations/ modifying behaviour/ changing system to reflect new knowledge and insights through shared research and evaluation.

This requires a focus on data capture / understanding the system to generate knowledge, aid decision making and turn knowledge into action to achieve better outcomes. Monitoring and evaluation, therefore, will focus on:

- A. The extent to which the key elements of a learning system have been implemented through the strategic partnership considering the following questions:
- Is this happening in the way we intended?
  - How do respective partners undertaking the work of the learning cycles account for that work?
  - How are we ensuring we are learning together?
  - To what extent is our work together aligned to our shared principles?

At the heart of learning as a management strategy is enacting a process of understanding and experimenting with complex systems to try and get those systems to produce a different pattern of results (or outcomes)<sup>ii</sup>. We will use learning cycles to collectively plan and organise this work, and form collective knowledge through research and evaluation which will feed into these learning cycles.



<sup>ii</sup> <https://www.centreforpublicimpact.org/assets/pdfs/hls-practical-guide.pdf>

- B. The impact of the learning system on health and health inequalities
- How have health outcomes changed across the north east?
  - How have health inequalities changed across the north east?
  - To what extent have the prioritised actions agreed by the NEPHA been delivered and what has been the impact?

## Resources

Proposed areas of joint work are described in appendix 1.

Fulfilment of the strategic partnership agreement will be dependent on the commitment of dedicated resource from both the NEPHA and PHS. This involves:

1. General principle of sharing knowledge, skills and expertise in order to enable the collective contribution against the agreed joint areas of work
2. Dedicated time from the NEPHA and PHS membership and identified staff to contribute and engage in regular Alliance meetings.
3. Establishment of a core team to develop the partnership and enable the achievement of the collective contribution against the identified joint areas of working
4. Further internal exploration of data held across the NEPHA partners and PHS is required in order to determine what and how data can be shared and utilised.
5. Capacity from NEPHA partners and PHS including data, evidence, research, evaluation, communications and marketing functions to be identified as part of a more detailed planning of joint actions. (This may include secondment opportunities across partner organisations to support skills development, knowledge sharing and transfer, and deployment of specialist skills for the purposes of achieving shared objectives.)

## Appendix 1

### Proposed areas of joint work

This agreement will facilitate the establishment of a forum for the NEPHA and PHS to collaborate and share knowledge to improve population health and reduce health inequalities across the North East of Scotland. Following assessment of need and understanding of activity across the system the NEPHA and PHS will agree shared priorities. The following high-level themes will be explored in year one with a view to developing more detailed objectives:

1. Develop a learning system that explores the challenges faced by the North East of Scotland, tests solutions, and implements what works at scale and pace.
2. Form collective knowledge, data, and evidence to shape more powerful collective conversations and action to achieve the vision of thriving communities living fulfilled lives.
3. Developing common data governance and system models to enable findable, accessible, interoperability and reusable data to support research, policy development and operational delivery such as the Persons at Risk Database (PARD) and local use of common identifiers, including CHI.
4. Collaboration on the commissioning and conduct of research on the wider determinants of health across the north east and the application of knowledge to practice locally and nationally.
5. Development of a baseline of prevention activity within the region with a view to establishing some targets for growth in activity.
6. Child poverty, the Drugs Mission and the eradication of homelessness will appear in detailed workplan because the commitment is established at a national and local level, and therefore we can maximise the tripartite collaboration on the achievement of these commitments.

## Strategic partnership agreement August 2023

We agree and accept this strategic partnership agreement between:

Public Health Scotland, **<add address>**

and: The North East Population Health Alliance (comprising NHS Grampian, Aberdeen City Council, Aberdeen City Health & Social Care Partnership, Aberdeenshire Council, Aberdeenshire Health & Social Care Partnership, Moray Council, Health & Social Care Moray, Scottish Fire and Rescue Service, and Police Scotland)

### Public Health Scotland

|            |  |
|------------|--|
| Name:      |  |
| Position:  |  |
| Signature: |  |
| Date:      |  |

### **<insert NEPHA partner organisation name>**

|            |  |
|------------|--|
| Name:      |  |
| Position:  |  |
| Signature: |  |
| Date:      |  |



## Your Moray

**REPORT TO: COMMUNITY PLANNING BOARD ON 20 SEPTEMBER 2023**

**SUBJECT: NOMINATIONS FOR CHAIR**

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

### **1. REASON FOR REPORT**

1.1. To invite the Board to consider the nominations and elect a Chair.

### **2. RECOMMENDATION**

2.1. **It is recommended that the Board approve the nomination(s) received and elect a Chair for a period of 12 months.**

### **3. BACKGROUND**

3.1. At the meeting of the Board on 17 May 2023 (paragraph 8 of the minute refers), the Board agreed that nominations for the Chair be submitted and a report brought to this meeting.

3.2. The Chair rotates around the partner agencies every 12 months. Moray Council currently has the Chair through Councillor Robertson.

3.3. The nomination for Chair is:

- Adam Coldwells, NHS Grampian Deputy CEO

3.4. As Mr Coldwells is currently the Depute Chair for the Community Planning Board, nominations for a new Depute will need to be sought if the Board agree to his appointment as Chair.

### **4. CONSULTATIONS**

4.1. The Chief Executive, the Depute Chief Executive (Education, Communities and Organisational Development), and the Head of Governance, Strategy and performance have been consulted and any comments received have been incorporated into this report.

### **5. CONCLUSION**

**5.1. The Board is asked to approve the nomination, elect a Chair and to consider nomination of a Depute Chair if required.**

Author of Report: Lindsey Robinson, Committee Services Officer

Background Papers:

Ref:

SPMAN-2045703626-296 / SPMAN-2045703626-295