



COMMUNITY LED LOCAL DEVELOPMENT

Angus Local Development Strategy

2014-2020

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Angus Local Action Group and Fisheries Local Action Group

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GLOSSARY:

EAFRD	European Agricultural Fund for Rural Development
EMFF	European Maritime and Fisheries Fund
EC	European Commission
EU	European Union
CLLD	Community Led Local Development
LDS	Local Development Strategy
LAG	Local Action Group
LP	Lead Partner
SG	Scottish Government
SRDP	Scottish Rural Development Programme
FLAG	Fisheries Local Action group

This Strategy has been produced by and on behalf of the Angus Shadow Local Action Group

Executive Summary

Angus is an area of approximately 842 square miles (2,180.8 square kilometres) and can be divided into three geographic areas, each of which varies significantly in population, landscape and land use: the coast, Strathmore valley and the Glens. Angus has approximately 116,200 residents¹. Almost two thirds of the population live in the coastal area of Angus, approximately one third in the Strathmore valley and just a small percentage in the Glens²

A SWOT analysis was developed using information from local consultation and engagement events and desk based research to identify the area's strengths, weaknesses, opportunities and threats. The SWOT framework was used to develop the LDS, its overarching aims, strategic objectives and outline the scope for potential actions.

The Angus Local Action Group (Angus LAG)³ has led the development of the Angus Local Development Strategy (LDS) to deliver European Agricultural Fund for Rural Development (EAFRD) - LEADER and European Maritime & Fisheries Funds (EMFF). The Angus LAG is an autonomous partnership organisation with representation from the public, private and community/voluntary sectors.

A separate Fisheries Local Action Group (FLAG) will be established to assess and recommend projects for approval. Representatives from the FLAG will also sit on the Angus LAG to ensure coordination and implementation of the Angus LDS.

The over-arching aim of the Angus Local Development Strategy is:

To work in partnership to create more prosperous and more resilient communities which are better places in which to live and work.

The LDS will focus on four strategic objectives

- To build community capacity by supporting local development and networking in partnership with others to develop skills and experience that the community can draw on in developing a sustainable future for itself
- To improve connectivity and transport by enabling economic and social activity and ensuring that communities and their residents and businesses can get access to opportunities and services and gain full benefit from web-based services and networks
- To develop community assets and facilities by helping to secure, improve and promote them to enhance quality of life and opportunities
- To strengthen local economies by creating opportunities to develop local vocational skills, encourage business start - up and growth and the creation of new jobs.

EAFRD and EMFF funds will support locally led projects that will implement the LDS and benefit the people of Angus through four strands of funding under the Angus LDS

- LEADER Open fund to support building community capacity, improving connectivity, developing community assets & facilities and strengthening the local economy.
- LEADER Small Rural Business Grants - to support micro businesses and farm diversification

¹ ONS mid-year population estimate, 2012

² State of the Environment, Report for Angus 2011

³³ The current LAG is a Shadow LAG and a new Angus LAG will be appointed in Autumn 2014 to take the Programme forward

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- LEADER Cooperation grants - to develop cooperation activity between LAGS in Scotland the UK and Europe
- EMFF - to support the fisheries sector

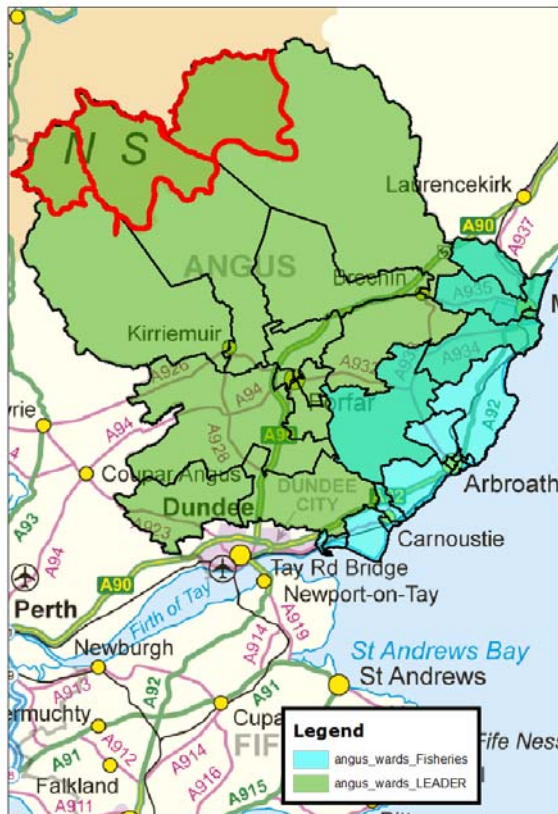
The Angus LAG and FLAG will be represented on the the Economic Development Partnership and the Angus Community Planning Partnership

The Angus LDS links directly to the Angus Community Plan (2013-2016) and the Single Outcome, The Angus Economic Development Strategy 2014-2020 and other national strategies

Section 1: Introduction

This Integrated Local Development Strategy for 2014 – 2020 has been developed by the Angus Local Action Group and is based on the outcomes of stakeholder engagement activities, the lessons from the previous LEADER and EMFF programmes and a desk based analysis of the issues facing rural and coastal Angus.

The strategy is set within the framework of the national and regional priorities of the 2014-2020 CLLD programme for Rural Development and Marine and Fisheries, and rooted in the LEADER method.



The geographical area covered by the 2014-20 LDS covers all of Angus excluding the north-western margin of the area that lies within the Cairngorms National Park, which will be part of the Cairngorms LEADER programme. Figure 1 below shows the areas involved.

The 2014-20 Angus LDS will cover the rural LEADER and EMFF Fisheries areas, which were separated under the 2007-13 Programme. The single LDS will deliver EAFRD – LEADER and EMFF funds. EMFF funds will be focused on the coastal area around Arbroath. LEADER funds will cover all of rural Angus. Projects in towns with a population of over 10,000 may be eligible for support if they can demonstrate benefits to the wider rural area.

Figure 1 Past Boundaries of LEADER and EMFF Axis 4 Programmes in Angus are shown. Note that some wards featured in both the LEADER and EMFF Axis 4 programmes are shown. The Angus LDS will cover the whole of Angus excluding the Cairngorms National Park area

The area analysis, based on research and consultations, identifies the main issues and opportunities confronting the rural and coastal communities of Angus (Section 2). This, together with an analysis of the stakeholder engagement outcomes has been used to develop a SWOT analysis (Section 4), which has formed the basis for the development of the strategic objectives and outlined the scope for potential project activity (Section 5).

Stakeholder engagement in Angus involved representatives from public bodies, third sector organisations, special interest groups, local community groups, individuals and members of the Rural Tayside LAG and Angus FLAG.

Section 2: Angus - The area and Socio-Economic Profile

The area

Angus is an area of approximately 842 square miles (2,180.8 square kilometres)

- The coast with seaside towns and the national/international commercial harbour of Montrose: this coastal strip also contains some of the most fertile agricultural land in Scotland – focusing on soft fruit and field vegetables
- The Strathmore valley of fertile agricultural land and market towns
- The scenic yet “fragile” glens to the North. The heads of the glens are in the Cairngorms National Park.

The three geographic areas of Angus (Coast, Strathmore Valley and Angus Glens) vary significantly in their population, their landscape and their land use.

Angus has approximately 116,200 residents⁴. The population and commerce centres are the seven towns of Arbroath, Forfar, Montrose, Carnoustie, Brechin, Monifieth and Kirriemuir. Almost two thirds of the population live in the coastal area of Angus, approximately one third in the Strathmore valley and just a small percentage in the Glens⁵. The population of the area in datazones is presented in Figure 11 (page 68).

With its mix of highlands, fertile valleys, rugged coastline and historic towns and villages, Angus is a highly productive area of outstanding natural beauty.

Dundee and Angus College has gained national recognition for excellence. The area offers first-class entertainment and recreation facilities with easy access to the adjacent cities of Dundee and Aberdeen and the extensive facilities they have to offer.

Angus enjoys the benefits of modern living, as well as tangible links with a colourful and historically significant past and can lay claim to being “Scotland’s Birthplace”.

The current connectivity includes the main East Coast Trunk road (A92) providing excellent links both North and South, a regional airport in Dundee, the port of Montrose which provides deep water berths serving offshore oil and gas and potentially renewable installations and Arbroath which harbours a marina and pelagic fishing craft and finally the main East Coast rail line with stations in Monifieth, Carnoustie, Arbroath, and Montrose.

The urban/rural make-up of Angus is notable for its lack of extremes. The small percentage of large urban area results from the parts of Dundee that are in Angus and there is only a very small percentage of remote rural area. As remarked in the 2010 Angus Economic Digest, Angus as a whole is “*regarded as neither remote rural nor urban*”.

⁴ ONS mid-year population estimate, 2012

⁵ State of the Environment, Report for Angus 2011

	<i>Large urban (%)</i>	<i>Other urban (%)</i>	<i>Accessible small towns (%)</i>	<i>Remote small towns (%)</i>	<i>Accessible rural (%)</i>	<i>Remote rural (%)</i>
Angus	7.8	52.9	11.6	0.0	27.0	0.8
<i>Scotland</i>	<i>39.1</i>	<i>30.4</i>	<i>8.7</i>	<i>3.7</i>	<i>11.6</i>	<i>6.5</i>

Table 1: *Urban Rural Classification, 2011-20266 - proportion of the population classified in each of six urban/rural categories.*

While over half of the population live in urban settlements, the rural data zones comprise a significant proportion of the geographic area of Angus (Figure 12 page 69) and there is a much larger percentage of the population living in accessible rural areas in Angus than in Scotland overall. The importance of towns maintaining and building strong relationships with their rural hinterland is essential for ensuring that rural Angus can continue to develop. Despite the lack of extremes in terms of urban/rural classification, the density of the population is highly variable across the different datazones (Figure 13, page 72).

Socio Economic profile

The most significant of the issues and trends identified in the socio-economic profile are:

The demographic profile of rural and coastal communities continues to change with proportionately more older people and fewer younger people.

This situation is being exacerbated by the rapid decline in employment in agriculture and young people's difficulties in finding affordable housing and work that can be reached by regular, affordable public transport

There has been a steady decay in critical aspects of community sustainability, particularly in smaller communities, with the loss of local shops, services and sometimes schooling.

There has been a rapid rise in migrants from eastern European Accession States coming to Angus to live and work and the evidence is that they are filling some vital gaps in the labour market.

Rural communities are at an increasing handicap as the use of broadband for public service delivery (eg Universal Job Match), health self-management, shopping and working becomes ever more significant.

For a long time there was a significant gap between the employment rate in Angus and the rate in Scotland – although wages have been lower. However, as elsewhere the employment rate fell with the recession after 2008, and the gap between Angus and Scotland has narrowed.

The largest single employment sector is public service and the proportion has been increasing. Given the likelihood of sustained reductions in funding and employment in this sector this provides a significant threat across Angus.

Other key points arising from the analysis are set out under the four headings: The place; people; employment, skills and earnings; and the economy.

⁶ *Scottish Government Urban Rural Classification, 2011-2012*

The Place

Although linking the towns in Angus well, in rural areas, particularly the glens, accessibility through the bus services remains very challenging. The 2012 Angus Economic profile also notes that high fares for public transport can be problematic for some people on lower income.

The overall deprivation measure from the SIMD shows deprivation hotspots focused in and around the townships, including the coastal townships.

An important consideration for rural areas in Angus is Geographic Access deprivation, with nearly a quarter (24.6%) of the datazones in Angus amongst the 15% most access deprived in Scotland.

Continued improvements in access to broadband across Angus will be important for maximising the impact that business and community organisations can have in rural and fisheries areas.

The diverse landscape and environment in Angus is host to a diverse set of habitats and species, with 38 recognised national and international natural heritage sites. This includes Sites of Special Scientific Interest across Angus, such as the Montrose Basin, Auchterhouse Hill and Monifieth Bay.

There are also a number of cultural heritage sites, including almost 400 Scheduled Ancient Monuments, and there are over 200 listed buildings. Over 90 buildings are listed on the 2009 "Buildings at Risk" register, with residential and farming buildings being the most numerous amongst these.

- The Angus Council State of the Environment report highlighted the following factors in Angus's environment which were worsening in 2011:
- Quality of lochs
- Flooding
- Nitrate vulnerable zones
- Potentially contaminated land
- Traffic volume in Angus
- Mode of traffic to work in Angus
- Angus' changing climate
- Extreme weather events in Angus
- Waste arising in Angus
- Climate change is of central importance for the environment - some of the probable major changes to the landscape could be more intense agricultural activity due to improved climate conditions (drier, warmer summers and longer growing season) but increased risk from coastal flooding due to sea level rises.
- Average house prices in Angus (149,936 for Oct-Dec 2013) remain below the Scottish average. As in other parts of Scotland, first time buyers in Angus are finding it more and more difficult to buy property⁷. Nearly half of houses built between 2002 and 2006 in Angus were sold to people from outside Angus.

The People

Like the rest of Scotland, Angus has an ageing population; the median age of both males (43) and females (45) are higher than for Scotland and in Angus more than 10% of the population are 65 or over, compared to approximately 8% over Scotland.

⁷ Angus Economic Digest 2010

In Angus, the decrease in the proportion of working age population could mean that there is a shortage of local labour to meet employment needs. Further, the rise in the number of older people could mean increased pressure on services.

There is a strong sense of Scottish identity in Angus, with nearly 67% identifying themselves as Scottish only (compared to 62% across Scotland)

There is a large population base in Angus – nearly half of all residents (49%) - that have resided in the UK for more than 10 years, compared to only 37% across Scotland

In recent years (2009-2011) there has been an average net influx of 230 people migrating to Angus per year (3628 in, 3398 out). Young people (16-29) are the biggest movers, both into and out of Angus.

An interesting and important indicator which reflects the recent trend for migration to Angus is the number of pupils with English as an additional language in Angus, which has shown a rapid and continued year-on-year increase in recent years, with no sign of slowing up to 2012. Since 2007, this figure has increased in Angus by a factor of 3.5 – the highest increase of any Local Authority in Scotland.

The importance of migrant workers to the rural economy in Angus must not be underestimated; the types of jobs that migrant workers take up have often been low skilled jobs in agriculture, tourism, hospitality and food processing sectors and in rural areas⁸.

Employment, Skills and Earnings

The employment rate remains higher in Angus than the rest of Scotland, although there has been a marked reduction in the last few years, from nearly 78% in 2009 to 73% in 2013. Importantly, the gap between the Angus's generally high employment rate and Scottish employment rate has narrowed since 2007.

The qualifications profile of people in Angus as a whole is similar to Scotland.

The proportion of working age people with qualification across all levels in Angus has been increasing since 2007.

The proportion of employed people in Angus who work in skilled trades occupations (14.7%) is notably higher than the figure of 11.1% for Scotland.

Along with the higher proportion of people working in jobs which require lower qualifications, people living and working in Angus earn less than others in Scotland.

Although wages have been increasing in Angus recent years, the rate of increase since 2007 has fallen short of the national increase.

Wages in the food and drink and tourism sectors have been highlighted as being particularly low in Angus.

In 2013 the overall positive destination rate of school leavers in Angus was 94.7%; the fifth highest of all Scottish Local Authorities and higher than the Scottish average of 91.4%. This is notably higher than the 89% recorded in 2010/2011.

The proportion of school leavers in Angus who are unemployed and seeking employment is only 4.1%, a dramatic reduction from 9% in 2010/2011.

Of the 32 Local Authority areas, Angus has only the 19th highest proportion of working age people claiming any benefits overall.

Across Angus, there are pockets of high proportions of the population who claim JSA (particularly in and around the towns).

⁸ *Angus Economic Digest 2010*

The Economy

Angus still lags behind the national number of active enterprises per 10,000 people aged 16 or over.

There is a larger proportion of small businesses in Angus than in Scotland overall, and the proportion of VAT registered businesses that are micro-businesses is higher in Angus than in Scotland.

In terms of the proportion of all employees employed by small or medium enterprises, Angus is much higher than Scotland overall.

The Angus Economic Profile 2012 highlights tourism, food and drink, retail, manufacturing, renewable energy, the service sector and agriculture as Angus's dominant economic sectors.

The Angus Economic Digest in 2010 highlighted that "*the Angus economy has been slow to embrace new opportunities*", and identifies opportunities for employment in forestry, food and drink, tourism, biotechnology and life sciences, digital media, creative industries and contact centres.

34% of all employees are employed in public administration, education and health; 2.8% higher than the Scottish figure. In light of rapid shrinking of the public sector workforce across Scotland, Angus could face significant employment challenges.

Since 2007, the proportion of working age people in employment working in the construction industry has fallen by over 5%, exceeding the drop of 2.4% experienced across Scotland overall.

In terms of the proportion of Angus' workforce, the agriculture and fishing sector is small but important in Angus. In 2007 there were approximately 1,800 people (3.4% of the working age population) who worked in agriculture or fishing; this has now dropped by around one third to a figure of only 1,200 people (2.5%).

The Angus Economic Profile 2012 highlights the growth of the Renewables sector as a key opportunity. This will require new or higher level skills and this pattern is repeated elsewhere (e.g. with agricultural jobs requiring greater numeracy and IT skills) and in general those looking for work will need higher skills for the kinds of jobs that are most likely to be created.

Section 3: Stakeholder Engagement – Identifying Issues

The LDS has been developed by an Angus Shadow Local Action Group.

Representation was invited and drawn for from the following organisations representing public, private and voluntary/community organisations

- Forestry Commission Scotland
- Scottish Enterprise
- VisitScotland
- Dundee & Angus College
- Volunteer Centre Angus
- Angus Countryside Initiative
- Angus Glens Broadband Group
- Brechin & Area Partnership
- Kirriemuir Community Council
- Rural Environment Strategic Partnership
- Dundee & Angus Chamber of Commerce
- Federation of Small Businesses (Dundee and Angus)
- Rural Tourism Leaders
- Montrose Community Council
- Auchterhouse Community Council
- Friockheim & District Community Council
- Angus Council
- Montrose Harbour Board
- Arbroath & District Static Gear Association

It was agreed that Shadow LAG members (which includes representation from the Angus FLAG) would be asked to register an interest in continuing to represent their organisation prior to establishing the first formal Angus LAG.. A registration process would be implemented so that other organisations or co-opted individuals could express an interest in becoming involved.

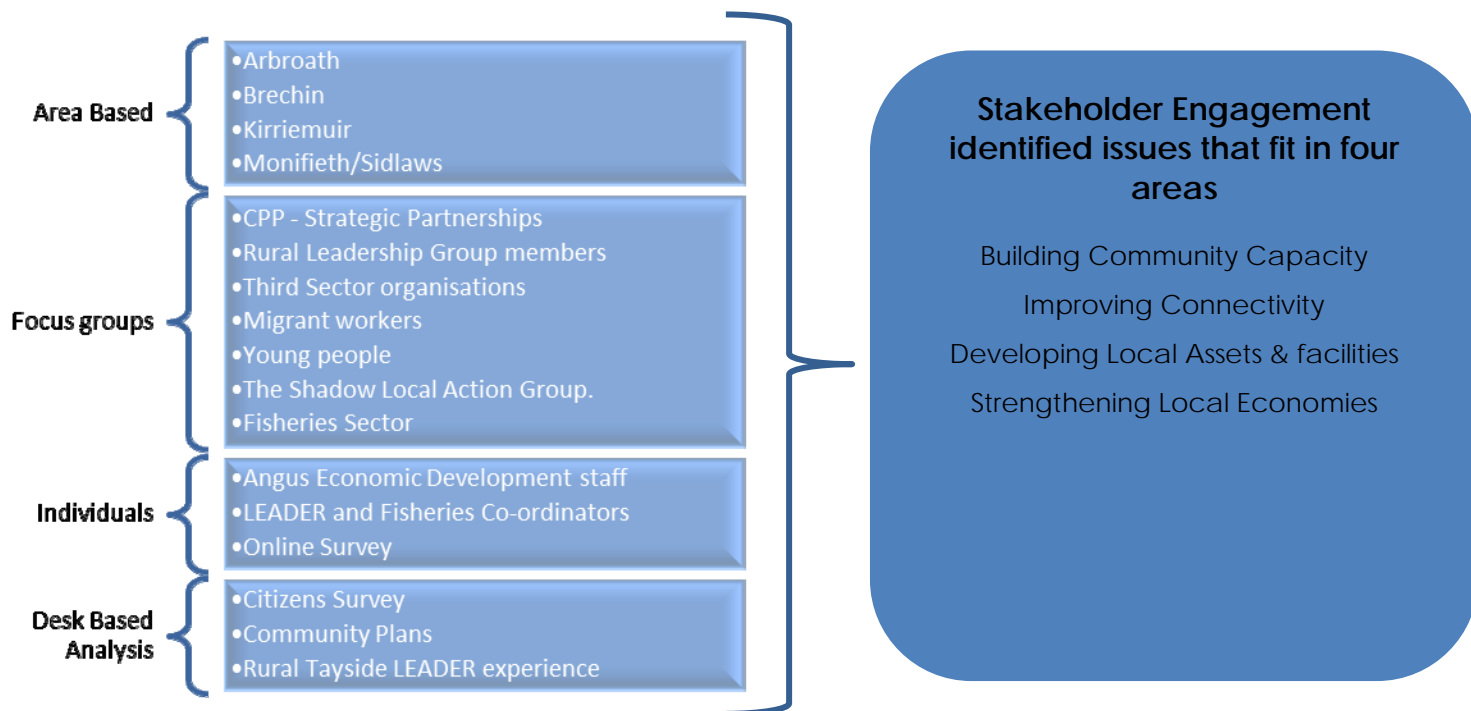
The LAG will be a strategic group and will work with other partners to drive rural development across Angus and ensure that LEADER and EMFF resources help attract other resources and investments.

Angus LAG members will have experience of the issues and opportunities facing communities and have a practical bent and understanding of whether projects will work in practice. Members will bring specific technical skills, insights and experience, be able to make connections across a range of networks and encourage and support innovative thinking and approaches.

The Angus LDS be delivered by the Angus LAG and the administration will be supported by staff recruited by the LAG and employed by Angus Council as the Accountable Body for the LAG.

Stakeholder Engagement

Engagement activities were held with local communities, special interest groups and key stakeholders from across Angus and took the form of open public meetings, focus groups, individual discussions and an on-line survey. Open public meetings, employing a focus group format, were held in Arbroath, Brechin, Kirriemuir and Monifieth & Sidlaws



The outputs from these consultations revealed a strong consistency in the identification of the main issues and priorities for the rural and coastal communities of Angus, and also in the approach to addressing these in a strategic way. This provides a high degree of confidence in setting out the objectives and approach to be taken in the Angus LDS.

The consultations explored:

- The lessons learned from the previous LEADER programme
- The most important issues facing communities in rural and coastal areas of Angus and the significant trends
- The opportunities for communities to respond to these issues and trends in ways which align with wider strategic action
- The support needs of communities in realising the potential of the opportunities

The main issues identified from all the engagement processes are summarised below with the analysis detail available at Appendices 9 and 10.

Lessons from the Rural Tayside LEADER Programme 2007-13

Consultees, both at community and council levels, expressed their frustration with the complexity of the LEADER process. To achieve a significant level of community animation and involvement there was strong support for communities to have access to specialist animators. It was felt that the LDS and the LEADER method and approach should reach every community, especially deprived communities. A more strategically planned approach would create the opportunity to build to scale, linking communities dealing with common issues into common projects. It was also considered important to build on past initiatives to retain momentum and motivation.

In terms of implementation, there is a need for awareness and capacity building throughout the rural and coastal communities of Angus, including building local structures, strategic plans and training in running projects. Greater transparency and simplification of the process would improve access to the LEADER and EMFF funds. This requires a careful look at the bureaucracy with the objective of finding ways of delivering greater simplicity, good practice guidance, support and advice.

Stakeholder feedback: Key issues for rural and coastal communities

Stakeholder engagement activity identified a range of issues and potential scope for actions to address these which reflect the analysis of socio economic data for the area. The issues fell into four main categories and are listed below along with the suggested support needed and the main issues identified in the online survey.

Community capacity

Loss of community spirit, identity and capacity.

Local organisations need capacity and leadership to work effectively with partners and influence development plans.

Out-migration: loss of young people and skills, isolation of some residents, especially the elderly, and the impacts of the larger urban centres in creating dormitory villages and sucking facilities from the smaller communities.

Lack of resilience, confidence and esteem, sometimes referred to as 'apathy'.

Some communities have capacity to develop projects and access funding, others do not. These communities may have acute needs and require support

Poverty and social exclusion give rise to a range of issues: unemployment, health and disability, housing, skills, computer access and literacy, transport, facilities, support and advice and child care were among the issues cited.

Specific issues for migrant workers include access to language training, information on the Scottish system, support in adapting and accessing facilities, integration into the local community, isolation and 'ghettos', pay differentials, transport, appropriate and affordable housing, internet access, further education to upgrade qualifications and access better jobs

Young people identified issues around jobs, access to activities and public transport.

Connectivity

Need to improve digital connection, access to new generation broadband, skills and physical access as this impacts on people's lives, economy and community are significant. Equal access to mobile phone connectivity to help run small businesses, support tourism activity

Distance from employment, services, facilities and social activity, no public transport or long, difficult and costly public transport, especially for the elderly and young, can contribute to and cause social isolation, loss of employment opportunity and out-migration.

Appropriate, carefully timetabled and integrated public transport solutions are necessary, both for local people and visitors.

Improving, cycle ways, footpaths and rural roads to help reduce barriers to access.

Assets and facilities

Basic needs include shops, post-office, community halls, schools, affordable housing. These services are at risk.

Local facilities and buildings with potential for use are suffering from neglect and under-use

Absentee landlords, shop operators and vacant commercial property have a negative impact

Rural areas of Angus have suffered from a focus on the market towns, and the honey pot effects of the larger cities, out with Angus.

The 'doughnut effect' of new development on the peripheries of the towns, which had the dual effect of sucking trade and spend out of town centres and also out of the rural areas.

In smaller communities, the availability of a suitable 'hub', where activity could be centred was absent. Village halls traditionally fulfil this role, but are require maintenance to sustain use.

Local schools have potential as hubs, but are currently constrained by regulations.

Environmental issues including; coastal erosion, flooding, litter and the general living environment within communities, could be addressed

Local economy

There is a lack of good local jobs for young people, and the lack of local work, combined with the difficulties of reaching work elsewhere, mean that young people need to move away to find work.

Where local jobs are available they may not provide a good match with the skills, aptitudes and aspirations of young people.

In rural areas young people are disadvantaged in terms of accessing support for training and jobs as skills training is in large settlements.

Access to locally affordable housing is required to secure the economic future of fragile communities.

Appropriate business accommodation is scarce – yet the existence of good, cheap accommodation might attract some new or small businesses.

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The number of jobs in agriculture and fishing is falling rapidly. In farming this has been accompanied by the remaining jobs becoming more highly skilled as farming equipment and methods rely more on SatNav and computer based approaches to agricultural processes.

Most local businesses are micro-businesses and are the mainstay of small rural communities. Help is required to start and grow. Small businesses lack the experience and time to recruit and manage staff.

Welfare reform is leading to a range of impacts in rural and coastal communities. Many rural people are disadvantaged in terms of skills and equipment required for job searching, web based credit system and access to transport.

The support needs of communities

Stakeholder engagement activity identified that communities need support to develop a more planned approach and in defining their priorities. This includes:

- Animation and technical support to help communities understand their problems and come up with appropriate responses
- Signposting and delivery of technical support
- Assistance in structuring effective funding applications and support for implementation and reporting as well as developing community plans and community structures .

Animation could be delivered through a variety of channels, including contracting of local animateurs, with expertise in community facilitation, change management, goal setting and marketing. Inter-community mentoring, where skills and good-practice experience can be shared, not only in Angus but across LEADER areas, would promote best practice and cooperation. A shared web-portal could be part of this process, along with good-practice guides.

The Online Survey

The most highly rated problem facing communities in Angus was the lack of good jobs (78% important or very important) and lack of support both for older people (73%) and for younger people (67%) were also rated as important.

Poor broadband reach is also of considerable concern, with the highest score for "very important" (36%).

The clear priorities for communities requiring help to take forward were related to employment and business: helping young people to get jobs (91% very high or high priority), supporting the creation of new jobs (88%), skills and training to help people gain jobs (83%), and helping small businesses to grow (82%).

Recurring issues in the comments included work-based education in schools, and prioritizing quality of life and pride of place for locals ahead of tourists.

The majority of respondents (64%) felt that at least some communities were not well-placed to bid for funding and then put initiatives into practice. Respondents rated support with cash flow management (39% very high priority), writing applications (39%), managing implementation (29%) and help with business plans (31%) as among the highest priorities for communities.

Section 4: The SWOT Analysis

This Chapter describes the analysis of the Strengths, Weaknesses, Opportunities and Threats facing rural and coastal communities in Angus under each of the four headings that emerged during the engagement activities: community capacity, connectivity, community assets and facilities and local economy. The analysis has been informed by socio economic data, the on line survey and the feedback from engagement events and focus groups with local stakeholders including LAG members and people living and working in Angus. The headings have been developed as the four strategic objectives for the LDS. Indicative actions are based on solutions proposed through the consultative process.

Community Capacity

Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong community engagement through Angus CPP Local Community Planning Partnerships, showing active communities • High levels of volunteering • Some communities and community organisations are very active 	<ul style="list-style-type: none"> • Significant deprivation in terms of access to services • Young people leaving – in particular leaving rural villages • Lower participation in organised social, leisure activities, classes and clubs in rural areas. Risk of social isolation • Variable intensity of community engagement across Angus, e.g., through the Angus CPP Local Community Planning Partnerships • Weak collaboration and cooperation between different communities. • Specific issues for migrant workers include access to language training, information on the Scottish system, support in adapting and accessing facilities, integration into the local community,
Opportunities	Threats
<ul style="list-style-type: none"> • Helping communities identify and take forward locally owned initiatives. • Importance of recognising the importance of migrant workers in Angus's rural economy. • Alleviating isolation and deprivation • Building community identity and pride and related branding and promotion • Providing a catalyst, focus and hub for community activities • Encouraging community activities for all ages and sectors to build community spirit • Supporting and growing local clubs and organisations as the 'beating heart' of the community • Taking local ownership of public services to ensure they are locally accessible • Developing rural businesses, facilities and support services • Building community organisation and leadership • Enabling professional support to community groups • Animating joined up and strategic initiatives across communities and spreading best practice • Developing targeted initiatives for youth, including activities, facilities and employment • Encouraging joint working between communities and groups to make the most of scarce resources, avoid duplication of effort and build closer links 	<ul style="list-style-type: none"> • Lack of community skills to develop and take forward local initiatives. • Lack of community spirit, identity, capacity & leadership to work effectively with partners and influence development plans. • Out-migration, loss of young people and skills, isolation of some residents, especially the elderly, and the impacts of the larger urban centres in creating dormitory villages and sucking facilities from the smaller communities. • Lack of resilience, confidence and esteem, sometimes referred to as 'apathy'. • Differential in community capacity to have capacity to develop projects and access funding • Poverty and social exclusion give rise to a range of issues: unemployment, health and disability, housing, skills, computer access and literacy, transport, facilities, support and advice and child care were among the issues cited. • Young people experience difficulties with access to jobs, activities, training and public transport

Connectivity

Strengths	Weaknesses
<ul style="list-style-type: none"> • Good national transport links • Proximity to Aberdeen/Dundee 	<ul style="list-style-type: none"> • Poor broadband coverage and speed • Poor mobile phone coverage • Poor transport links in rural areas (availability, frequency, timing, connections and high fares)
Opportunities	Threats
<ul style="list-style-type: none"> • Broadband opens up opportunities for rural areas – where it is available. • Community transport initiatives. • Initiatives to ensure the delivery of broadband, especially in remoter communities • Equal access to mobile phone connectivity to help run small businesses, support tourism activity • Capacity building to increase access to computers and gaining digital skills within sectors of the community • Development of community based portals, website and social media • Developing appropriate local transport solutions, including vehicle, cycle and pedestrian. • E services reduce the need to travel 	<ul style="list-style-type: none"> • Inadequate broadband access. • Further loss of local transport, particularly in local areas. • Poor digital connection, access to new generation broadband, skills and physical access impacts on people, the economy and community. . • Unequal access to mobile phone connectivity to help run small businesses, support tourism activity • Distance from employment, services, facilities and social activity, especially for the elderly and young, can cause social isolation, loss of employment opportunity and out-migration. As does not being able to afford transport, no public transport or long, difficult and costly public transport • More service are on line

COMMUNITY LED LOCAL DEVELOPMENT: ANGUS LOCAL DEVELOPMENT STRATEGY

Community Assets

Strengths	Weaknesses
<ul style="list-style-type: none"> • High quality of life • A diverse landscape • Diverse habitats and species • Rich cultural heritage • Potentially attractive market towns • High public satisfaction with the quality of the local natural environment • Strong sense of Scottish identity and large population base who understand Angus, having lived in Angus for more than 10 years • Improved public perceptions of neighbourhoods in Angus, and generally high satisfaction with local services and facilities 	<ul style="list-style-type: none"> • Poor facilities for young people • Rural areas concerned about rubbish and dog fouling • Limited land available for allotments and community gardens • Limited community ownership and management of community land and buildings • In smaller communities, the availability of a suitable 'hub', where activity could be centred was absent. Village halls traditionally fulfil this role, but require maintenance to sustain use
Opportunities	Threats
<ul style="list-style-type: none"> • Promote and support community asset transfer and community ownership and develop community businesses. • Niche markets in tourism, agriculture and food. Niche markets for market towns? • Marketing and promotion – Angus as a place to live, invest in, start a business, visit. • Developing the assets of Angus as a visitor and tourism destination. • Developing community plans and community skills to take them forward with partners. • Developing schools as community hubs. • Promote sustainable models for community facilities • Improving the condition and stimulating the use of local facilities • Support for affordable community housing initiatives to retain population • Development of local heritage and attractions to attract tourism and enhance pride • Secure and develop land for allotments and community gardens for economic, social and health benefits • Improve and encourage access to the outdoors to encourage better health • Initiatives to develop small town centres and high streets to counteract the 'doughnut effect' 	<ul style="list-style-type: none"> • Climate change – e.g., greater risk of flooding in coastal areas. • Neglect and disrepair of community buildings • Limited community ownership and management of assets • Vacant commercial property and absentee landowner • Basic services are at risk : shops, post offices • Local facilities and buildings with potential for use are suffering from neglect and under-use • Rural areas of Angus have suffered from a focus on the market towns, and the honey pot effects of the larger cities, out with Angus. • The 'doughnut effect' of new development on the peripheries of the towns, which had the dual effect of sucking trade and spend out of town centres and also out of the rural areas. • Use of local schools as community hubs are currently constrained by regulations.

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Economy

Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong small to medium sized enterprise sector • Diverse agricultural sector • Higher employment rate and lower unemployment rate than the national averages • Migration easing labour shortages • High positive destination rates of school leavers • House prices below Scottish average 	<ul style="list-style-type: none"> • Hotspots of deprivation and unemployment around townships, including coastal townships • Low numbers of active enterprises per head • GVA per head in Dundee City and Angus failed to match Scottish growth over the past decade • Difficulties for first time buyers in buying property; a large proportion of newly built houses bought by people from outside Angus • An ageing population with smaller working age population • Lower earnings than the Scottish average • Rapidly falling employment in the agriculture and fishing sector • Reliance on public service sector industries • Market town centres suffering from developments around their edge • Tendency to parochialism and introspection • Lack of affordable housing • Appropriate business accommodation is scarce
Opportunities	Threats
<ul style="list-style-type: none"> • Opportunities in economy sectors: food and drink, tourism, biotechnology and life sciences, digital media, creative industries, contact centres, renewable energy. • Support for micro-businesses to start up and grow. • Initiatives for young people in communities – which develop skills and confidence • Developing affordable housing • Focused effort on unemployment • Developing community plans and community skills to take them forward with partners • Developing schools as community hubs • Sustainable models for community facilities • Cheap accommodation to attract new and small business development self-employment • Creating incubator units and /or community 'service business hubs@ in rural communities • Support for existing land based businesses to diversify • Local mentoring support for young people seeking work or want to start a business • Encourage small traders .niche markets and entrepreneurs • Create strong identity for the area – sell the benefits of the area to encourage incomers. Businesses/investment/victors • Promote the area as a visitor destination and develop infrastructure to support this (events, accommodation and attractions • Develop & grow the social enterprise and community business sector • Renewable energy sector and services 	<ul style="list-style-type: none"> • Strong trend to self-management (eg in terms of health, job search, benefit management) which requires broadband access, computer access and confidence in using computer. • Rapid decline in agriculture and fishing employment • Young people moving away • Loss of local shops and services in rural areas. • Ageing population leading to increased pressures on services for older people and shortage of local labour to meet employment needs. • Reliance on a rapidly shrinking public sector (over one third of Angus's employees are currently employed in public administration, education and health) • Declining High Streets • Reliance on public sector jobs • Where local jobs are available they may not provide a good match with the skills aptitude and aspirations of young people • In rural areas young people are disadvantaged in terms of accessing support for training as jobs & skills training tend to be in the larger settlements • Small businesses lack experience and time to recruit staff • Impact of welfare reform -many rural residents are disadvantaged in terms of skills,& equipment needed for job searching, web-based credit system and access to transport

Section 5: The four objectives of the strategy and actions

A number of projects types and proposals that people living and working in Angus feel would address some of the local issues have been identified through engagement activities and research. The scope of these suggested actions provide a flexible framework for turning the LDS into practical action on the ground and making a difference locally. They are summarised under each strategic objective. Outcomes and indicators have been identified for each strategic objective to show what is expected to change and how this will be evidenced as a result of project activity undertaken.

Communities across Angus face some significant problems which reflect long term decline in local jobs and economic activity and shifts to an older community which will not support a sustainable community future. There is a strong local commitment to changing this and building on the quality of life and community strengths to create new opportunities

Young people, vulnerable groups, communities at risk and micro-businesses will be supported to help reduce the divides between individuals, communities and organisations as well as actions to build a stronger identity for Angus as a whole, as a stimulus for business development, tourism and local pride. Projects will be supported in the larger communities of Angus of over 10,000 people, where it can be demonstrated that it will provide benefits to the rural area .

LEADER Funds will support projects that

- Build community capacity
- Improve connectivity
- Develop community assets and facilities
- Strengthen the local economy
- Build Cooperation between LAG areas in Scotland, the UK and Europe and deliver the objectives of the LDS
- Support micro business and farm diversification to stimulate jobs and growth.

EMFF funds will stimulate economic growth and job opportunities through sustainable development and management of marine resources and commerce.

The over-arching aim of the Angus Local Development Strategy is:

To work in partnership to create more prosperous and more resilient communities which are better places in which to live and work.

The aim will be delivered through four strategic objectives:

- **To build community capacity** by supporting local development and networking in partnership with others to develop skills and experience that the community can draw on in developing a sustainable future for itself
- **To improve connectivity and transport** by enabling economic and social activity and ensuring that communities and their residents and businesses can get access to opportunities and services and gain full benefit from web-based services and networks
- **To develop community assets and facilities** by helping to secure, improve and promote them to enhance quality of life and opportunities
- **To strengthen local economies** by creating opportunities to develop local vocational skills, encourage business start - up and growth and the creation of new jobs

The emphasis of the LDS will be to enable individuals particular young people and other vulnerable groups, organisations and micro businesses to develop the confidence, knowledge and skills required to lead or contribute to the development of their community. The process and the implementation of the LDS will be supported by public, private and third sector partners working collaboratively to create better conditions for economic growth and employment generations as well as reducing poverty and improving social inclusion.

1. Building community capacity to enable and support local development and to work in partnership with others

This will incorporate actions to provide animation and support to local communities and groups, to enable the development of community plans and clearly prioritised projects, to enhance mutual learning and support between communities in Angus and other areas and to improve partnership working between communities and with public and third sector organisations. Actions to develop local identity, activities, support services and facilities to build community focus and spirit for all age groups.

Examples of possible projects that would support this objective include, but are not restricted to:

- Local animateurs or support workers to facilitate local development processes
- Training to build community organisation and leadership
- Professional and technical support to community groups to develop and implement projects
- Joined up and strategic initiatives to enable inter-community working, networks, shared resources and facilities, marketing and added-value
- Build cross LAG -border relations, collaboration and wider scale projects
- Develop a focus or hub for community activity
- Build on local heritage to create identity and promote activities including branding
- Targeted initiatives for youth, including training facilities and employment
- Targeted initiatives for elderly to improve social integration and quality of life
- Develop rural businesses, facilities and support services

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Outcomes	Indicators
Individuals and communities will have increased skills, knowledge and confidence to take forward development and regeneration projects that will make a difference locally	Numbers participating in skills workshops and training Numbers gaining qualifications
Communities and individuals will have stronger sense of identity and pride in the place that they live, and in Angus	Number of people engaged in community led projects
The inequalities for young people, disadvantaged groups and vulnerable communities will be reduced	Number of young people and those in disadvantaged groups involved in their communities

2. Improving connectivity and transport to enable economic and social activity

Connectivity, in the form of access to new generation broadband, better access to mobile telephony and data and improved local transport, were the most commonly identified needs in local consultations. These needs impact on social, economic and quality of life issues. In an age dominated by the internet, lack of access to broadband and mobile networks often combined with lack of skills in using information technology effectively, is reducing opportunities for rural residents, and increasing out-migration. Distance from service centres, especially for the elderly and young, is a perennial problem for rural areas, as is the state of local roads and access routes for walking and cycling. Increasing internet connectivity only in those service centres is therefore counter-productive.

Examples of possible projects that would support this objective include, but are not restricted to:

- Training to enable effective use of broadband, internet and social media
- Community initiatives to engage the potential of next generation broadband & mobile connectivity and facilities to enable internet access in small and remote communities
- Youth initiatives to utilise digital technology to develop community and economic opportunities
- Utilise digital technology to improve services, linkages and access
- Improve transport links relating to key services and facilities and footpaths and cycle ways

COMMUNITY LED LOCAL DEVELOPMENT: ANGUS LOCAL DEVELOPMENT STRATEGY

Outcomes	Indicators
Individuals and communities will have increased access to digital connectivity	Individual's access to digital connectivity in target communities
Individuals and communities will have increased knowledge, skills and confidence to develop and access digital connectivity and make use of it	Numbers participating in training to enable effective use of broadband, internet and social media
The physical links between people and places will be better , greener and meet local needs	Number of communities with improved availability and/or frequency of transport connections to larger centres

3. Developing community assets and facilities to enhance quality of life and opportunity

Community assets, which include assets owned and managed by the community, may include a wide range of buildings, facilities, land or environmental features. Initiatives to promote the strategic, creative, viable and sustainable use of such assets will be encouraged. Emphasis will be placed on projects which promote the benefits of assets for building community life, enhancing opportunities and attractiveness for residents, businesses and visitors.

Examples of possible projects that would support this objective include, but are not restricted to:

- Improve the condition and stimulate the use of existing local facilities
- Support for community asset transfer to bring key assets into local ownership
- Encourage access to the outdoors
- Land for allotments and community gardens
- Environmental improvements and conservation
- Development of facilities in villages and small town centres that will benefit surrounding rural populations and counteract decline.
- Development of local heritage & attractions to enhance pride and to attract visitors

Outcomes	Indicators
More community facilities will be fit for purpose and better used by communities	Number of community facilities which are suitable for community use on a sustainable basis Number of users of community facilities
More communities will manage and own local assets	Number of community owned and managed facilities
The natural and cultural heritage of the local area will be enhanced and conserved	Number of natural and cultural heritage projects Increased visitor numbers in related communities

4. Strengthening local economies

Thriving local economies are central to sustaining rural communities. Supporting businesses to start-up and grow is vital and helping people live locally to their work reduces out-migration.

The emphasis will be on ways of attracting and growing micro-businesses and strengthening tourism. This includes supporting community owned businesses, social enterprises, niche businesses (eg. heritage, outdoors, food & drink), and business associations.

Examples of possible projects that would support this objective include, but are not restricted to:

- Micro-business support including support for growth-through-recruitment and training
- Rounded package of support and accommodation for start-ups, perhaps including shared self-employment hubs
- Active promotion of the area as a place to start up and grow businesses
- Community owned businesses and social enterprises building on new service delivery opportunities (e.g. related to Self-Directed Support)

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- Develop the visitor and tourism offer and develop promotional networks.
- Mentor and support micro business owners and potential entrepreneurs
- Diversify land based business and support rural skills training

Outcomes	Indicators
Micro Businesses and social enterprises will have increased support to develop in a sustainable way	Number of new micro-businesses and social enterprises as a result of LEADER support
Individuals have increased knowledge and skills	Number of micro businesses and social enterprises with development plan in place
	Number in training/mentoring
	Number of people employed in microbusinesses and social enterprises
More services are locally delivered by social enterprises and community businesses	Number of self-employed people, social enterprises and community businesses delivering publicly funded services or providing new services

Cooperation Activity

Interterritorial and transnational cooperation activity will be a feature of the Angus LDS and support its implementation. Joint working is planned with adjacent LAGS in rural Perth & Kinross and Cairngorms around particular projects such as

- **Rural Community Leadership Programme** – this could target individual volunteers leading or aspiring to lead community organisations and projects and help build and sustain community capacity. This could be based on the Scottish Enterprise Rural Leadership Programme model
- **A Youth Initiative** to support young people and place youth champions/coaches in existing youth organisations to help young people to develop ideas and projects. The tools at the disposal of these youth champions could include a Youth Challenge Fund with micro-funding up to £5,000
- **Social Media/Communications Project** – this could involve young people in developing the LDS Programme communication plan to help promote local projects and enhance young people's skills

Other cooperation activities with other LEADER in Scotland such as South Aberdeenshire and Fife could also be developed. This would aim to share thinking and action around shared objectives and to maximise learning for local communities

Cooperation actions could include joint LAG workshops and/or events as well as encouraging and supporting project promoters to develop joint projects which could be around common objectives or draw together neighbouring communities to develop more strategically significant approaches. An East of Scotland LAG forum could deliver best practice events aimed at the LEADER community

The LAG will consider the opportunities to cooperate beyond these areas in Scotland, the UK and Europe particularly around to deliver projects that fit with the Angus LDS. For example

- **East of Scotland Seafood**:- Local initiatives and transnational opportunities could be developed to complement The East of Scotland Seafood sector's work and develop collaborative working across areas focusing on high quality, locally produced food, stronger links between producers and the hospitality sector, 'artisan' producers as well as the food and drink holiday experience
- Links made under the LEADER 2007-2013 with LEADER LAG Norra Malarstranden in Sweden are being pursued and an action plan to identify potential projects is underway. . The LAG is using

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CLLD to deliver LEADER, EFF, ESF and ERDF and keen to initiate projects which address social inclusion, youth employment and the environment which are consistent with the Angus LDS

- Further transnational cooperation activity may be inspired as a result of developing other transnational programmes with local partners such as the Opsi4Susi programme, which is focused on social innovation in Brechin and will provide significant support for other developments in Angus and ENRICH which focuses on enhancing food and drink sectors

Small Rural Business Scheme

This scheme will be targeted at micro businesses including social enterprises, community businesses and farm diversification initiatives that contribute to sustainability of rural communities. The scheme will complement the support already available in Angus provided through Business Gateway, Scottish Enterprise, Federation of Small Business and the Chamber of Commerce as well as encouraging the emergence of community based support for rural entrepreneurship. The focus will be on supporting small rural business developments (start-ups and business growth, access to business support) and farm diversification within the LEADER area. Sole traders, land based businesses, community businesses, social enterprises and micro business with up to 10 employees can access support to help diversify and grow existing business activity as long as the proposed activity aims to enhance the local area in terms of employment, economic growth and sustainability. The percentage intervention rate available will be dependent on State Aid criteria. However consultation with business representatives identified that grants ranging from £5k to £30k would provide significant support for micro businesses to develop, diversify and grow. The new platform Business Angus www.businessangus.com will be used to promote the LDS to the business community.

The LDS will support a wide range of micro business which meet the criteria below. Activities already funded by other means will be excluded.

Activity Funded	Activity Not funded
<ul style="list-style-type: none"> • Development of a new business which would service a clearly defined gap in the community • Development of business networks to undertake cooperative action • Cooperation including trade visits? • Diversification of current activity to encourage growth • Activity which will support the Local Development Strategy -LEADER objectives • Support to grow existing rural business where the activity will enhance the local area in terms of employment, economic growth and sustainability. • Sustainable and low carbon energy projects • Activity focusing on next generation broadband and connectivity • Social enterprises delivering products and services • Community businesses developing local assets • Training to enhance skills base • Community based enterprise support and mentoring services to encourage entrepreneurship 	<ul style="list-style-type: none"> • Feasibility Studies where funding is available under www.interface-online.org.uk • Loan Funding[Funding is available under ESIF http://www.eastscotinvest.co.uk/] • Safeguarding of jobs [funding is available under Regional Selective Assistance] • Funding for patents • Funding for memberships and regulatory bodies • To take on staff or capital investment (available through Angus Employment grant scheme) • Modern Apprenticeships (these are supported through Youth Employment Scotland ERI)

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European Maritime and Fisheries Fund (EMFF)

- Some of the EMFF programme’s funds will be used to support activity under Community Led Local Development (CLLD) alongside LEADER to implement the LDS by building community capacity in fisheries areas that are exposed and vulnerable to the growing challenges and demands of the industry. The fund is intended to stimulate economic growth and job opportunities through sustainable development and management of marine resources and commerce.
- See Section 8 for details on EMFF

Section 6: Angus LDS Logic Model Approach and Intervention Rationale

The Angus Local Development Strategy 2014-2020 will use an outcomes-based approach and logic modelling to assess the impact of LEADER/EMFF at a strategic and local level.

This type of methodology will enable both quantitative and qualitative impacts to be observed and assessed at Programme and project level and will help to demonstrate the difference that LEADER/EMFF funding has made.

The following table illustrates the logical relationships between the issues, objectives, types of actions and outcomes for the LDS that result from 3 key questions

- what needs to change: the identified issues and objectives,
- what will change through interventions and outcomes
- results of intervention in the longer term

Aim				
To work in partnership to create more prosperous and resilient communities which are better places in which to live and work				
What needs to change		What will Change		Results
Issues	Objectives	Types of possible actions	Outcomes	Longer term Outcomes
<ul style="list-style-type: none"> • Lack of community skills to develop and take forward local initiatives. • Lack of community spirit, identity, capacity & leadership to work effectively with partners and influence development plans. • Out-migration, loss of young people and skills, isolation of some residents, especially the elderly, and the impacts of the larger urban centres in creating dormitory villages and sucking facilities from the smaller communities. • Lack of resilience, confidence and esteem, sometimes referred to as 'apathy'. • Differential in community capacity to have capacity to develop projects and access funding 	<p>To build community capacity to enable and support local development and to work in partnership with others.</p> <p>This will develop skills and experience that communities can draw on in developing a sustainable future for themselves.</p>	<p>Building community capacity</p> <ul style="list-style-type: none"> • Local animateurs or support workers to facilitate local development processes • Training to build community organisation and leadership • Professional and technical support to community groups to develop and implement projects • Develop a focus or hub for community activity • Build on local heritage to create identity and promote activities including branding • Targeted initiatives for youth, including training facilities and employment • Targeted initiatives for elderly to improve social integration and quality of life • Develop rural businesses, facilities and support services 	<p>Individuals and communities will have increased skills, knowledge and confidence to take forward development and regeneration projects that will make a difference locally</p> <p>Communities and individuals will have stronger sense of identity and pride in the place that they live, and in Angus</p> <p>The inequalities for young people, disadvantaged groups and vulnerable communities will be reduced</p>	<p>Communities developed in a sustainable manner</p>

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Aim	To work in partnership to create more prosperous and resilient communities which are better places in which to live and work			
What needs to change		What will Change		Results
Issues	Objectives	Types of possible actions	Outcomes	Longer term Outcomes
<ul style="list-style-type: none"> • Poverty and social exclusion give rise to a range of issues: unemployment, health and disability, housing, skills, computer access and literacy, transport, facilities, support and advice and child care were among the issues cited. • Young people experience difficulties with access to jobs, activities, training and public transport • Variable intensity of community engagement across Angus, e.g., through the Angus CPP Local Community Planning Partnerships • Weak collaboration and cooperation between different communities. • Specific issues for migrant workers include access to language training, information on the Scottish system, support in adapting and accessing facilities, integration into the <i>local community</i> 		<p>Collaborative Working</p> <ul style="list-style-type: none"> • Joined up and strategic initiatives to enable inter-community working, networks, shared resources and facilities, marketing and added-value • Build cross LAG - border relations, collaboration and wider scale projects 		

COMMUNITY LED LOCAL DEVELOPMENT: ANGUS LOCAL DEVELOPMENT STRATEGY

Aim	To work in partnership to create more prosperous and resilient communities which are better places in which to live and work			
What needs to change		What will Change		Results
Issues	Objectives	Types of possible actions	Outcomes	Longer term Outcomes
<ul style="list-style-type: none"> • Significant areas with no or poor digital coverage across rural Angus, potentially disadvantaging individuals, communities and businesses • Patchy mobile connection, hampering business effectiveness and tourism potential. • Remoteness of many communities with poor, costly or infrequent transport connections between communities and to main centres • Appealing business locations hampered by poor communications and links to markets 	<p>To improve connectivity to enable economic and social activity.</p> <p>This will ensure that communities and their residents and businesses can get access to opportunities and services and gain full benefit from web-based services and networks.</p>	<p><i>Improving broadband, internet and social media access and effective use</i></p> <ul style="list-style-type: none"> • Training to enable effective use of broadband, internet and social media • Community initiatives to engage the potential of next generation broadband & mobile connectivity and facilities to enable internet access in small and remote communities • Youth initiatives to utilise digital technology to develop community and economic opportunities • Utilise digital technology to improve services, linkages and access <p><i>Locally developed transport solutions</i></p> <ul style="list-style-type: none"> • Improve transport links relating to key services and facilities and footpaths and cycle way 	<p>Individuals and communities will have increased access to digital connectivity</p> <p>Individuals and communities will have increased knowledge, skills and confidence to develop and access digital connectivity and make use of it</p> <p>The physical links between people and places will be better, greener and meet local needs</p>	<p>Sustainable economy and good employment</p>

COMMUNITY LED LOCAL DEVELOPMENT: ANGUS LOCAL DEVELOPMENT STRATEGY

Aim	To work in partnership to create more prosperous and resilient communities which are better places in which to live and work			
What needs to change		What will Change		Results
Issues	Objectives	Types of possible actions	Outcomes	Longer term Outcomes
<ul style="list-style-type: none"> • Neglect and disrepair of community buildings • Limited community ownership and management of assets • Vacant commercial property and absentee landowner • Basic services are at risk : shops, post offices • Local facilities and buildings with potential for use are suffering from neglect and under-use • Rural areas of Angus have suffered from a focus on the market towns, and the honey pot effects of the larger cities, out with Angus. • The ‘doughnut effect’ of new development on the peripheries of the towns, which had the dual effect of sucking trade and spend out of town centres and also out of the rural areas. • Use of local schools as community hubs are currently constrained by regulations • Limited land available for allotments and community gardens 	<p>To develop community assets and facilities to enhance quality of life and opportunity.</p>	<p><i>Improve the availability, condition and use of local facilities and support development of community assets</i></p> <ul style="list-style-type: none"> • Improve the condition and stimulate the use of existing local facilities • Support for community asset transfer to bring key assets into local ownership • Encourage access to the outdoors • Land for allotments and community gardens • Environmental improvements and conservation • Development of facilities in villages and small town centres that will benefit surrounding rural populations and counteract decline. • Development of local heritage & attractions to enhance pride and to attract visitors 	<p>More community facilities will be fit for purpose and better used by communities</p> <p>More communities will manage and own local assets</p> <p>The natural and cultural heritage of the local area will be enhanced and conserved</p>	<p>Sustainable economy and good employment</p> <p>Cultural and built heritage protected and enjoyed</p>

COMMUNITY LED LOCAL DEVELOPMENT: ANGUS LOCAL DEVELOPMENT STRATEGY

Aim	To work in partnership to create more prosperous and resilient communities which are better places in which to live and work			
What needs to change		What will Change		Results
Issues	Objectives	Types of possible actions	Outcomes	Longer term Outcomes
<ul style="list-style-type: none"> • Rapid decline in agriculture and fishing employment. • Young people moving away. • Loss of local shops and services in rural areas. • Ageing population leading to increased pressures on services for older people and shortage of local labour to meet employment needs. • Reliance on a rapidly shrinking public sector • Declining High Streets. • Reliance on public sector jobs. • Where local jobs are available they may not provide a good match with the skills aptitude and aspirations of young people • young people are disadvantaged in terms of accessing support for training as jobs & skills training tend to be in the larger settlements • Small businesses lack experience and time to recruit staff • Impact of welfare reform and online based welfare claims systems 	<p>To strengthen local economies by creating opportunities to develop local vocational skills, encourage business start - up and growth and the creation of new jobs.</p>	<p><i>Supporting the start-up and growth of local businesses</i></p> <ul style="list-style-type: none"> • Micro-business support including support for growth-through-recruitment and training • Rounded package of support and accommodation for start-ups, perhaps including shared self-employment hubs • Active promotion of the area as a place to start up and grow businesses • Community owned businesses and social enterprises building on new service delivery opportunities (e.g. related to Self-Directed Support) • Develop the visitor and tourism offer and develop promotional networks. • Mentoring for young people and support to small niche traders and entrepreneurs • Diversify land based business and support rural skills training 	<p>Micro Businesses and social enterprises will have increased support to develop in a sustainable way</p> <p>Individuals will have improved knowledge and skills</p> <p>More services are locally delivered by social enterprises and community businesses</p>	<p>Good place to live and work</p> <p>Sustainable economy and good employment</p>

Section 7: The strategic context

The SWOT analysis of the development needs and opportunities in Angus has been informed by socio economic data, the online survey and the feedback from engagement events described in Section 3.

The LDS is community driven and will contribute to wider local strategic approaches including cross-border partnerships, working with other LEADER areas to build capacity, knowledge, skills and mutually beneficial projects.

The LDS is an important, targeted, but relatively small player in relation to the wider policy, strategic and funding environment and is therefore aligned with the aims of the local Community Plan and the Angus Economic Development strategy to ensure linkages and to maximise shared outcomes and added value

Articulation with other Local, Regional and National Strategies

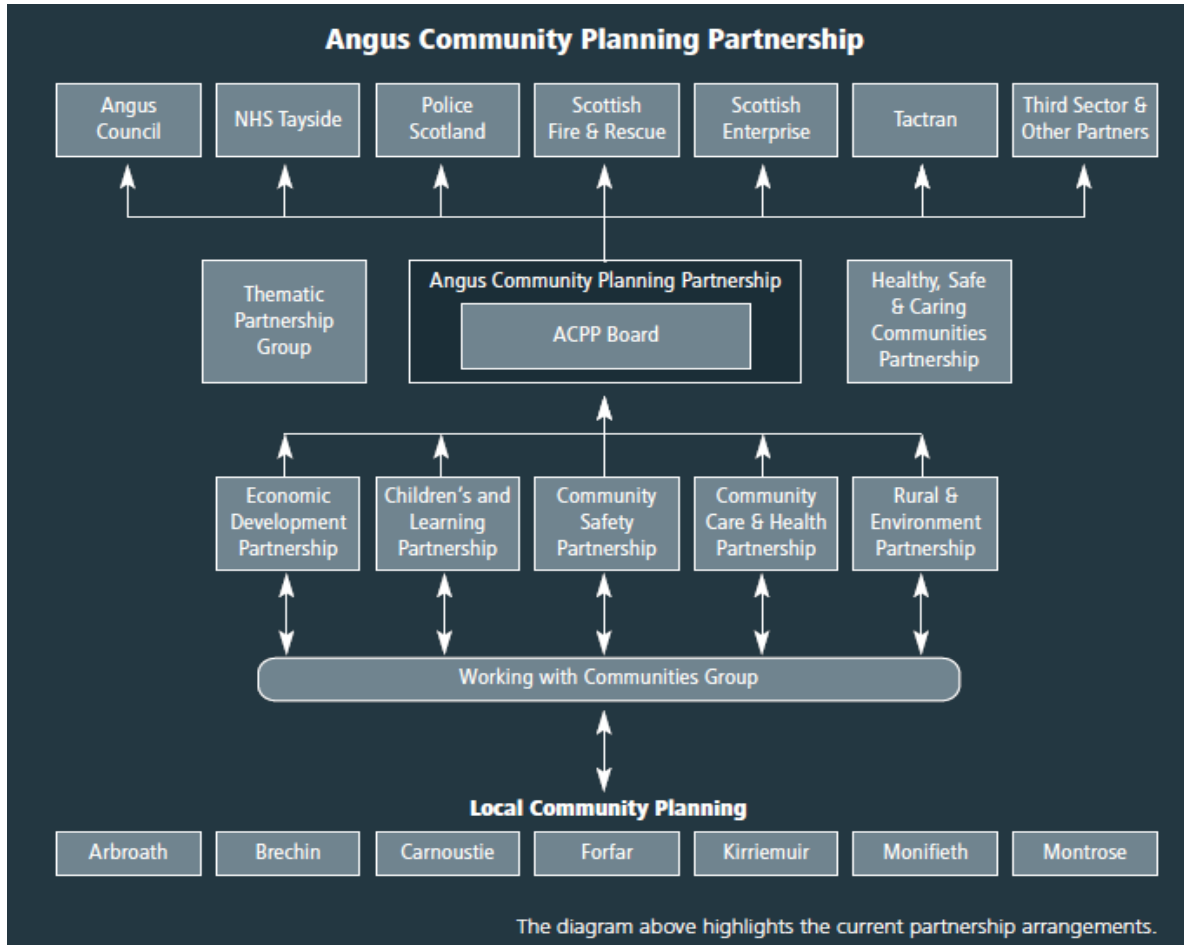
Angus Community Planning Partnership (ACPP) and Local Community Planning

The vision for the Angus Community Plan and single outcome agreement 2013-2016 is '**Angus is a place where a first class quality of life can be enjoyed by all**'

The Angus LDS links directly to the Angus Community Plan (2013-2016) and the Single Outcome Agreement through the cross cutting theme of: 'promoting fairness and equality' as well as the Community Plan priorities of 'sustainable communities' and 'communities that are prosperous and fair'. The Angus LDS will contribute specifically to four of the community plan local outcomes

- Sustainable economy and good employment
- Good place to live and work
- Our communities developed in a sustainable manner
- Our natural and built environment is protected and enjoyed

Angus Community Planning Partnership Structure and Membership



Angus Economic Strategy 2014 – 2020

The Angus Economic Development Strategy fits within the umbrella of the Angus Community Plan and is being delivered through the Economic Development Partnership which is directly linked to the Angus LEADER LAG and FLAG. The Angus LDS is closely aligned with the themes and will support the delivery of actions that will help deliver the strategy. The key themes are:-

- Supporting Enterprise and Infrastructure
- Supporting Pride in Place
- Supporting Communities
- Supporting Skills

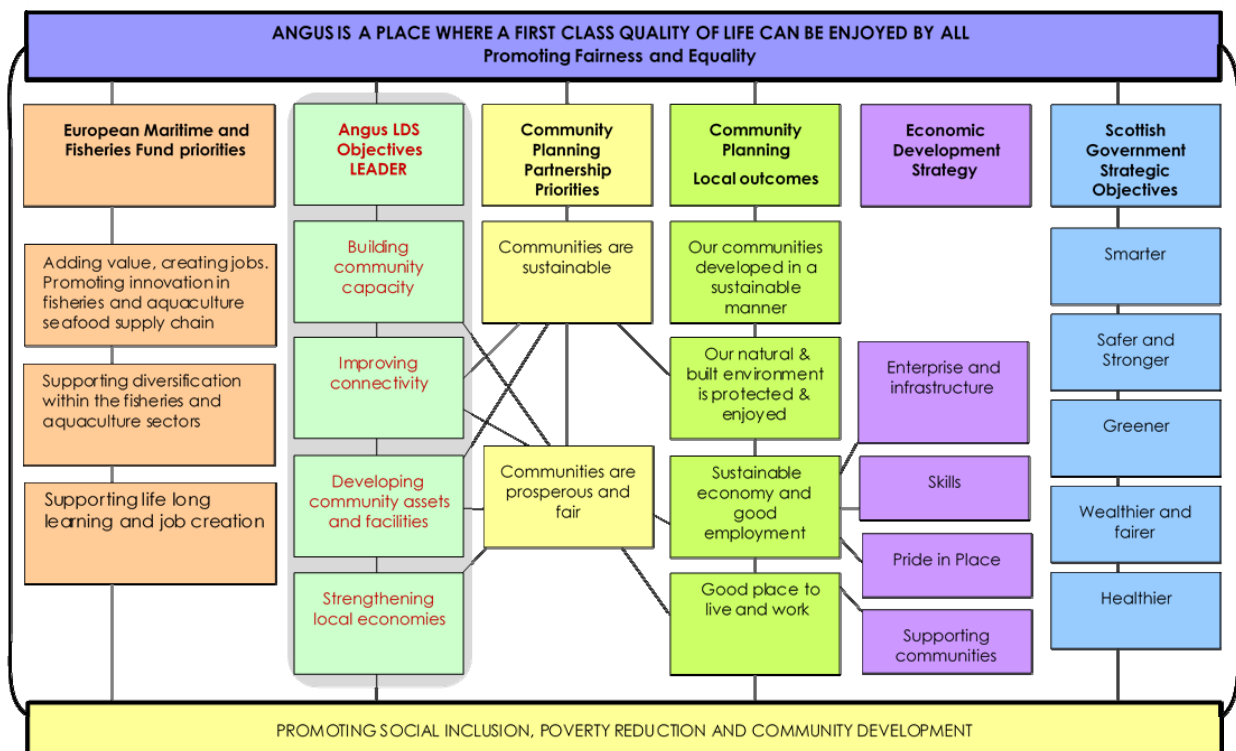
COMMUNITY LED LOCAL DEVELOPMENT: ANGUS LOCAL DEVELOPMENT STRATEGY

Angus Economic Development Strategy 2014 -2020 Priorities

Priorities	Supporting Enterprise & Infrastructure	Supporting Pride in Place	Supporting Communities	Supporting Skills
SOA Focus Areas	Sustainable business growth; economic recovery; and tourism	People feel welcome in Angus	Tackling inequalities	Equipping people for employment
2013 - 2020	<p>It is essential that we offer good business advice to our companies and support the development of local infrastructure. This will help to create favourable market conditions that assist with the prosperity and sustainability of our local businesses.</p> <ul style="list-style-type: none"> Developing our approach to support growth within local Enterprise Encouraging Internationalisation Supporting the development of local Infrastructure and physical regeneration to meet the requirements of local business Developing the potential of our targeted business sectors 	<p>Civic pride and promotion of the local area helps to build strong and vibrant communities. Attracting visitors to the area and developing international connections will help create a welcoming environment.</p> <ul style="list-style-type: none"> Marketing and promoting the built, natural and cultural heritage of the area to enhance the perceptions of Angus locally, nationally and internationally Supporting the development of local events and festivals to encourage local pride 	<p>The personal wellbeing and health of people are at the heart of any community. It is essential that we support communities to help distance them from poverty and inequalities.</p> <ul style="list-style-type: none"> Enhancing engagement with communities Supporting equalities in our community Supporting the work of the third sector in tackling inequalities 	<p>Matching local people with employment opportunities and investing in their future is important to ensure that we have a skilled workforce that is well equipped for employment.</p> <ul style="list-style-type: none"> Supporting the needs of local business with a skilled and motivated workforce Supporting local people to take up employment opportunities Developing opportunities for young people entering employment, education, training and volunteering

The Angus LAG and FLAG will link directly to the Angus Community Planning Partnership through the Economic Development Partnership and joint membership of this forum will ensure that there is a clear line of communication.

The following diagram illustrates how the Angus LDS (LEADER and EMFF) complements the community planning and economic development strategy outcomes and overarching aims as well promoting social inclusion, poverty reduction and community development. All these local strategies connect with Scottish Government objectives.



The National Context

The Angus LDS will link to other national strategies and policies such as

- The Economic Strategy, the Enterprise Strategy, the Tourism Scotland 2020 Strategy and the Tourism Development Framework.
- Scotland's Digital Future, the Employability Framework, Skills for Scotland, Youth Employment Strategy, Our Rural Future and the Scottish Rural Development Programme.

Scottish Rural Development programme 2014-2020

The key purpose of the SRDP 2014 - 2020 is to help achieve sustainable economic growth in Scotland's rural areas. The main priorities are

- Enhancing the rural economy
- Supporting agricultural businesses
- Protecting and improving the natural environment
- Addressing the impact of climate change
- Supporting rural communities

The European Context

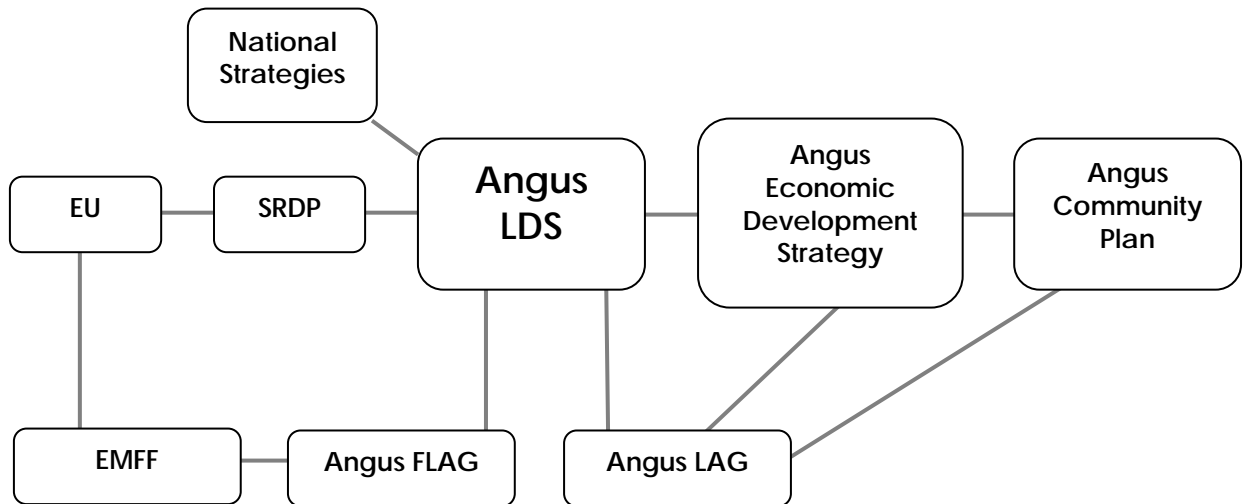
The LDS strategy is set within the framework of the national and regional priorities of the 2014-2020 Community Led Local Development (CLLD) for Rural Development and Marine and Fisheries, LEADER Programmes must contribute to some of the EU strategic priorities for rural development which include:

- Fostering knowledge transfer, co-operation and innovation
- Enhancing competitiveness, promoting innovative technologies and sustainable management of forests.
- Promoting food chain organisation and risk management.
- Restoring, preserving and enhancing ecosystems.
- Promoting resource efficiency and transition to low carbon economy.
- Promoting social inclusion, poverty reduction and economic development.

The Angus LDS will promote social inclusion, poverty reduction and economic development by investing in locally driven initiatives that will create local jobs support skill development, particularly among young people, improve facilities as well as developing local services and promoting community action.

The LDS will provide a framework for supporting local business growth that focuses on adding value in the food supply chain, supporting communities to enhance their immediate environment and habitat diversity for both residents and visitors and encourage communities to take forward local energy production schemes. It will contribute to knowledge transfer and cooperation by developing community-based support networks, skills sharing and exploring opportunities to exchange insights and ideas with a wider, international network of communities to inspire beneficial change and innovation.

Diagram to show articulation with other Local, Regional and National Strategies



The Angus LDS development is based on a bottom up approach and is driven by the Angus LAG, a partnership of public, private and community organisations. The LDS is an area based strategy that promotes partnership working and cooperation, networking and multi-sectoral actions. The Angus LAG will deliver the LDS using the 7 principles of LEADER



Section 8: The European Maritime and Fisheries Fund (EMFF)

Introduction

The European Maritime and Fisheries Fund (EMFF) provides financial support to implement the European Union's maritime and fisheries policies for 2014-2020. The fund is intended to stimulate economic growth and job opportunities through sustainable development and management of marine resources and commerce.

Some of the EMFF programme's funds will be used to support activity under Community Led Local Development (CLLD) alongside LEADER. These funds will help deliver Local Development Strategies that aim to build community capacity in fisheries areas that are exposed and vulnerable to the growing challenges and demands of the industry. A Fisheries Local Action Group (FLAG) made up of industry and community representatives who understand the needs of the area will be responsible for leading the promotion of the EMFF opportunity and determining applications. Marine Scotland will be responsible for administering the fund.

Marine Scotland has stated that EMFF priorities for Local Development Strategies must complement Scottish Government policy and reform of the Common Fisheries Policy (CFP). To this end, a LDS should focus their EMFF priorities on:

- Adding value, creating jobs, and promoting innovation at all stages of the fisheries and aquaculture seafood supply chain
- Supporting diversification within the fisheries and aquaculture sectors
- Supporting lifelong learning and job creation in fisheries areas
- Strengthening the role of fisheries communities in local development and the governance of local fisheries resources

Implementation of CFP reform is also a European Union and Scottish Government priority and consideration should be given to projects that would:

- Support data collection initiatives to enable stocks to be managed more sustainably
- Support initiatives which create or enhance small scale fisheries around the coast of Scotland
- Support initiatives to improve infrastructure, identification of and access to new markets, for both new and existing products including those resulting from the landing obligation
- Support supply chain integration and co-ordinate in a way which empowers local communities and makes most use of their assets
- Support new bespoke training initiatives to provide skills which will help deliver enhancements to existing businesses and assist in the start-up of new companies
- Support initiatives which will help fishing communities embrace and benefit from the introduction of Marine Protected Areas (MPAs), growth of renewable energy projects and sustainable developments more widely in the marine environment

FLAG's should also demonstrate that active engagement with the wider fisheries and aquaculture sectors has been undertaken and that this is reflected in the local development strategy.

This chapter describes the coastal communities of Angus, identifies the selected area for EMFF funding and FLAG operation, provides some background statistics of the sector, a summary of the stakeholder consultation undertaken, a SWOT analysis and identifies the key priorities and outcomes that could be delivered in Angus with EMFF funding.

EMFF funding aims to build community capacity in fisheries areas that are exposed and vulnerable to the growing challenges and demands of the industry. Fisheries dependent communities can be seen both in economic terms i.e. where fisheries make a significant contribution to economic activity in terms of jobs and added value or in cultural terms where there are common values, knowledge, language and traditions which bind a community together.

Coastal communities of Angus have a strong maritime connection and heritage although fishing activity is now less dominant and more focused on inshore fishing operations largely working out of Arbroath harbour and to some extent Montrose. The Angus FLAG area would cover the coastal communities of Arbroath and northwards to Montrose.

The Angus Coastal Area

The Angus Coastal area stretches from north Angus to the border with Dundee. The Angus coast offers 50 miles of unspoilt and spectacular coastline. It is a very high quality environment, providing outstanding landscape, supporting a diverse wild-life, rich with heritage and some first class beaches as well as some of the best shore and sea fishing in the country.

The area includes four burghs of Angus (Montrose, Arbroath, Carnoustie and Monifieth) and the surrounding hinterland. Over two-thirds of the population of Angus live in the coastal area. There are two main harbours at Montrose and Arbroath with small scale fishing activity along the coast. The area provides a major transport corridor with the A92 road and the East-coast rail line.

The inshore waters of the FLAG area have played host to several sea-angling European festivals due to the high quality and presence of the fish. The Inshore Fisheries Groups (IFG) has been set up which aim to produce realistic fisheries management plans for each area that fit with the wider strategic goals of sustainable stocks, a healthy marine environment and a profitable fishing sector that supports strong coastal communities. Angus is part of the South-East IFG.

The area has been traditionally dependent on the service sector, retail, food production and processing, fishing, agriculture and textile industries. The development of technology and the energy sector in the northeast has enabled diversification into engineering, oil, gas and pharmaceuticals.

Despite a downturn in the fishing industry, there is a stable creel industry and signs of diversification and even increased employment in the industry. There is also a buoyant fish processing industry.

The food and drink sector is well represented in the area, with several well-known companies operating locally. The traditional Arbroath Smokie and Aberdeen Angus beef have been joined by frozen foods, microwave meals, sea and river fish, spring water and soft fruits manufacturing. Arbroath Smokies, for which Arbroath is well-known nationally and internationally, are made solely in Arbroath following the award of Protected Geographical Indication in 2004. Usan Salmon Fisheries Ltd is one of the last salmon companies in Scotland. Customers range from individuals to the finest smokehouse in the United Kingdom. The wild salmon and sea trout are sold all over Europe and can be found gracing the tables in some of the most famous restaurants and hotels throughout the UK.

COMMUNITY LED LOCAL DEVELOPMENT: ANGUS LOCAL DEVELOPMENT STRATEGY

There are several companies which operate in the oil and gas sub sector including multinational companies and local companies. In 2008, this sub sector employed over 2,000 staff in Angus. The area is well placed to take advantage of developments in the energy sector given it is geographically close to the North Sea Oil fields, the large number of companies currently engaged in the sector, and subsequently a highly skilled staff base.

There is a rapidly growing tourism sector with golf tourism representing a key growth area given the importance of Carnoustie Golf Course and its role on the Open circuit and important links courses at Montrose and Monifieth. Tourism is also supported via Arbroath harbour from the 59 berth pontoons. The marina, which opened in 2004, has also grown to become a popular destination for yachts and cruisers on longer voyages.

The area has key tourism attractions such as the world famous 200 year old Stevenson's Bell Rock lighthouse, the oldest surviving sea washed lighthouse, Pictish relics, and Arbroath Abbey. The coastal path network attracts walkers and cyclists.

Brief Summary of Key issues for the area

Fishing

Despite drastic decreases in the number of trawlers operating out of Arbroath and Montrose diversification into creel fishing has helped sustain low levels of employment in the industry. Most of the shellfish landed is destined for export. The fish processing market in Arbroath is very buoyant and more resilient than fishing since it can use fish from a number of sources.

Harbours

The diversification of Arbroath Harbour as a marina has been very successful with pontoons in high demand. Montrose Harbour is an ideal centre for international trade and distribution throughout Scotland and Northern England as is firmly established to service the oil and gas sector.

Tourism

The area is rich in cultural assets and offers opportunities for tourists such as golf tourism given the world famous links courses and Carnoustie Country brand; ancestral tourism; outdoor tourism, and food and drink – all key products of Angus.

Food and Drink

With world class providers of soft fruit and beef, international exporters of jam and marmalade and the PGI protected Arbroath Smokie, the area has a key branding opportunity.

Renewables

There are clear opportunities for coastal communities and businesses to develop initiatives so they can benefit from present and future opportunities. There are also opportunities for new or diversified businesses associated with the "Green" agenda. As well as the obvious areas of recycling, renewable energies and energy efficiencies, there are opportunities in new technologies, the green service sector, the social economy and sustainable construction. Support can also focus on identifying new markets for local businesses and on supporting the transfer of technologies to lever out the commercial advantage for local businesses.

Employability and Skills

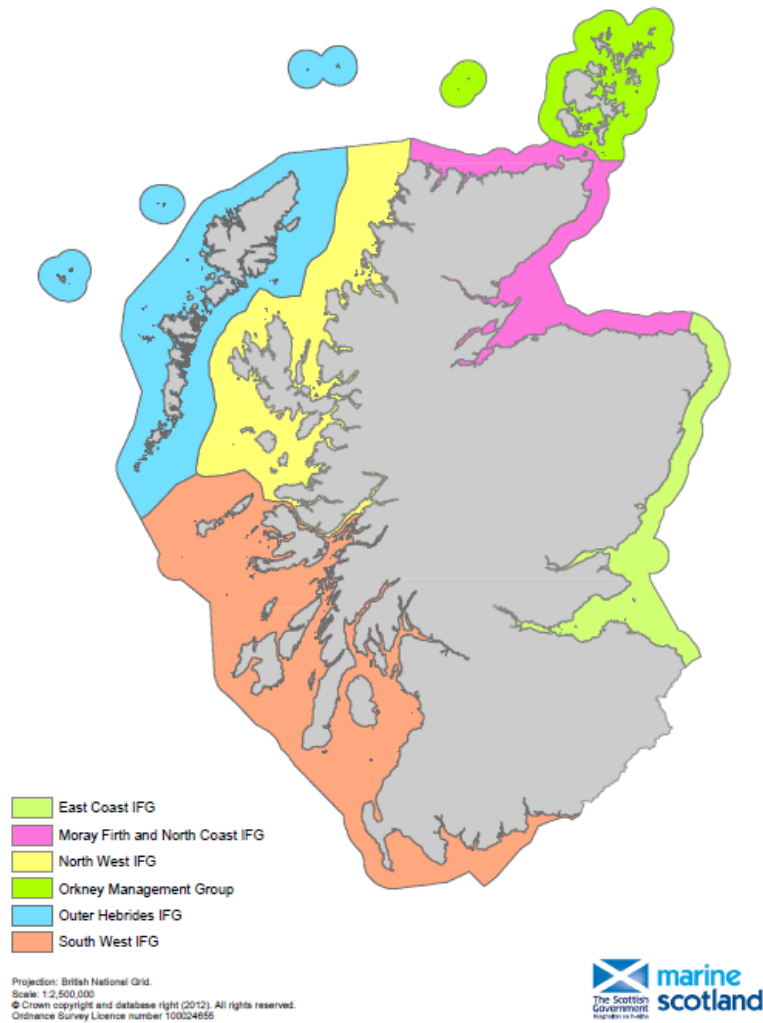
With an ageing population the availability of staff may become an issue in the area – some shortages have been met to date through immigration. There are persistent pockets of high unemployment in traditionally fishing communities. With the demise of traditional industries there is a need for reskilling or up-skilling to avoid a skills mismatch or lack of available workforce to meet labour market demands in new growth sectors such as renewables.

See Appendix 3 Coastal Profile

The Inshore Fisheries Group and Areas covered

Angus is within the South East Inshore Fisheries Groups (IFGs) that covers parts of Aberdeenshire, Angus, Fife and East Lothian. Established as pilot initiatives in 2009, IFGs provide a forum for commercial fishermen on fisheries management issues and promote active involvement in industry initiatives to safeguard the future of the industry. The Inshore Fisheries Groups cover a 0-6 nautical miles fishing zone. The SEIFG management plan is based on the working experience of fishermen from all sectors and a diverse range of vessel sizes and gear types the Plan is very much a practical approach to the development of fisheries and fisheries management and is available at: [Scottish Government IFG Website](#) The map shows the areas of coastline covered by SEIFG.

Inshore Fisheries Groups (IFGs) 2013



Shellfish are key to the fisheries sector in Angus with lobster being the most valuable of these but crabs, Nephrops (langoustine) and scallops are also caught.

Figures (from 2009) quoted in the SEIFG management plan show the following values by weight and £ Sterling for each of these species as well as the relationship of landings labour to force by area.

Landings of Individual Species into Eyemouth and Pittenweem Fishery Districts and Arbroath/Montrose by Tonnage and Value During 2009

Species	Eyemouth		Pittenweem		Arbroath/Montrose	
	Tonnes	£'000	Tonnes	£'000	Tonnes	£'000
Brown crab	211	226	116	123	64	61
Lobster	149	1,594	122	1,217	88	887
Velvet crab	72	116	91	160	54	105
Nephrops	1,792	4,001	1,524	2,595	11	27
Scallops	235	384	74	116	69	116
Other shellfish	14	19	229	402		

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Total shellfish	2,473	6,340	2,156	4,613	286	1196
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AREA FISHERIES MANAGEMENT PLAN FOR THE SOUTH EAST INSHORE FISHERIES GROUP-DOCUMENT 2 APPENDIX 4
SCOTTISH GOVERNMENT IFG WEBSITE

Value of Scottish Based Vessel Landings into Selected Regions of Scotland, in Relation to the Labour Force and Fishermen Employed during 2009.

Region	Landings £M	Labour Force (x 1000)	Fishermen Employed	As % of Labour Force
Outer Hebrides Orkney, Shetland	78.1	35	1 328	3.79
Aberdeenshire	145.0	130	1 335	1.03
Highland	71.1	117	949	0.81
Moray	3.5	44	273	0.62
Angus	1.2	52	58	0.11
Aberdeen City	3.7	117	46	0.04
Edinburgh City	0.4	245	4	<0.01
East Lothian	2.3	47	68	0.14
Fife	4.5	172	174	0.10
Scottish Borders	3.4	54	79	0.15
Scottish Coastal Regions Total	339	1 231	5 409	0.44

IN TERMS OF THE SEIFG AREA AND FIGURES FOR ANGUS, EDINBURGH, EAST LOTHIAN, FIFE AND THE BORDERS, THE AVERAGE AS A % OF THE LABOUR FORCE WAS 0.1%. THE TOTAL NUMBERS OF FISHERMEN EMPLOYED WITHIN THE SEIFG AREA AMOUNTED TO 383 FULL TIME EQUIVALENTS.

AREA FISHERIES MANAGEMENT PLAN FOR THE SOUTH EAST INSHORE FISHERIES GROUP-DOCUMENT 2 APPENDIX 4
SCOTTISH GOVERNMENT IFG WEBSITE

The FLAG Partners and Area Representation

In addition to the IFGs mentioned above the fish catching and processing sector in the FLAG area is represented by a number of associations: Arbroath Fish Processors Association,, Arbroath & District Static Gear Association, Montrose Harbour Board.

FLAG members will be drawn from a range of geographical and sectorial stakeholders, public and private, who can effectively contribute skills and knowledge to the implementation of the programme. Organisations represented on the former Angus Coastal FLAG included : Arbroath Fish Processors Association, Usan Salmon Fisheries, Arbroath & District Static Gear Association, Montrose Harbour Board, Scottish Enterprise, VisitScotland, Angus & Dundee College, Voluntary Action Angus and Angus Council. FLAG members will have links to or are part of other organisations and networks in the area e.g. Angus Community Planning Partnership and ESIFG. The FLAG will also link to the LEADER Local Action Group as some members will represent their organisation on both bodies. This will facilitate greater synergy and ensure that projects funded through EMFF and LEADER sit within the strategic framework of the LDS to enhance community led local development.

The consultation process and identification of need.

Consultation has been undertaken on a one to one basis with fisheries and fishery interests in the coastal area and the following issues and development needs have been identified.

The fisheries related businesses in the coastal area of Angus fall into three groups:

- The creel boat fleets which are based mainly in Arbroath (20 boats) and Montrose (3 boats) and are focused on inshore shellfish: lobster, brown and velvet crab. There is one locally operating scallop boat (based in Wick). There is a fleet based at Gourdon in Aberdeenshire but the boats move to Montrose in the winter because the harbour is

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better protected from easterly winds. These are nearly all small family businesses with succession from father to son or other close relatives. The produce is exported live through Tarbet and Macduff and shellfish are stored in underwater cages in the harbour until the transportation.

- Specialist niche businesses which thrive through their scale in the market (e.g. the dominant wild salmon netting company in Scotland is based just south of Montrose at Usan).
- Local processors, in particular the cluster of micro-businesses producing Arbroath Smokies.

There has been significant recent investment in modern boats and equipment and, while many of the business owners are in their 50's, there has been a steady influx of younger men which will ensure effective succession. No significant issues have been identified locally flowing from the CFP, specifically the landing obligation, as all shellfish are landed and sold on live. Angus Council has recently started work with a number of Arbroath Smokie producers with a view to creating a collaborative approach to marketing and export of this product. The market position of this local product has been reinforced by the award of Protected Geographical Indication for Arbroath Smokies. Similarly Scottish Wild Salmon has PGI status.

Angus Council and VisitScotland have a strong emphasis on food and drink as does Scotland's Food and Drink. 2015 will be Year of Food and Drink and VisitScotland's Growth Fund can provide support for marketing for eligible initiatives⁹. This will be open in Jan 2015 for the next financial year. Since the Growth Fund is only available for proposals from more than 3 businesses collaboration is important. It is clear from these developments that there is considerable scope to join up EMFF funding with other public funding and wider approaches to increase its impact.

⁹ The VisitScotland Growth Fund supports a range of regional, national and sectoral groups to deliver marketing campaigns to UK and International audiences. Funding can cover 50% of approved marketing costs from a minimum award of £5,000 up to a maximum of £40,000.

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SWOT Analysis

The analysis of the strengths weaknesses opportunities and threats facing coastal communities has been compiled based on all responses from stakeholder consultations.

<i>Strengths</i>	<i>Weaknesses</i>
<ul style="list-style-type: none"> • High quality environment with varied scenery offering very wide range of choice • Rich cultural and maritime heritage • Fishing sector that has diversified • Fishing and processing know how; expertise in traditional maritime skills • EU Protected (PGI) status of Arbroath Smokie • Area pride • Attractive towns for residential and tourist use • High quality of life • Active communities and high levels of volunteering • Good performing food sector • Growth in tourism industry employment and expenditure particularly in niche markets <ul style="list-style-type: none"> ○ Golf industry ○ Ancestral Tourism ○ Outdoor Tourism ○ Food and Drink • Workforce adaptive to change • High levels of self employment • Migration is easing labour shortages • Unemployment rate is below Scottish average • Educational attainment level high • Successful College • Good national transport links 	<ul style="list-style-type: none"> • Limited exploitation of the sea and coastal assets for leisure and tourism • Decline in fishing industry • Lack of national awareness of the Angus FLAG area • Lack of local awareness of local assets • Lack of integration of marketing efforts • Over reliance on some sectoral initiatives (e.g. golf tourism) • Tendency for parochialism and local rivalries • Community apathy and lack of support for community initiatives • Decline in town centres • High number of commuter settlements • Lack of local leisure facilities • Inconsistent access to training • Few local major employers; over 90% businesses considered SMEs • Lower than average level of earnings • Slower than average decline in numbers of incapacity benefit claimants • Pockets of high unemployment • Reliance on service sector industries • Lower than average numbers of new business start ups • Young people leaving • Ageing population
<i>Opportunities</i>	<i>Threats</i>
<ul style="list-style-type: none"> • Fishing sector diversification • Developing maritime/shipbuilding/repair skills • Developing processing facilities for tourism • Greater use of coast and sea for leisure, tourism and business • Use of more varied fish stocks • Area wide initiatives that bring greatest benefit and impact • Opportunities for further leisure craft tourism • Environmental/green tourism/wildlife tourism • Protection of environmental assets and reintroduction of marine life • New and existing events to bring additional day visitors and tourists to the area • Promotion of local produce; • Greater partnership and joint working • Stronger community base – active, motivated communities • Renewable energy sector opportunities for new and diversified business, training and skills development • Self employment being pushed by National Government through work programme • Reskilling to meet new sectoral and market needs • Promotion of the area's identity 	<ul style="list-style-type: none"> • Impact of EU Regulations on fishing sector • Lack of broader strategic development of the area and focus on projects individual areas • Continuing decline in fishing and processing sectors • Impact on environment of non sustainable practices • Montrose Port overlooked as a support base for renewable energy • Reduction in service sector employment • Reliance on migrants to fill jobs • Deepening vicious spiral of declining high streets and increased desertion to major shopping centres • Loss of local services, infrastructure and employers • Lack of investment in new businesses or business space in current economic climate • Loss of young people from area and ageing population • Growth in commuter areas • Public Sector spending cuts • Redundancies • Global Warming • Increasing unemployment rate • Skills mis-match or lack of skills to meet demands

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• Increased pride and commitment to the area	• Pressure on services from increased number of non English speakers
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Opportunities and needs have been identified in terms of:

- Collaborative ventures in marketing
- Innovation in processing and packaging
- Building on the local reputation for high quality seafood by attracting more visitors which in turn will enhance the demand for local produce and create significant benefits in terms of other income to fisheries communities
- Building on the fishing heritage of the area to attract visitors and increase local spend on fisheries related businesses
- Skills development.

Summary: Key Priorities and Actions

Consultations, research and discussions have identified the following as the key **needs/priorities** for Angus in the new EMFF Integrated Local Development Strategy:

- Improving local facilities for fishing businesses. There are a range of practical issues for the use of Arbroath Harbour. These include:
 - Improving live shellfish storage (which is currently done using keep cages in the harbour and which is getting congested with the successful marina taking up much of the inner harbour) – with a proposal to create storage tanks in the old fishmarket.
 - Making better use of the outer harbour through the development of a floating pontoon around the outer harbour wall to provide greater safety (crews currently use vertical ladders to each boat – this would allow access by two sets of stairs) and security (theft of catch during the dark winter months is an issue)
 - Improving efficiency through the development of a managed ‘box pool’ for the Arbroath fleet.
- Other opportunities include joining up local fishing interests with local consumption by promoting the food and drink offer as part of the drive to enhance tourism. This could involve:
 - Adding value to fish through innovation in local processing – for example, ‘specialist’ smoking and marinating.
 - Increasing customers by promoting local restaurants using local produce and attracting visiting traffic by extending and promoting a complete coastal path and promoting local fresh fish restaurants and local specialities such as Arbroath Smokies. The popular Fife Coastal Path leads walkers to Dundee and Carnoustie and the Angus Coastal Path is mostly I place (the stretch between Lunan Bay and usan is not developed) and currently being waymarked to join up with the Aberdeenshire Coastal Path – all of these contributing to the North Sea Trail. There is not currently a dedicated website for the Angus Coastal Path and there is scope to market this more actively.
- Building on the fisheries and sea-going heritage by:
 - Further strengthening the leisure fishing reputation and appeal of the area to attract more leisure fishing and local spend
 - Creating local fisheries heritage related trails and interpretation to attract more visitors and local spend. These trails could be linked to the coastal path.

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- o Building on the potential of historic fisheries related features such as the historic Bellrock Lighthouse
- o Supporting the development of sealife tourism, based on the rich ocean life of the coastal strip.
- There is potential to work collaboratively with Fife FLAG to the south and Aberdeenshire FLAG to the north in supporting larger scale projects which will bring benefit to the fisheries areas in terms of the Scottish Government's priorities. This could include both infrastructure to attract more customers for fisheries products and facilities, and more strategic approaches to the promotion of these products and services.
- Finally, there may be opportunities to support the training of young people by expanding the recruitment of Modern Apprentices. This could involve a collaborative effort involving Angus Council, specialist HR support and recruitment incentives for micro-businesses for the first 6 months. There may be scope to develop MAs which involve a range of different businesses – any one of which may not be able to justify a full time position.

The FLAG has also taken into account the Marine Scotland priorities described at the outset of this chapter as well as those emerging in the strategy for the new LEADER programme.

Key Priorities and Outcomes

These issues and opportunities suggest that the EMFF for Angus should focus on three of the Scottish Government's four priorities, namely:

- Adding value, creating jobs, and promoting innovation at all stages of the fisheries and aquaculture seafood supply chain
- Supporting diversification within the fisheries and aquaculture sectors
- Supporting lifelong learning and job creation in fisheries areas.

The aim of the Angus FLAG will therefore be:

To work closely with local fisheries interests (producers, processors and commercial customers) to identify and support projects which will build on the reputation and quality of marine produce and in doing so create local jobs, enhance skills and create a more resilient fisheries sector.

The linkages to the Angus Local Development Strategy as part of the Community Led Local Development are shown in the table below and more fully described in the Local Development Strategy Section 65.

EMFF Priorities and Indicative Actions linked to Angus LDS

LDS objective	To strengthen local economies by creating opportunities to develop local vocational skills, encourage business start - up and growth and the creation of new jobs.	
EMFF Priority	Objective	Ideas
Adding value, creating jobs, and promoting innovation at all stages of the fisheries and aquaculture seafood supply chain	To enhance the efficiency and effectiveness of the current fleet	Construct a pontoon in the outer harbour at Arbroath. This would: <ul style="list-style-type: none"> • Provide easier and safer berthing • Improving security and reducing winter theft • Creating additional marina space in the inner harbour
		Creating a managed 'box pool' on behalf of the fleet to: <ul style="list-style-type: none"> • Improve box management and hygiene • Create better quality assurance • Save time and money for individual boat owners.
		Creating keep tanks at Arbroath harbour to replace harbour bottom cages. Improves harbour management and appearance and improves storage quality.
	Improve local use of produce and add value	Attract more visitors through enhancing and promoting the local fisheries related food offer
Supporting diversification within the fisheries and aquaculture sectors	Adding value by building on local processing techniques	Specialist smoking and marinading
	Increasing customers for local fisheries related restaurants and processed fish	Promoting the coastal path and linking to local communities for stay overs and meals
	Attracting more visitors and related spend	Developing fisheries related trails and interpretation linked with coastal path and fisheries related buildings such as Bellrock Lighthouse
	Increasing business numbers and jobs through supporting fisheries related enterprises	Developing leisure fishing and sealife tourism, drawing on fishing skills and heritage
Supporting lifelong learning and job creation in fisheries areas	To support new businesses related to fisheries linked initiatives and help them recruit appropriate skills	Provide appropriate support for businesses related to EMFF priority actions Provide specialist HR support to help fisheries related microbusinesses to grow Help microbusinesses take on MAs