Moray's Great Places

Audience Development Plan

Final Report

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1. STRATEGIC CONTEXT

1.1 Introduction

This section sets out the strategic context for the development of the Moray's Great Places heritage and culture project. We have considered the socio-economic profile and various development strategies for the Moray area in order to position the interpretative framework in the current and future strategic environment, determining current priorities and opportunities to which the Moray's Great Places project can effectively contribute.

1.2 Area Overview

- Moray lies to the north east of Scotland with Inverness and the Highlands to the west and Aberdeenshire to the east. Covering an area of 2,238 square kilometres, it is Scotland's eighth largest council area.

- With a population of approximately 96,000, Moray ranks 25th out of Scotland's 32 local authorities in terms of population density. A population increase of 4.4%, is projected from 2016-26, a growth which exceeds the projected average for Scotland generally (+3.2%)[1]. Just over half of the population live in Moray's five main towns of Elgin, Forres, Buckie, Lossiemouth and Keith. [2]

- In general Moray is reported to have a stable economy, with low levels of unemployment (3.8% compared to 4.3% in Scotland for the 2017/18 tax year) and a high percentage of workers in skilled trade occupations than the rest of Scotland (SOC 2010 Major Group 5 20.9% compared with 11%). Level of pay is however, low.

- The economy is largely reliant on natural resources with a focus on agriculture, engineering and construction, fishing, forestry, food products, whisky and tourism.[2] 8% of those working in food and drink across Scotland work in Moray. The region is home to more than half of the whisky distilleries in Scotland, an industry estimated to contribute more than £282 million to the UK economy and around 2.5% of Scotland's GDP[3]. The Ministry of Defence (MOD) also plays a crucial role in the area's economy as the largest employer, with two major bases at Kinloss Barracks and RAF Lossiemouth.

1.3 Current Challenges

Our document review highlights two particular challenges facing Moray's economy:

- A marked **imbalance in the demographic of Moray** with a higher percentage of residents over 60 than the Scottish national average and a "missing generation" between the ages of 16-29. This highlights a need to focus on improving opportunities for young people in Moray to work and live in the area, encouraging them to stay and settle.

- An **occupational segregation and gender imbalance** across the working population, perhaps resulting from the cultural bias in many of the industries prevalent in the area such as agriculture, construction and manufacturing.[3]

1.4 Relevant Strategies and Investments

A number of strategies are under development or in place which are attempting to address the challenges outlined above. There is considerable opportunity for the Moray's Great Places Project to contribute, particularly in terms of encouraging young people to stay in the area, fostering pride in the history and heritage of Moray, and improving economic opportunities through tourism. Initiatives of particular relevance to the project are as follows.

Strategy/ Initiative	Details	Relevance
Moray 2026: A plan for the Future	Created by the Moray Community Planning Partnership (MCCP) and facilitated by Moray Council the main priorities are defined as growing, diverse and stable economy, fostering ambition and confidence in Moray's young people and promoting healthier, sustainable lives for adults.	• Supporting constructive community engagement in planning for a viable economic future. • Focus on young people • Tourism as an important lever for economic growth
Moray Growth Deal, August 2017	Created by the Moray Economic Partnership (MEP), which is overseen by the MCCP, this is a strategic, long-term plan to deliver projects to transform the local economy. The central theme focuses on "innovation through tradition," specifically how traditional industries have been built to diversify, develop and improve the local economy. Support for tourism has been identified as part of the Growth Deal bid as a means to boost the economy, maximise local spending and provide jobs outside of the food and military industries which dominate Moray's economy and labour market.	
Moray Economic Strategy, October 2012	Provides a long term economic diversification strategy for Moray. The underperformance of Moray's tourism offer despite the region's rich history and heritage is noted. Key identified priorities are population growth, economic growth and growing annual earnings, seeking to provide opportunities for investment in life sciences, technology, engineering, renewable energy, broadband and tourism.	• Tourism as an important lever for economic growth
Tourism in Moray	"In 2025, Moray will be known nationally and internationally as an exceptionally attractive destination for leisure and business visitors, offering memorable experiences, based on the area's unique assets, including malt whisky, the heritage of Macbeth, its pure natural environment and superb food using local produce"	Targets include: • Doubling the economic value of tourism • Doubling the size of the tourism-related workforce, with at least 80% living locally

Strategy/ Initiative	Details	Relevance
		and fully skilled for their job, and trained in customer care • Achieve annual occupancy of serviced accommodation rooms of at least 75%, and at least 65% occupancy of self catering units.
Moray Tourism Strategy, 2017-2019	Tourism is acknowledged as important to the economy (generating over 10% of employment in Moray) but able to deliver much more. An objective has been set to double the tourism contribution to the economy by 2025. Raising the profile of Moray's tourism offerings and identifying opportunities for collaboration and support with key tourism stakeholders, and in so doing promoting a greater confidence in Moray as a visitor destination, are key actions for achieving this.	• Strong alignment with collaborative approach advocated by the project and its focus on achieving more engaging visitor experiences to maximise the audience appeal.
Moray Cultural Strategy, 2014-2017	The Moray Cultural Strategy was the output of the We Make Moray Project, developed with the We Make Moray Place Partnership, local residents and key stakeholders in the cultural sector. The project explored culture and identity in the area to inform a vision for its creative future. Commissioned by the Moray Economic Partnership's Tourism and Culture Group and supported with funds from the Highlands and Islands Enterprise, a number of engagement strategies were implemented to encourage communities to constructively input their ideas via an online ideas bank, open community events and online surveys. The strategy identifies a number of priorities including: • enabling communities to be actively involved in the interpretation and care of their local heritage and environment; • enabling and ongoing mapping of creative activities, facilities and people across the region and; • developing tourist trails with a cultural heritage theme linking key sites and areas.	• Strong alignment with the ethos of Moray's Great Places which focuses on a 'bottom up' understanding of heritage based on the local perspective and lived experience. • Potential links with the 'We Make Moray' website

Strategy/ Initiative	Details	Relevance
	The strategy also acknowledges the need for visitor information which captures "the passion, knowledge and personality of communities", allowing them to "take cultural ownership of the visitor experience."	

Below are examples of projects which respond to the challenges and opportunities identified in the above mentioned strategies.

The **Castle to Cathedral to Cashmere (CCC) Project** exemplifies the interpretive approach advocated by the Moray Cultural Strategy. The CCC Partnership aimed to deliver a significant heritage experience at the heart of Elgin which brought over 1,000 years of history to life, engaging more people with the past and their heritage and making Elgin and Moray a must-see destination. A number of project deliverables included a website, events programme, light show at Elgin cathedral, online content, a 3D mapping project and ghost stories developed and narrated by school pupils. The new interpretation proved popular with locals and tourists alike and served to engage young people through the participation of Elgin Academy and Elgin High Schools. The inclusion of over 25 interpretative panels throughout the town centre was reported to have increased visitor numbers, improved the attractiveness of the town centre and enabled a greater understanding of the town's history and heritage amongst locals, serving to **enhance the local identity, sense of 'belonging' and civic pride.** In this sense, the success of the CCC Project could be rolled out across Moray with the Great Places project, serving to tell a more cohesive story of Moray's heritage and enhancing the collective identity of the area.

The continued significance of Moray's whisky distilleries for driving tourism is evident in the popularity of the **Malt Whisky Trail**. Similarly, Diageo, who own a number of big brand drink labels including Johnnie Walker whisky, recently announced a **£150 million investment to transform a number of distillery visitor** centres across the Highlands and Islands, including Cardhu Distillery.

Further investment in the area has been announced with the expansion of **RAF Lossiemouth.** As the largest and busiest fast jet base in the RAF, Lossiemouth contributes significantly to Moray's economy representing 9.5% of total FTE employment in Moray and contributing £90.3 million gross income to Moray households.[4] Recent announcements that the US intend to invest £62 million at RAF Lossiemouth to establish it as a major NATO base, refurbishing the runway and building more hangars and accommodation for US navy personnel, will further this contribution. The UK government has also announced investment, providing £132 million to support the building of a new hangar for the Poseidon P-8 aircraft alongside a tactical operations centre, squadron accommodation and training simulators. Overall, future developments at RAF Lossiemouth are valued at an excess of £400 million and are likely to bring over 400 service personnel into the area along with dependants and chain supply employees.[5] This investment is likely to bring significant benefits to the local economy, allowing for the building of infrastructure and amenities which could support both locals and tourists alike. This would serve to improve the economic opportunities in Moray in accordance with the Moray's Great Places project. Accordingly, RAF Lossiemouth could serve to raise the visibility of Moray by attracting visitors from

further afield and potentially contributing to a sense of ownership and pride in the international role and military heritage of the area.

1.5 Key Messages

- Moray has a stable economy and low levels of unemployment resulting from a heavy investment in **food and drink production** as Scotland's largest distiller of Single Malt Scotch Whisky, and **military involvement** with a large RAF base at Lossiemouth and army barracks at Kinloss.
- Despite this, there are two distinct challenges facing the economic future and sustainability of the area: a marked **gender pay-gap** and a **"missing generation" of young people aged 16-29**.A number of strategies have been identified to address these issues, with a key focus on creating economic opportunities to **keep young people in the area** and create a **sense of pride** in, and ownership of, Moray's history and heritage.
- The tourism sector has responded strongly to the vision presented in the Moray Tourism Strategy, with growth in the staying visit market of 27% from 2011 – 17, and growth in the day visitor market of 29% in the same period. Further details are provided at Section 3.4.The tourism industry in Moray was worth £129.8 million in 2017.
- Current significant investment at RAF Lossiemouth and in Moray's whisky industry will help to **grow the economy** over the next few years, increasing the population and providing employment. Projects such as Moray's Great Places could capitalise on this investment by telling the stories of whisky production and the role of the military in the area, improving Moray's heritage offer and creating local pride in the current (and historic) role Moray plays both nationally and internationally.
- Overall, the Moray's Great Places project has a **strong strategic fit** with the wider objectives of the MCCP and the Moray Growth Deal to increase youth involvement and create economic opportunities through tourism.

References:

1 Moray Council Area Profile Population Estimates' National Records of Scotland (Online) Available at: https://www.nrscotland.gov.uk/files//statistics/council-area-data-sheets/moray-council-profile.html#population_projections

2 Moray Community Planning Partnership 'About' (Online) Available at: http://www.yourmoray.org.uk/ym_standard/Page_104818.html

3 *Moray Region Growth Deal: Initial statement of Intent and Proposed Programme August 2017* (Online) Available at: http://www.mymoray.co.uk/wp-content/uploads/2017/07/MGD-Statement-of-intent.pdf

4 *Economic Impact of RAF Kinloss and RAF Lossiemouth, Reference Economic Consultants, August 2010*

5 Moray Council 'Moray Economic Development Annual Review 2016/17' (Online) Available at: http://www.moray.gov.uk/downloads/file117730.pdf

2.   ASSET MAPPING

2.1   Introduction

This section sets out a review of the heritage of Moray, reported visitor numbers and the findings of two surveys administered during the delivery of the study.

2.2   Heritage Assets Mapping

This section presents an outline of Moray's various heritage assets which collectively represent the unique history and culture of the region, provide employment and attract visitors. This is provided as a pre-cursor to the market appraisal and audience development approach. Assets have been subdivided into tangible and intangible to understand the full heritage offer for residents of and visitors to Moray, and allow for the identification of gaps within this offer to which the Moray's Great Places project can contribute.

2.2.1   Tangible Heritage

'Tangible heritage' is defined as the physical historical remains of the past worthy of preservation including, buildings and historic places, monuments and artefacts. (UNESCO)

Moray has a number of tangible heritage assets, both designated and undesignated, which draw visitors to the region and make up its unique heritage offer.

Of those assets that are designated:

- 1,670 are statutory listed under the Planning (Listed Buildings and Conservation Areas)(Scotland)) Act 1997, 78 are Scheduled Monuments
- Nine are Gardens and Designated Landscapes
- One is a Historic Battlefield (Glenlivet)
- 18 are Conservation Areas (Archiestown, Berryhillock, Buckie Yardie, Burghead, Cullen (Seatown Outstanding CA), Elgin (High Street Outstanding CA), Findhorn, Findochty (Outstanding), Fochabers (Outstanding), Forres (Outstanding), Garmouth, Keith (Mid Street, and Fife Keith), Kingston, Portknockie (Outstanding) and Whitemire. Findhorn, Cullen and Keith have available CA Character Appraisals detailing the architectural heritage and townscape character unique to those areas.
- 35 are statutory designated Sites of Special Scientific Interest (SSSI's), both biological and geological.

Despite the Moray Firth being claimed as one of the best places in Europe to see whales and dolphins, Moray has no Historic Marine Protected Areas.

Moray has a wealth of cultural and natural heritage assets. Our mapping exercise focusses on those which are available for the public to visit as recognised attractions. We have identified 70 such assets, categorised as follows:

TABLE 3.1 MORAY HERITAGE ATTRACTIONS BY CATEGORY	
Whisky	14
Monument	10
Religious	9
Visitor Centre	8
Natural Heritage	8
Historic House/Castle	4
Museum	4
Arts	3
Industry	3
Transport	3
Garden	2
Retail/ Food	2
Total	**70**

Cultural Heritage Assets

Moray boasts an especially high concentration of **whisky** related attractions (14). This is unsurprising, as almost half of all Scotland's whisky distilleries are located in the region. Those of note include the Macallan Experience, a modern approach to the whisky story, Benromach Distillery, the first distillery to distil organic whisky, and Glenfarclas Distillery, one of Scotland's oldest family-owned distilleries. Other family owned distilleries include Benromach, Glenfiddich and Tamdhu. One significant asset related to this industry is Moray's famous Speyside Malt Whisky Trail which takes visitors on a tour around a number of historic distilleries in the region.

As well as its whisky heritage, Moray has a number of significant **monuments** which pertain to its military, maritime and social heritage. Included in these are: a Grade A listed lighthouse (Covesea, Lossiemouth), several derelict and/or ruined castles and towers (Auchindoun, Duffus, Burgie, Coxton, Ladyhill and Elgin, and Nelsons Tower), an historic inn (Thunderton House, Elgin) and library (Elgin).

Castles and country houses not classed as ruined include Balvenie (Keith), Cawdor (Nairn), Brodie (Forres), Ballindalloch (Ballindalloch) and Gordon (Fochabers). The walled garden at Gordon Castle is one of Moray's few **formal gardens**, another notable one being the Biblical Garden at Moray which uses the bible as its reference point and is the first of its kind in Scotland.

Heritage assets related to **religion** prove numerous across Moray and includes kirks (St Michael's Kirk (dedicated to St Peter), Elgin), churches (St Giles Church, Elgin), abbeys (Kinloss Abbey, Kinloss and Pluscarden Abbey, Elgin), houses (Spynie Palace, nr Elgin), and chapels (Gordon Chapel, Fochabers). Perhaps the most visited of these is Elgin Cathedral, the only cathedral in Moray and one of the most important religious buildings in Scotland during the medieval period. The region also has one of the few Catholic seminaries in Scotland located at Scalan, Glenlivet.

There is also a substantial volume of **visitor centres,** offering a variety of experiences typically with information/ displays on local history and tourism at the core. The Speyside Cooperage for example, is the only working cooperage where visitors can experience the art of coopering as part of the Speyside Malt Whisky Trail. Burghead Visitor Centre, Speyside Visitor Centre, Tomintoul & Glenlivet Discovery Centre and Findhorn Village Icehouse and Heritage Centre all offer visitors information about their respective local areas on topics such as whisky smuggling (Tomintoul), salmon fishing (Findhorn) and

the Picts (Burghead). The River Findhorn Visitor Centre, nearby Logie Steading Visitor Centre, similarly provides information about life around the River Findhorn and the local legends of Randolph's Leap and the Wolf of Bandendoch. Logie Steading Visitor Centre itself has its own heritage centre, bookshop, workshops, shopping village and café. The Baxter's Highland Village near Fochabers has a similar focus to Logie Steading on food and shopping as its main visitor offer, a more commercial focus than some of the smaller local history centres. Two further visitor centres are run by commercial corporations, Johnstons Cashmere Visitor Centre and Knockando Woolmill, each representing core stands of Moray's significant textile heritage. The only council-run heritage centre in Moray is the Local Heritage Centre at Elgin Library which offers resources for both locals and visitors to research their own family history using archives and online materials.

Moray has a number of traditional **museums** with collections relating to the archaeology, social history and natural heritage of Moray which includes the Falconer Museum at Forres and Elgin Museum, the oldest independent museum in Scotland. Smaller museums, such as Fochabers Folk Museum and Heritage Centre and Nairn Museum (Highland), offer visitors to Moray a more localised view of the history of specific towns in the area. Other museums include those related to transport, such as the Moray Motor Museum and Morayvia - an air museum with a focus on interactive sci-tech features, located near to the RAF base at Kinloss - and local industries such as fishing (Lossiemouth Fisheries and Community Museum and Buckie & District Fishing Heritage Centre).

Alongside its museums Moray has three **art galleries**, two of which are located in Findhorn (Moray Arts Centre and the Johnathan Wheeler Art Studio) and the other at Tomintoul (Tomintoul Art Gallery)

Natural Heritage Assets

Natural heritage is in abundance in Moray along the coastline and across the countryside. Cited as the top motivator driving tourists to the region, natural heritage is one of the region's key defining features.

The Moray Firth is well-known as one of the best areas of the UK to spot dolphins and whales from land. Although not designated, the Moray Firth could be deemed as a significant natural heritage asset with visitor centres such as the Scottish Dolphin Centre at Spey Bay helping to promote its significance for wildlife. Moray has **two Coastal Nature Reserves**, Findhorn Bay Local Nature Reserve and RSPB Culbin Bay.

Inland, the **Wards Wildlife Site** to the south of Elgin promotes the protection of wildlife species and habitats around the town and as such, has been designated by the Scottish Wildlife Trust as a non-statutory wildlife site. Moray has 35 statutory designated Sites of Special Scientific Interest (SSSI's) both biological and geological. These include Culbin Sands, Culbin Forest and Findhorn Bay amongst others.

As well as the chance to view native wildlife, Moray's natural heritage assets provide recreational opportunities for visitors. The Forestry Commission Scotland have created a number of trails for walking and biking through Moray's forests, which include:

- **Culbin Forest** (north of Forres and west of Findhorn), providing a network of tracks, including the Hill 99 trail;
- **Roseisle Forest** (along the coast south of Burghead);
- **Quarrelwood Forest** (west of Elgin), featuring a prehistoric henge site and a disused sandstone quarry where fossils are frequently found and;
- **Torrieston Forest** (near Elgin), featuring the first trees planted by the Forestry Commission Scotland in the 1920's.
- **Winding Walks** (near Fochabers), a maze of trails that include viewpoints and monuments within the 19th century gardens of the Duke and Duchess of Gordon.
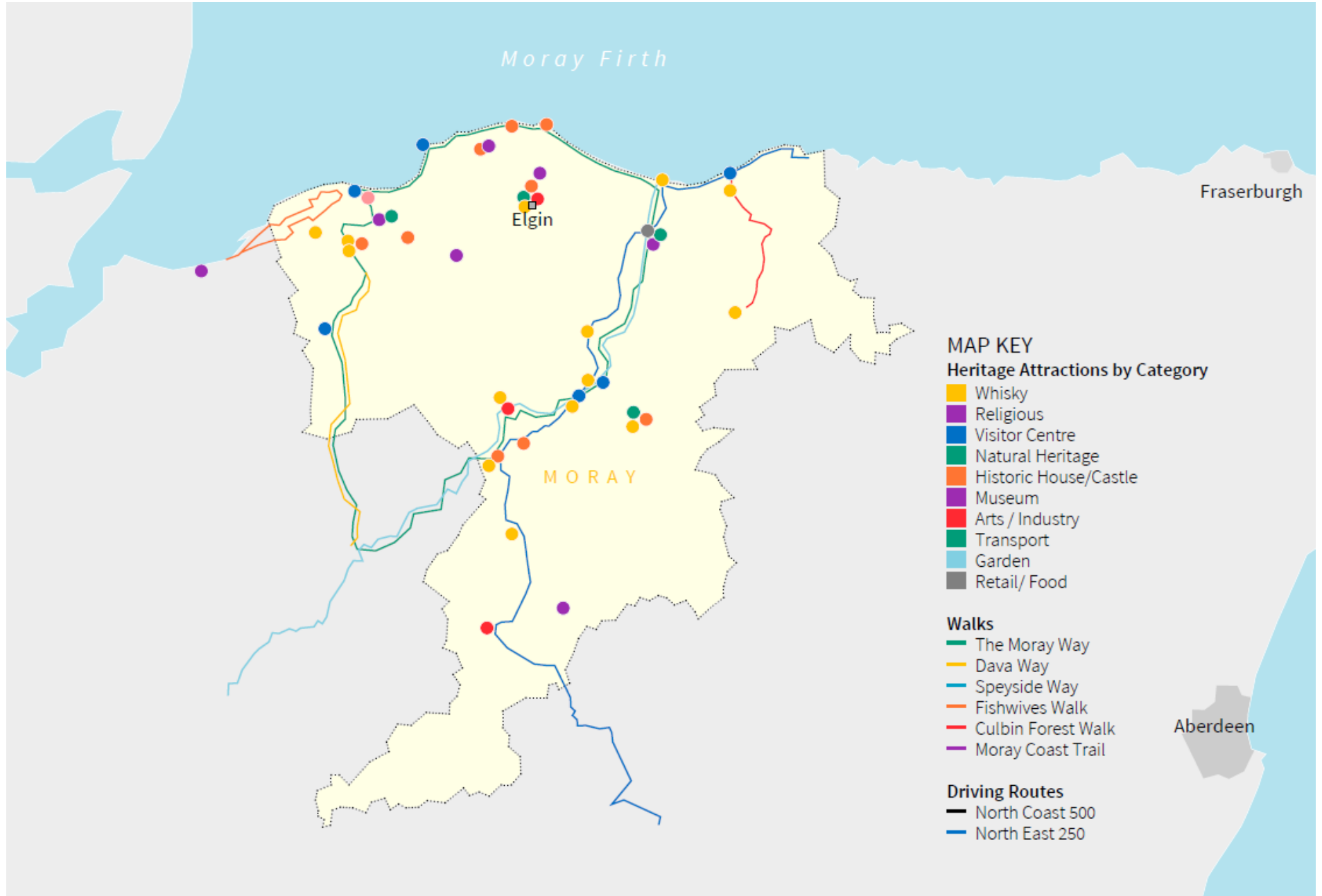
Visitors can also cycle the **Glenlivet Mountain Bike Trails at Tomintoul** and the **Moray Monster Trails**, near Fochabers. The south of the region is designated as part of the **Cairngorms National Park** which offers alternative recreational activities such as skiing and snowboarding during the winter months, as well as opportunities to see rare native species such as capercaille, ospreys and pine martens.

Finally, as with most regions in Scotland, local natural landmarks are frequently tied to the cultural history and heritage of Moray. Notable examples include:
- **Randolph's Leap**, a gorge on the River Findhorn designated as an SSSI and named after the escape of the enemies of Randolph, Earl of Moray in the 14th century. Visitors can walk to the Leap from Logie Steading (approximately 2 miles).
- **Fishwives Walk**, a 13-mile walk from Buckie to Keith marking the route taken by fishwives of the nineteenth century who distributed herring to the local area.
- **Sculptor's Cave**, Covesea, an archaeological site named for the Pictish symbols and carvings on the walls.
- **The Dava Way**, a 24-mile walk from Forres to Grantown-on-Spey along the route of the of Highland Railway line and incorporating the Moray Way and the Moray Coastal Trail

The following map provides an overview of some of Moray's key heritage sites, walking routes and rivers.

MAP KEY

Heritage Attractions by Category

- 🟨 Whisky
- 🟪 Religious
- 🟦 Visitor Centre
- 🟩 Natural Heritage
- 🟧 Historic House/Castle
- 🟪 Museum
- 🟥 Arts / Industry
- 🟩 Transport
- 🟦 Garden
- ⬜ Retail/ Food

Walks

- ▬ The Moray Way
- ▬ Dava Way
- ▬ Speyside Way
- ▬ Fishwives Walk
- ▬ Culbin Forest Walk
- ▬ Moray Coast Trail

Driving Routes

- ▬ North Coast 500
- ▬ North East 250

Moray Firth

Fraserburgh

Elgin

MORAY

Aberdeen

2.2.2 Intangible Heritage

'Intangible cultural heritage' can be defined as that which is not composed of physical monuments, buildings and artefacts but of expressions, beliefs, traditions and knowledge passed from generation to generation. According to UNESCO's definition this includes, but is not restricted to:

"Oral traditions, performing arts, social practices, rituals, festive events, knowledge and practices concerning nature and the universe or the knowledge and skills to produce traditional crafts". (UNESCO)

National

Scotland has a number of recognisable intangible heritage assets which serve to contribute to an overall sense of nationalism and identity. Moray shares a number of traditions with Scotland as a collective nation, including:

- **Piping** – the European Pipe Band Championships have been held at Forres for the past 6 years.
- **Kilt-making** – The Kilt and Textile Centre in Keith is the original Kilt School of Scotland.
- **Whisky-distilling** - Scotch whisky is considered an ancient tradition which is particular to Scotland. To be officially classed as Scotch whisky it must be distilled in Scotland and be matured in an oak cask for a minimum of 3 years.
- **Highland Games** – A number of Highland Games are hosted across Moray each year (see below)
- **Ceilidhs and Scottish Country Dancing**
- **Burns Suppers**
- **Hogmanay** – this includes the traditions of "first footing" and the singing of Robert Burn's *Auld Lang Syne* etc.

Regional

Moray also has a rich array of important intangible heritage assets which distinguish the region from the rest of Scotland and which contribute to its own sense of regional and local identity. Prominent aspects of Moray's intangible heritage include:

Language	Dialect is a form of intangible heritage which can contribute significantly to the formation of identities, helping to bring communities together through a shared language and understanding. Moray has a distinct version of Scot's dialect, **the Doric dialect**, which it shares with Kincardine, Aberdeen and Banff. The name 'Doric' arose from comparisons with the 'Doric' speech of ancient Greece spoken by peasantry and working classes (English as the formal language of Britain became known as Attic – the language of the city states of ancient Greece). The term was first applied to Scots dialect by the poet Allan Ramsay in 1721 meaning it as a rustic or rural language and is used primarily today to distinguish the regional variations of Scot's dialect in the north east from the rest of the country.
Festivals and Events	**The Burning of the Clavie** – a fire festival which takes place in Burghead on the 11th January each year to greet the New Year. Unique to Burghead where New Year is celebrated on both the 1st and 11th January, a "flaming Clavie" (a barrel full of staves) is

	carried round the town followed by a large crowd. It is then taken up onto Doorie Hill (ramparts of an ancient fort) where it is allowed to burn out and roll down the hill. Residents then collect a piece of the embers, the possession of which is said to bring good luck for the coming year. Other activities and events which bring together communities and visitors alike combining social practices, performing arts, festivals and traditions specific to Moray include: - **Highland games events** at Forres (6th July – in 2019 Forres hosts its 91st Games), Tomintoul (21 July 2018), Dufftown (28 July 2018), Aberlour Strathspey (4 August 2018) and Gordon Castle (20 May 2018). - Celebrating **rural practices** such as at Keith Show (12 & 13 August 2018) - **Walking and hiking events** such as the Moray Walking Festival (15 – 24 June 2018) - **Arts and music festivals** including the Spirit of Moray Book Festival at Elgin Library (11 – 15 September 2018), the TMSA (Traditional Music and Song Association) Keith Festival (14 – 16 June 2019), Speyfest (27 July - 29 July 2018), and the Findhorn Bay Arts Festival (26 September – 1 October 2018). - **Food and drink festivals** are also popular, celebrating the traditions of whisky-making at the Spirit of Speyside Whisky Festival (2 – 7 May 2018) alongside other traditional food production at Lossiemouth Seafest (30 June - 8 July 2018) and Elgin Food and Drink Festival (18 August 2018).
Literature	Moray's intangible heritage is tied into literary heritage, not only of Scotland but of the wider UK, through its connections to **Shakespeare and Macbeth**. As the home of "the real Macbeth" who was Mormaer of Moray and King of Scotland in 1040, and despite many reported inconsistencies between his documented life and the play, visitors are drawn to the region by the connection. Local folklore also supports the connection with the Witch's Stone situated outside Forres Police Station reportedly marking the grave of one of the three witches who bewitched King Duncan in 960AD.
Food and Drink	Moray is the home of a distinctive Scottish dish which originated as a result of the living standards and availability of food of the 1890's: **Cullen Skink**. Cullen Skink is a thick soup made from smoked haddock, one of the few foods in plentiful supply in the late Victorian era, first made in the town of Cullen. Today it is well known around the world with the Cullen Skink World Championships held annually in Cullen itself.
People	Intangible heritage also applies to people of the present and past who have contributed to the **advancement of knowledge** about nature and the universe. A number of influential figures in Scottish, British and World history who have done so originate from Moray, including: - Hugh Falconer, a scientist born in Forres whose work influenced Charles Darwin and who also introduced tea drinking to Victorian Britain. Founder of the Falconer Museum, Forres;

- George Stephen and Donald Alexander Smith, cousins who travelled to Canada and became two of the country's richest men in the late nineteenth century through their involvement in politics, business and the building of Canada's national railways;
- John Ogilvie, a catholic priest and sainted martyr who was executed for his religion in 1615 and canonised as a saint in 1976; and
- George Gordon, a well-known scientist who recorded the fauna and geology of Moray and went on to found the Elgin Museum in 1843, to name a few.

Moray's residents continue to fuel the sense of place, identity and pride which is fostered today. In 2013, a HLF funded project, 'All Our Stories', was set up to collect **memories and stories** from Moray's "loon" (lads) and "quines" (lasses) about life and the past. Events were organised where locals could bring along photographs and record their memories via audio. These have been archived and made available online.

2.3 Online Survey Results

2.3.1 Survey Results

A survey was carried out as part of the Moray's Great Places Audience Development Strategy which asked heritage organisations and sites in the region to provide feedback with regard to their current visitor numbers, perceived barriers for improving these and suggested actions moving forward. There were 16 responses in total with organisations including visitor and heritage centres, those representing natural and cultural historic sites, voluntary tourist initiatives, and heritage and conservation groups/trusts. The results are briefly outlined below.

Visitor Numbers and Demographics

Overall the range of organisations and sites who completed the survey reported their general visitor numbers for 2017 as being anywhere between 300 and 91,000, some of which were explicitly stated as estimations. Each site reported varying visitor types with varying market penetration levels presumably as a result of each site's type and nature. The highest average percentage of visitor are reported to have travelled from 'the rest of the UK' outwith Scotland (51%), whilst around a third are 'residents of Scotland' (36%) or from 'outside the UK' (31%). The lowest percentage of visitors were reported to be those residing in Moray itself (26%), possibly indicating a **gap in the local market**.

Of the 16 respondents 9 provided estimated demographic data which indicates that, by average, couples (2 adults) are the largest category of visitors (34%), whilst individual adults and parties of adults (group of 3 plus, self-organised group) made up just over a fifth of visitors to sites (21% and 22% respectively). Family groups with children made up just under a fifth (19.6%), whilst organised coach tours and school groups were the least represented categories (1.6% and 2% respectively).

In terms of age, the **largest number of estimated visitors fell into the '55-64' and '45-54' bracket** (25.6% and 23.4% respectively), perhaps unsurprisingly given the largest group category. Those **least represented were in the age brackets of 'under 16' and '16-24' years** (4.9% and 4.3%

respectively), perhaps indicating a market gap which is reflective of Moray's overall demographic and the need to encourage younger generations to stay in the area.

Given the apparent gap in the market for attracting younger people to sites, these were identified as one of the least preferable groups to grow engagement with (38%). Over 80% of those surveyed stated that the audience group they would most like to grow their engagement with is 'tourists staying in Moray overnight'. Around 50% wanted to grow their engagement with both 'Moray residents' and 'day trip visitors to Moray'. Those identified as the least important (each receiving 12%) were families with younger children (aged 10 years and younger), those from BAME communities, and people from socially and economically deprived areas, perhaps again reflecting the demographic and relative social and ethnic homogeneity of Moray's current visitors and residents.

Current Barriers to Audience Development

By far the greatest perceived barrier to overcome for reaching more and new audiences was a **lack of awareness of the attractions and their offers** (88%). Some suggested a lack of road signs was a particular factor in this. Around a quarter of respondents felt that many audiences **did not perceive that the experience they were offering was 'for' or aimed at them**, presenting a significant barrier in terms of diversifying audience type. A similar percentage reported **inadequate visitor facilities** such as parking, toilets and food/retail outlets, as a significant barrier. Almost a fifth of respondents (19%) stated that increasing competition from other high profile sites in the area and limited partnership working between organisations with an interest in heritage proved problematic when seeking to increase audiences, whilst less than 10% reported high ticket prices, access difficulties to and around/within sites and limited/inconsistent opening hours as potential barriers.

Actions for Audience Development

Perhaps unsurprisingly, given the greatest perceived barrier for developing audiences in Moray, **better marketing of the heritage offer for the wider Moray region** was selected by half of all respondents as the most impactful action to address this. The next highest selected priority actions also focused on marketing, with more needed for Moray's overall heritage offer (38%) and better needed at site specific levels (31%). **Increasing the perceived relevance of sites** was identified on a similar level of importance (31%) whilst all others were selected as potential actions of a lesser importance (less than 20%). Only two were not selected as necessary actions for reaching more/new audiences: 'increasing the perceived value of money of visits to sites', possibly indicative of a level of satisfaction amongst visitors at free/low cost attractions (of which 44% reported it being a driving factor in their visitation), and 'capital investment to improve the accessibility of sites' which is reflected in the low identification of accessibility as an engagement barrier (less than 10%).

Staffing, whilst not explicitly highlighted as a barrier, was indicated by some as a potential action for increasing engagement generally. The number of full time equivalent paid staff seems to be relatively low. Of those participants who indicated that they employed FTE staff (6) the number ranged between 1.2FTE and 30.0FTE. The vast majority however, reported only employing workers on a voluntary basis suggesting a strong market for volunteering. Despite this, around a quarter reported need for a small number of volunteers to deliver current activities. This suggests a greater **provision of volunteering**

opportunities and increased staffing levels as viable actions to growing the number of heritage activities and audiences across Moray.

Skills development and training could be a potential action for improving heritage engagement, particularly given the need for more and improved marketing across Moray and at site specific levels. Some respondents indicated skills gaps in their Board of Trustees relating to the digital (website and promotional materials), fundraising and accountancy, marketing, heritage expertise (conservation etc.) and legal.

Alignment of Project and Organisational Objectives

When asked which of the Moray's Great Places project objectives participants felt aligned with their organisational objectives, 100% agreed that '**to develop and enhance the visitor experience'** did so. Both 'to create a sense of ownership and of pride in the historical and environmental legacy within Moray particularly by the younger generation' and 'to create the opportunity to conserve and improve the built, historical, natural, cultural and social environment' were selected by 82% of respondents. 'To provide greater access to the local heritage' was also indicated to align with over half of respondents organisational objectives (69%). The least aligned was 'To improve economic opportunities in Moray', perhaps consequential of Moray's overall position as one of the least deprived areas in Scotland.

2.3.2 Community Survey

An online survey was conducted in early 2019 to understand barriers within the community that were impeding engagement, or more engagement, with the heritage of Moray and actions that could be undertaken to develop audiences. This survey ran in parallel with engagement work being undertaken by Ice Cream Architecture with groups and individuals across Moray. Participants in these engagement sessions were also asked to identify barriers and actions to support wider engagement with heritage.

This section provides an overview of the key findings. In total 38 completed responses were received. 67 people began the survey but did not complete it. In the following analysis the total number of responses to each question is noted.

Barriers

The vast majority (83% - 56 responses) of responses were provided by residents of Moray – the remaining 17% were made by visitors to Moray. The most commonly reported barrier or reason for not engaging with the heritage of Moray was 'I have other priorities for my spare time' (15 responses), 'travelling to places is too difficult for me' (5 responses) and 'I don't know where to find / access Moray's heritage places and events (4 responses).

Actions

'More publicity and communication about places / activities' (19 responses – 46%) and 'Guided tours, trails, or go-see trips to activities / places (19 responses also) were the most commonly reported activities that would encourage more engagement with Moray's heritage. Twelve respondents indicated that 'more variety, new places / activities with programmes that change' and eight people indicated that 'places / activities that felt better suited for children and families would encourage more engagement with heritage.

2.4 Key Messages

- Moray has a wealth of designated and non-designated heritage assets related to its shared and unique history including monuments, museums, galleries, visitor centres, gardens, religious buildings and battlefields.

- The largest majority of assets are related to the whisky industry with Moray having over half of all distilleries in Scotland. Whisky-making is also recognised as a part of Moray's shared heritage with the rest of Scotland with a number of festivals, trails and events being hosted each year to celebrate this.

- Moray's natural heritage plays a large part in its visitor offer, with assets such as biking and walking trails, festivals and local natural landmarks drawing visitors to its coast and countryside.

- Alongside its shared intangible heritage assets Moray has its own unique events and traditions which contribute to its regional identity, including Doric dialect, the Burning of the Clavie and the Cullen Skink World Championships. Its associations with well-known historical figures such as Macbeth, John Ogilvie and Hugh Falconer contributes further to its identity as a place with both national and world relevance.

- Visitor attractions want to grow their engagement with 'tourists staying in Moray overnight', 'Moray residents' and 'day trip visitors to Moray'.

- Better marketing of the heritage offer for the wider Moray region, and marketing of the offer at individual sites alongside increasing the relevance of sites to audiences were the most commonly reported actions that would develop audiences.

- Community members noted that other non-heritage calls on their time, and issues with travelling to sites, were key barriers.

- 'More publicity and communication about places / activities' and 'Guided tours, trails, or go-see trips to activities / places' were the most commonly reported activities that would encourage more engagement with Moray's heritage.

3. MARKET APPRAISAL

3.1 Introduction

This section assesses the Moray market, considering Moray generally and the study area specifically. In appraising the market we consider the scale and characteristics of the resident and visiting population, and the performance of heritage related visitor attractions and associated businesses. This exercise is an important pre-curser for the development of an audience development plan for Moray's Great Places. The market appraisal principally draws from desk-based research but is complemented by primary research gleaned during the immersive study trip to Moray conducted as part of this commission.

3.2 Local Market

This project is primarily concerned with the authentic voice and heritage of Moray – a defined geographic area for which we assume residents identify and connect with, i.e. residents' sense of identity will be intrinsically linked with Moray as a geographic area. Therefore, we can define the local market as the Moray local authority area. This section summarises the demography of Moray, with statistics pertaining to the 'study area' where relevant.

Population

The population of Moray is approximately **96,000** (2017 mid-year estimate). Approximately 57% of the population live in the region's five main towns (Elgin, Forres, Lossiemouth, Buckie and Keith). Elgin is the largest settlement, with a resident population of 23,000, followed by Forres at 12,500 and Lossiemouth at 7,000. National Register of Scotland (NRS) predicts that the population of Moray will increase by 4.4% between 2016 and 2026, from approximately 96,000 to 100,000. Population change across Scotland over the same period is expected to be an increase of 3.2%. Therefore, the population of Moray is expected to grow at a faster rate than Scotland as a whole. *Source: www.nrscotland.gov.uk*

The population of the study area is approximately **28,000**, the vast majority of which resides in the coastal section (83%). The coastal population is principally spread across ten settlements, with Forres by far the largest (approximately 12,500). The countryside section of the study area is comprised of five settlements with Fochabers having the greatest population (approximately 1,700).

| Coastal Study Area		Countryside Study Area	
Settlement	**Population (2016 mid-year)**	**Settlement**	**Population (2016 mid-year)**
Findhorn	930	Fochabers	1,720
Burghead	1,910	Rothes	1,200
Forres	10,100	Aberlour	1,050
Lossiemouth	7,870	Mosstodloch	990
Cullen	1,430	Garmouth	590
Portknockie	1,270	**Total**	**5,550**
Garmouth	590		
Findochty	1,160		
Portgordon	820		
Hopeman	1,700		
Total	**27,780**		
			Source: www.statistics.gov.scot

Urban and Rural Settlements

Moray is mostly rural, comprising 70% open countryside and a further 25% woodland. 24% of the Moray population lives in urban areas, compared to 70% for Scotland overall. *Source: Moray Area Profile,* http://www.moray.gov.uk/downloads/file59352.pdf

Age

The age composition of the Moray population is broadly similar to that for Scotland overall. With the majority of adults of working age (16-64 years), although the proportion is slightly lower in Moray (62% compared with 64% across Scotland). In Moray this is countered by a slightly **higher older population** (aged 64+) compared with Scotland overall (21% compared with 19%). As per the national average, the older population outweighs those who are under 16 years (17% in both Moray and Scotland).

DIAGRAM 3.1: MORAY POPULATION AGE
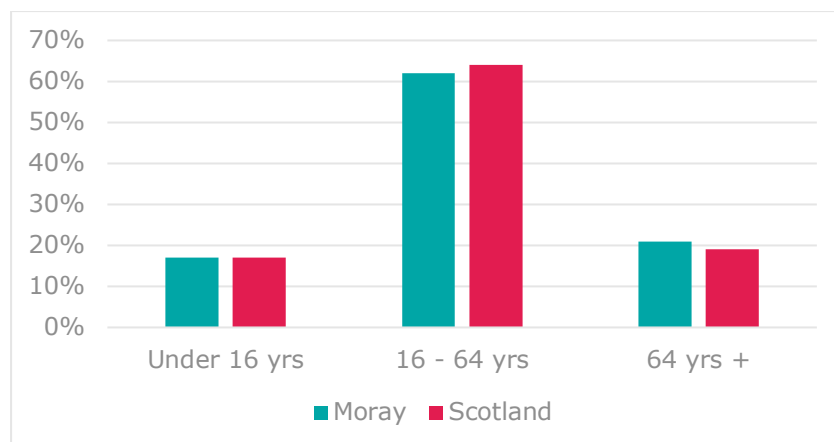
Source: www.nrscotland.gov.uk

Ethnicity

There is comparatively **low ethnic diversity** in Moray. The 2011 census states that 1.1% self-identify as an ethnic minority, compared with 4% across Scotland. The majority of the population identify as 'white – Scottish' (78%), although this is lower than across Scotland (84%). This is countered by a considerably higher proportion identifying as 'white – other British' (18% compared with 8% nationally). *Source: www.scotlandscensus.gov.uk/*

Deprivation

The Scottish Index of Multiple Deprivation provides an illustration of the relative levels of deprivation in communities across Scotland. Overall, Moray is **one of the least deprived areas** in Scotland, with no datazones in the 15% most deprived and just two in the 20% most deprived areas. Deprivation is however high in terms of access owing to its rural characteristic (28% of datazones are in Scotland's 15% most access deprived).

That said, **pockets of deprivation** are apparent. The interactive SIMD map illustrates datazones where deprivation is more acute than the regional statistics suggest, mostly relating to income and employment and education. These are observed in Moray's principal settlements as opposed to rural areas.

Years of research have shown that in general, people that live in areas of higher deprivation are less likely to engage with heritage sites and collections without specific and targeted intervention, e.g. activities designed to address and remove barriers, participatory activities tailored to an individual group or audience. Of course, every area is different and, in some areas, engagement with people from deprived areas can be considerable. The SIMD mapping tool can be used to identify deprived datazones and to target areas where stereotypically speaking lower levels of engagement with heritage can be anticipated.

3.3   Day Visitor Market

The day visitor market is considered to be the population who would conceivably travel to an area/ attraction, returning to their home on the same day. For Moray, the day trip market is identified as residents of Aberdeenshire, Aberdeen City and populations along eastern border of the Highland and Islands Council area. Total day trip market for Moray is approximately **528,000**.

TABLE 4.1 DAY TRIP MARKET		
Local Authority	**Wards**	**Population (2017 mid-year)**
Highlands and Islands	Nairn & Cawder; Culloden & Ardersier; Inverness South; Badenoch & Strathspey	37,597
Aberdeen City	All	228,800
Aberdeenshire	All	261,800
Total		**528,197**
		Source: www.statistics.gov.scot

The same boundary is considered to apply to the Moray coast and country area. This is a relatively modest day trip population, as a result of the rural nature of Moray and the surrounding areas.

3.4 Tourist Market

According to Moray Speyside Tourism, in 2017 there were approximately **806,000 overnight tourist trips** to Moray (an increase of approximately 50,000 or 7.4% on the previous year). In 2017, 60% of all visits (485,390) were staying visits – this was an increase of 7% on figures reported for 2016. In total, 1.6 million nights – 3.2 on average were spent by staying visitors to Moray. Overall, there was a 27% growth in staying visitor numbers from 2011 -17.

In 2017, just over 320,000-day visits were made to Moray, generating £16.5 million of spending (£51.43 per visitor). Visitor number growth of 29.3% has been achieved from 2011 -17.

MORAY SPEYSIDE TOURIST MARKETS AND KEY THEMES

MST's record of web-traffic provides useful insight into the current overseas tourist market. The greatest volume of web traffic comes from United Kingdom, USA, France and Germany

MST's key promotional themes are:
- Action, Adventure and Outdoor
- History, Heritage and Culture
- Shopping and Staying
- A Taste of Moray Speyside
- Landscape and Beauty

Visit Scotland classifies Moray within the Highlands and Islands region. In 2016 there were a total of **approximately 2,450,000 overnight tourist trips** made to the region. The vast majority of trips to the Highlands and Islands were made by domestic tourists (approximately 1,860,000 million or 76%), mostly by either by residents of Scotland or England (approximately 1,000,000 and 830,000 respectively). Of the 596,000 overseas tourist trips (24%), representation was greatest amongst visitors from the USA (144,000) and Germany (113,000). *Source: Visit Scotland, Tourism in Scotland's Regions 2016*

Visit Scotland / Britain Target Segments

The following summarises Visit Scotland / Visit Britain Target Segments:
1. Adventure Seekers / Active Buzz Seekers
2. Curious Travellers / Curious Explorers
3. Engaged Sightseers / Relaxed Sightseers
4. Food Loving Culturalists
5. Natural Advocates

Primary geographic markets include Netherlands, Germany, France, Scandinavia, North America and Canada. Secondary markets include New Zealand and Australia.

The Highlands and Islands encompasses a vast geographic area. We can observe that Moray achieves a penetration rate of approximately 33%, which is not inconsiderable by any means. If we assume Moray experiences the same split in terms of tourist market composition, approximately 613,000 are domestic tourists and approximately 193,000 are from overseas.

The box below summarises the behaviour, preferences and opinion amongst Highlands and Islands tourists. Information is sourced from *Visit Scotland, Tourism in Scotland's Regions 2016[1] and Visit Scotland, Scotland Visitor Survey 2015 and 2016 - Highlands Summary[2].*

- Majority of trips are made for the purposes of a **holiday** (85% of domestic and overseas tourist trips respectively)[1]
- Average trip duration of **4.3 nights** amongst domestic tourists and **5.2 nights** amongst overseas tourists.[1]
- Tourists are drawn to visit the Highlands and Islands mostly by the **scenery and landscape** (87%), followed by it being a place they have **always wanted to visit** (58%) and due to its history and culture (55%). It is also viewed as a place to get away from it all (37%) and is somewhere previous tourists often choose to visit again (36%). Motivations denoted in bold are those where the score for the region was significantly higher than for Scotland overall – revealing particular traits/ associations of the Highlands and Islands region as perceived by tourists.[2]
- A range of activities are typically undertaken by tourists to the region. By far the most common is **sightseeing by car/ coach/ on foot** (81%). More than half of tourists visit an historic house/ stately home/ castle (65%) and/ or go for a short walk/ stroll (59%). Around half visit a religious building (50%), go for a long walk/ hike/ ramble (48%) and/ or visit a beach (45%).[2]
- Car is by far the most common mode of transport (70%).
- Tourists' **overall experience of the Highlands is rated highly** (8.7 out of 10) as is the average **likelihood of recommending** the region as a holiday destination (8.8 out of 10).[2]

3.5 Education Market

There are a total of approximately **11,900 school pupils** in Moray. Approximately 7,000 attend primary school, and approximately 4,900 attend secondary school. There are **53 schools** in the region, 45 are primary schools and 8 are secondary schools. This data is as published by Moray Council and relates to 2017 (*Education and Social Care Annual School Census – Pupil Role Statistics*).
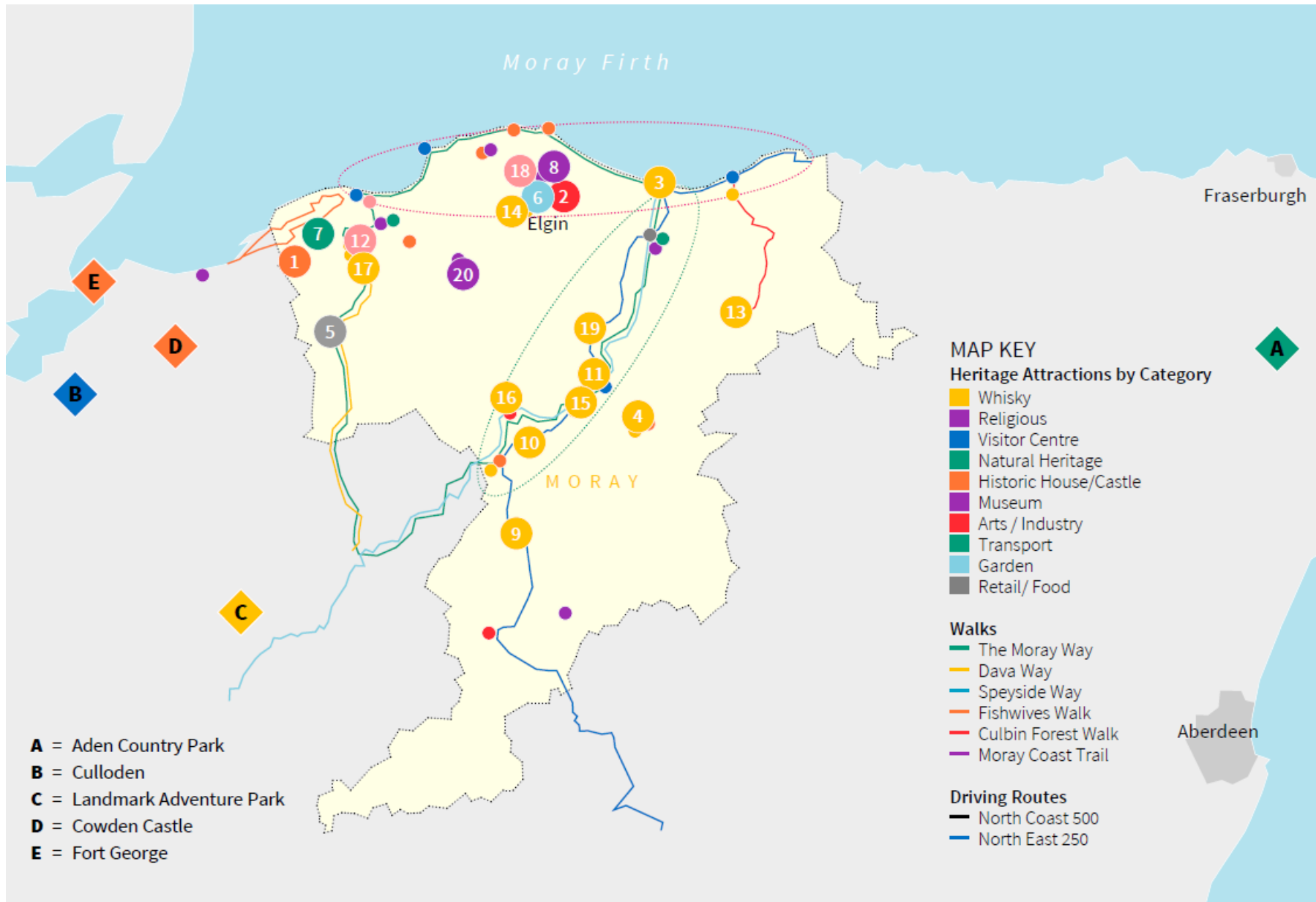
3.6 Visitor Attractions

Moray has a wealth of cultural and natural heritage assets. Our heritage asset mapping exercise identifies 70 assets which can be considered 'visitor attractions' (see Section 3). Our definition of visitor attraction for the purposes of this study includes any asset which relates to the distinctive heritage of Moray and is available for public engagement. This includes a wide variety of attraction types and a range of visitor experiences, from those which are purposely designed with the visitor in mind (such as a museum) to

those where there is limited to no intervention allowing independent exploration (such as one of the many monuments and ruins peppered across the landscape).

The map below plots the 20 most visited attractions in Moray. Note that this is based on data published by the Moffat Centre Visitor Attraction Monitor or the Association of Scottish Visitor Attractions. Visit volume data relates to the most recent year for which information is available. For most this relates to 2017. Data marked with an asterix * indicates older data was used (no earlier than 2010). A notable exclusion from the published data is Knockando Woolmill, one of Moray's high-profile attractions. Acknowledging this, we have also plotted Knockando on the map.

Moray Firth

Fraserburgh

Elgin

MORAY

Aberdeen

MAP KEY
Heritage Attractions by Category
- Whisky
- Religious
- Visitor Centre
- Natural Heritage
- Historic House/Castle
- Museum
- Arts / Industry
- Transport
- Garden
- Retail/ Food

Walks
- The Moray Way
- Dava Way
- Speyside Way
- Fishwives Walk
- Culbin Forest Walk
- Moray Coast Trail

Driving Routes
- North Coast 500
- North East 250

A = Aden Country Park
B = Culloden
C = Landmark Adventure Park
D = Cowden Castle
E = Fort George

1	Brodie Castle	210,700
2	Johnstons Cashmere Visitor Centre	189,600
3	Scottish Dolphin Centre	91,100
4	Glenfiddich Distillery	*81,300
5	Logie Steading Visitor Centre	68,300
6	Biblical Garden	60,000
7	Culbin Forest and Shore	57,800
8	Elgin Cathedral	38,200
9	Glenlivet Distillery	37,600
10	Glenfarclas Distillery	22,000
11	Macallan Distillery	*20,300
12	Falconer Museum	*14,900
13	Strathisla Distillery	15,200
14	Glen Moray Distillery	12,800
15	Aberlour Distillery Visitors Centre	12,500
16	Cardhu Distillery Visitor Centre	11,500
17	Dallas Dhu Distillery	10,500
18	Elgin Museum	12,800
19	Glen Grant Distillery	*9,700
20	Pluscarden Abbey	8,700

Source: Scottish Visitor Attraction Monitor 2017 – Moffat Centre

Half of Moray's top performing attractions are whisky distilleries, underlining the strength of whisky production as a core component of the region's distinctive heritage. Together these distilleries attract approximately 23% of the total visit volume drawn by the top 20 attractions combined. The most visited distillery is Glenfiddich (81,300 in 2013). Benromach Distillery reports visitor numbers of around 12,000 per annum.

Aside from whisky, the top 20 visited attractions relate to the built heritage of the area (castles), social history and traditions (museums and visitor centres), Moray's textile heritage, natural heritage assets and religion.

Brodie Castle is Moray's top visited attraction (approximately 210,700 visits in 2017). The ancestral home of Clan Brodie, today the Castle is operated by the NTS and is available to visit year round. Visitors can explore the Castle and new Playful Garden, a £2.8m family friendly play-based experience which opened in 2018. Johnstons Cashmere visitor centre also draws considerable visitor footfall (approximately 189,600 in 2017).

4. COMPARATOR ANALYSIS

4.1. Introduction

As the Moray's Great Places project focuses on the local, authentic voice of an area being used to support interpretation and engagement, a comparator analysis has been undertaken as a useful way to benchmark other schemes and initiatives within the UK which share and enact a similar focus. In considering their performance we can assess what has worked well and draw lessons to inform the development of the Moray's Great Places project. The initiatives identified in this section have been deemed viable for their relevance to Morays Great Places by having one or more of the following criteria:

- They focus on **area-wide interpretation** designed to **increase tourism** and draw together a number of sites.
- **Community engagement** featured prominently, especially **youth engagement**.
- They focused on **storytelling** as a means of presenting the past.
- They have helped to **foster pride** in the history of the local area and contributed to **identity-building**.

The comparators selected present a broad range of initiatives which vary in objectives, scope and budget and include exhibitions, local community projects, regional tourism schemes and smaller-scale interpretation projects:

- **Ireland's Ancient Eas**t, Republic of Ireland
- **Moor than Meets the Eye Landscape Partnership**, Dartmoor
- **The Pan-Wales Heritage Interpretation Plan**, Wales
- **Harris Tweed: From the Land Exhibition**, Penrith, Cumbria
- **Discover Beighton**, Sheffield, West Yorkshire
- **The Family La Bonche – who are we?**, Newcastle, Tyne & Wear
- **Charing Parish during the First World War Project**, Charing, Kent
- **The Giant's Causeway World Heritage Site – evolving, enhancing and engaging**, near Bushmills, Northern Ireland
- **Forgotten Landscapes Partnership Project**, Blaenavon, Wales

4.2. Analysis

Several conclusions can be drawn from these comparators and are discussed in reference to the above key criteria. Where deemed of particular relevance to the Moray project further detail on successes and outcomes have been highlighted in grey.

Area-wide Interpretation & Storytelling

The comparators chosen offer an insight into the scope and nature of community-led and area-wide interpretation initiatives in the UK. Of those identified the initiative with the strongest fit to Moray's Great

Places is **Ireland's Ancient East** which sought to use the power of storytelling to create a holistic visitor experience across a wide geographic area, linking a number of historic sites by using recognisable branded signage and website. Reported outputs/early successes of the project are varied, and those of particular potential and relevance to the aims of Moray's Great Places are outlined in the box below.

Outputs
- A website with themed stories told via various digital media forms including videos, imagery, audio and illustrations. Also featured are pre-planned itineraries inspired by the stories under each theme which visitors can use to plan their trip.
- The delivery of 7 new "saleable experiences" at 7 heritage sites.
- Updating and replacing of 42 town panels using IAE's branding and storytelling techniques.
- Alignment of the brand with Ireland's current food-based visitor experiences by implementing a pilot programme to create IAE's Food Experiences.
- Improvement of IAE's social media platforms by developing rich, immersive digital content and encouraging of visitors to participate by sharing their experience using the hashtag #IrelandsAncientEast.

Early indications of success:
- Revenue growth of +14% and visitor number increase of +13% for the regions attractions between 2016 and 2017.
- +3% occupancy growth and +6.1% revenue growth for the region's hotels during the same period.
- Positive factor in Ireland's tourism and business performances for the 2018 summer season, with over one third of businesses (36%) believing the brand to have had an overall positive impact
- Reported potential to increase visitor revenue by almost 25% to €950 million by 2020, bringing an extra 600,000 visitors to the region.

The **Pan-Wales Heritage Interpretation Plan** sought to do similar. It acknowledged the lack of physical and thematic links between sites in Wales and allowed visitors to follow the stories from site to site via the use of icons in much the same way implemented by Ireland's Ancient East. The success of Ireland's Ancient East in particular highlights the strength and opportunity afforded by using storytelling as a means to situate sites within a wider geographic landscape and make evident the heritage significance for the collective identity of a region. What both of these initiatives highlight, and of note for Moray's Great Places, is the effectiveness of a clear, strong branding to link thematic stories, contributing to effective place-making whilst making it substantially easier for visitors to understand what makes a region distinctive.

Accordingly, the **Harris Tweed: from the Land Exhibition** demonstrates how storytelling can be used in creative ways to bring to light the history and heritage of an area. Although concentrated under one roof, the exhibition sought to tell the story of one man's encounter with the traditions and heritage of the Outer Hebrides, demonstrating through the use of artefacts and photography the links between tweed-making and the natural landscape. In doing so, the exhibition highlighted the inextricable nature of intangible and

tangible heritage, and landscape and culture – a concept which has particular relevance and importance for Moray's Great Places.

Community & Youth Engagement

Whilst the Harris Tweed exhibition is exemplary in its creative storytelling methods, a priority of the Moray's Great Places project is the involvement of the *community* in telling *their own stories.* Few area-wide initiatives explicitly give reign to local communities in creating interpretations and outputs. Whilst Ireland's Ancient East involved local heritage stakeholders as members of the community, it did not encourage those not already involved in the heritage sector to have their voices heard. **Moor than Meets the Eye Landscape Partnership** does this by placing the community at the heart of their interpretative schemes and projects, bringing them together in a shared understanding of the Dartmoor landscape, a concern for the conservation of its wildlife, and the sharing of skills to help safeguard its future. Deliverables of the Partnership include:

- A web-based resource to help visitors find out more about Dartmoor and the shaping of its landscape.
- An interactive map with suggested routes linking a number of heritage features.
- An enhanced and updated Visitor Centre at Postbridge.
- Support of a number of community-led projects e.g. 'Discovering the Dartmoor Story' and the 'Parishscapes Project' - both of which engaged local residents in learning about and presenting their local histories via websites, interpretation panels, creative writing workshops and plays/performances.

Both **Giant's Causeway World Heritage Site's evolving, enhancing and engaging** project and the **Forgotten Landscapes Partnership Project** at Blaenavon World Heritage Site share Moor than Meets the Eye's concern with community engagement and storytelling across a landscape. As part of the latter communities were encouraged to engage with the landscape in new ways to help change their perceptions of the area and its former industrial heritage. At Giant's Causeway local people were involved in researching, designing and producing new interpretation for the site through outreach activities and an oral history project, ensuring local stories were a key element. For both of these projects local school children were involved in research, walking and cycling routes were improved to link elements of the area together and heritage was celebrated as a key factor in local identity-building and economic provision.

Along these lines, and alongside the creation of a holistic visitor experience, Moray's Great Places seeks to engage young people in their local heritage and, in doing so, foster pride in the history and heritage of the region. **Discover Beighton**, **The Family La Bonche – who are we?** and **Charing Parish during the First World War** projects succeeded in engaging young people in their local heritage. The Family La Bonche project in particular aimed to connect young people with the circus heritage of the north east through archive investigations and an oral history project. Project outcomes – an exhibition, circus performances, and website and project newspaper – were reported to have a significant impact on altering the way young people thought about heritage and the past. One individual commented:

"I used to think heritage was something that was distant from us and from me and from my life until I was in this project and I discovered that actually it's in you, it's in me, it's in everyone."

Fostering Pride

The Discover Beighton project similarly sought to alter the mind-set of the local community with regard to the past in an area where a degree of negativity surrounding pit-closures had coloured people's view of it. As Moray is currently facing an economic challenge with a "missing generation" of those aged between 16 and 25, fostering pride in Moray's past can play a key role in addressing this issue. Discover Beighton did just that, encouraging residents of the West Yorkshire village to record and research the mining history of the area and create a digital archive of local stories as a way of reshaping attitudes towards the pit closures from those of shame to pride.

4.3   Key Messages

- Area-wide initiatives can be extremely effective in drawing together stories of a significant geographical area and increasing tourism. To be most effective strong themes and branding are needed to create a holistic visitor experience, as with Ireland's Ancient East.
- Engaging with local communities is a challenge for larger initiatives such as Ireland's Ancient East and the Pan-Wales Heritage Interpretation Plan but is achievable (i.e. Giant's Causeway) and should be strived for.
- Those comparators which have involved local communities and young people have demonstrated that involvement in heritage interpretation initiatives can have a profound and meaningful impact on people's lives, helping some to realise that heritage and history is relevant to themselves and others (i.e. Family La Bonche), and is something to take pride in (Discover Beighton).
- Comparators have shown there are a multitude of creative ways to utilise storytelling as a powerful way to engage visitors and locals alike, from photography, exhibitions, signage, websites, workshops and performances (i.e. Harris Tweed exhibition, Moor than Meets the Eye's 'Parishscapes Project' and Family La Bonche).

5. AUDIENCE DEVELOPMENT STRATEGY

5.1 Introduction

This section sets out an audience development strategy and actions to encourage enhanced and extended engagement with Moray's heritage. The section begins with an exploration of barriers before considering strategic and operational activities to overcome issues and capitalise on the opportunities afforded by the wider context.

5.2 Barriers to Engagement with Moray's Heritage

The following provides a summary of the main barriers for engagement with Moray's heritage, as identified through a review of available activities and services, site visits, consultation with representatives of the sector, engagement sessions and online surveys.

Local Residents

- There can be a perception that the heritage sites will always be there and as such there is no impetus to visit or engage now.
- Lack of awareness of what is on offer / becoming 'blind' to the range of experiences available.
- Heritage sites can be seen as tourist attractions and as such, not for the local community.
- If the exhibition or programme doesn't change, there is no incentive to re-visit if they have already attended. This can be exacerbated at sites where admission or participation charges are in place.
- Stories and narratives are captured, recorded and presented by operators of sites, or organisations with an interest in particular places or themes. They do not always necessarily capture the local voice and narratives that are of interest to local residents.
- Heritage activities are not the priority activity for resident's leisure or free time
- Lack of awareness of how to get involved in groups that work with heritage, as a volunteer or active participant.
- Perception that nobody will be interested in the history of our group / place / organisation /social history etc.
- People are not aware of what is available at sites, what activities are available, or that the experience at specific sites has been enhanced / changed.

Schools

- Pressures on curriculum limiting time to spend on out of school activities
- Cost of travel to and activities delivered at sites
- Internal competition within the heritage sector for school visits / engagement
- Lack of capacity within heritage organisations to develop, promote and deliver education resources and experiences.

Young People

- Other pursuits are of greater interest
- Themes are not of interest or relevance to young people
- Traditional methods of storytelling and interpretation are not immediately appealing
- Negative view of heritage sites and themes influenced by experiences from earlier life
- Young people do not see themselves or their stories reflected in the interpretation and sites
- Need for more inspiring people and activities to encourage engagement and participation

Tourists

- Moray's cultural and heritage offer could be promoted more robustly as part of the wider marketing of the area. Moray is situated between Highlands and Aberdeen City and Shire, and may often be overlooked by tourists – Moray in the Middle
- Moray is known by some audiences for Scotch whisky. Other stories and themes are not as prevalent as they could be – More than Whisky
- Many stories are untold, or under-told and the consultation and development exercise has encouraged these stories to emerge – Hidden Stories
- Some stories are told partially in a number of places – story-based connections are not effectively presented – Disjointed Storytelling
- Competition from neighbouring areas and elsewhere in Scotland – Why should people visit Moray?

There are some events, such as the Burning of the Clayvie at Burghead where there is a conscious and concerted effort to maintain the community's ownership of traditions. Typically, audience development strategies are concerned with growing audience numbers however, in the case of community traditions such as this, the community's wishes must be the priority.

Operators

- Marketing and promotion of individual sites and the collective heritage offer in Moray
- Lack of common and consistent approach to capturing visitor and non-visitor data which means there is no robust baseline of engagement with heritage across Moray
- Further collaboration and partnership working, sharing information and programme planning would contribute to developing an enhanced visitor experience and journey
- Capacity constraints of many organisations and groups responsible for providing access to Moray's heritage – many sites are run by volunteers or with volunteer support. The quantum of volunteer support affects opening hours and season
- Attractions and heritage sites do not effectively sign-post to each other, which limits the encouragement of visitors to explore further, attending more sites and further engaging with heritage and cultural sites

Access and Circulation

- Many sites and locations require private transport to access.
- Some sites have challenging topography on approach, or access and circulation challenges within buildings or sites.

5.3 Project Objectives

The Moray's Great Places Project aims to:

- Provide greater access to the local heritage
- Create a sense of ownership of and pride in the historical and environmental legacy within Moray particularly by the younger generation
- Create the opportunity to conserve and improve the built, historical, natural, cultural and social environment
- Improve economic opportunities within Moray
- Develop and enhance the visitor experience in Moray

5.4 Audience Development Objectives

Audience development objectives can be split into community and tourism priorities.

Community Objectives
- To increase the number of visits to heritage sites by residents of Moray
- To increase the number of visits to heritage sites by young people (16 – 24)
- To improve the visitor experience by effectively recording and presenting the heritage of places and the community, utilising the authentic voice of the community
- To enhance the sense of and connection with place across the community
- To build capacity and capability within the heritage sector, particularly in relation to the staffing, management and development of heritage sites and projects
- Enhance the viability and sustainability of heritage site operators, managers and custodians

Tourism Objectives
- To increase overall number of day trip and staying visitors to Moray
- To encourage visitors to attend more sites of heritage and tourism interest
- To encourage visitors to Moray to spend more time and money at heritage sites and across the area
- To contribute to extending the average duration of staying visitors
- To extend the season by attracting more visitors outwith the main summer season
- To support all businesses to see their role in, and contribution to the presentation and promotion of the heritage offer

5.5 Target Audiences

At the highest level there are two headline audience types: contributors / creators of the heritage sector / heritage experience and beneficiaries of, or participants in, heritage activities. This distinction is important for the Moray's Great Places project as a project which is concerned with an overarching approach to enhancing access to and engagement with heritage site, stories and themes. As such, creators or contributors to the heritage experience are an audience / stakeholder group with considerable influence and power. These organisations and groups create the environment within which people can participate and benefit from use of or engagement with heritage. By making this distinction we can consider the

objectives and actions that could be pursued by contributors / creators to assist in engaging beneficiaries and participants.

Audience Spheres – defined by type of participation
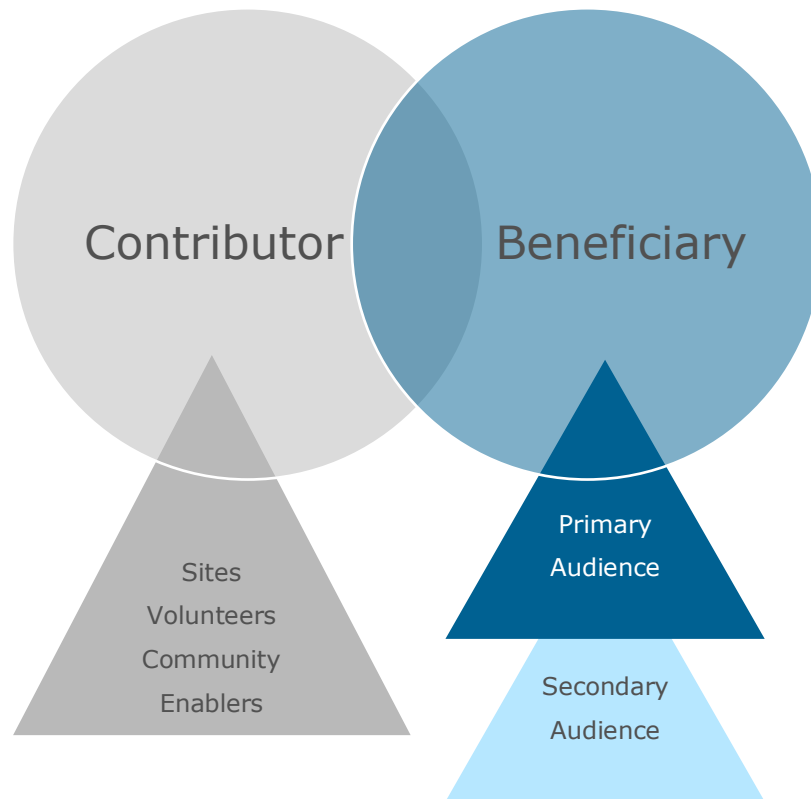
Contributors / creators of heritage experiences include owners and managers of heritage sites, businesses etc., volunteers that manage or run sites, community members and wider enablers, such as Moray Speyside Tourism, Moray Connections etc. Without these contributors the potential to engage with heritage would be considerably reduced.

The beneficiary sphere is split into a Primary Audience and a Secondary Audience. As per discussions with the Steering Group, the primary audience for this project is the resident population of Moray, as it is expected that by more effectively capturing and presenting the unique and authentic heritage story from a local perspective, we can create enhanced experiences that will further engage tourists and other visitors to Moray. The secondary audience within the beneficiary sphere is tourists who would enjoy the enhanced experiences created by more effective presentation of heritage and the activities and actions of contributors and creators.

5.6 Audience Segments

The following diagram identifies the four main audience segments that could be targeted by the Great Places Project.

Young People and Wider Community	**Site Owners, Managers and Volunteers**
Businesses	**Visitors**

A detailed breakdown of individual audiences that form the main audience segments are shown below.

Young People

Education and Learning

- Nursery pupils
- Primary School Students
- Secondary School Students
- College students
- Special Educational Needs

Organised Groups

- Youth club /groups
- Scouts / Brownies

Families

- Families with under 5's
- Families with under 12's

Independent Youth

- 14- 16-year olds
- 16 -24-year olds

Wider Community

- Lifelong Moravians
- Away and Back
- 'Recent Landers – RAF Community'
- Migrant communities
- Volunteers – actively engaged
- Empty nesters
- No dependents
- Amateur researchers
- Professional researchers
- Academics
- Lifelong learners

Businesses

Tourism businesses

Transport

- Bus drivers
- Taxi
- ScotRail

Accommodation providers

Restaurants and food and drink

Retail

Sites,Owners,Manager

Site Owners

Site Managers

Volunteer Groups

Statutory Agencies

Marketing Organisations

Visitors

Visit Scotland

Segments

1. Adventure Seekers / Active Buzz Seekers
2. Curious Travellers / Curious Explorers
3. Engaged Sightseers / Relaxed Sightseers
4. Food Loving Culturalists
5. Natural Advocates

5.7   Delivery Approach

It was clear from a review of assets and site visits across much of Moray that there are recurring themes and stories, told in part at multiple locations across the area. This means that visitors typically only access part of a story at any one location and, in many cases, there is little information to direct them to another site to follow the story further. The story of the Wolf of Badenoch for example appears in Elgin, at Logie Steading, Lochindorb, Elgin Cathedral and Pluscarden Abbey. In addition, we heard a number of engaging stories from the community that are currently under, or not presented, to the public at large. The Stories from the Shadows' concept connects the under told stories and developing a coherent narrative for stories that are told in multiple locations.


'Stories from the Shadows'
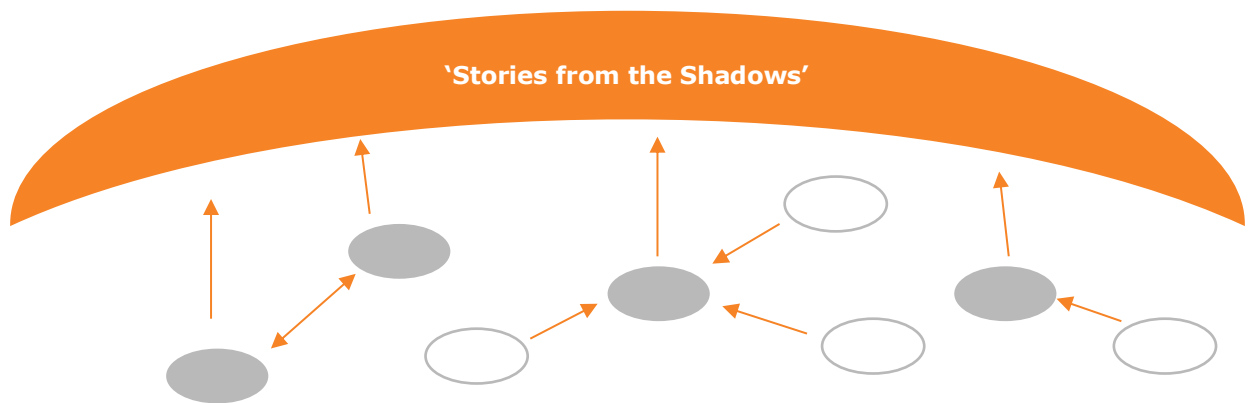
The diagram above aims to communicate the idea of connecting up sites and locations related to headline characters developed by the study team. By creating a strong headline brand and character that forms the basis of a communication strategy, it will be possible to raise awareness of connected and related sites, assisting in destination development, raising profile of Moray and its heritage offer and contributing to encouraging visitors to travel to see more of the story. Further, it may be possible for communities and organisations to extend the story through engaging with the headline characters developed, adding new locations and points of interest linked to the main characters. In the diagram above, the grey ovals are main hub locations for a character and the clear ovals would be supporting sites.

Push and Pull between attractions and assets

This project is focused on Moray's Great Places, however we must recognise that the boundaries of Moray today are an artificial construct and that many of Moray's stories connect to sites outside the local authority boundary, e.g. Castle Trail, coastal routes, Pictish sites etc. Further, Moray has a small number of relatively high performing sites, and there are further sites outwith the Moray area that attract considerable visitor numbers. By better connecting the offer from Moray to neighbouring localities, the visitor offer can be enhanced (by joining up sites with relevance to each) and by connecting high footfall sites to lower footfall sites, visitors and community members can receive a different / higher quality experience that increases dwell time and associated spend. The following diagram illustrates this approach.
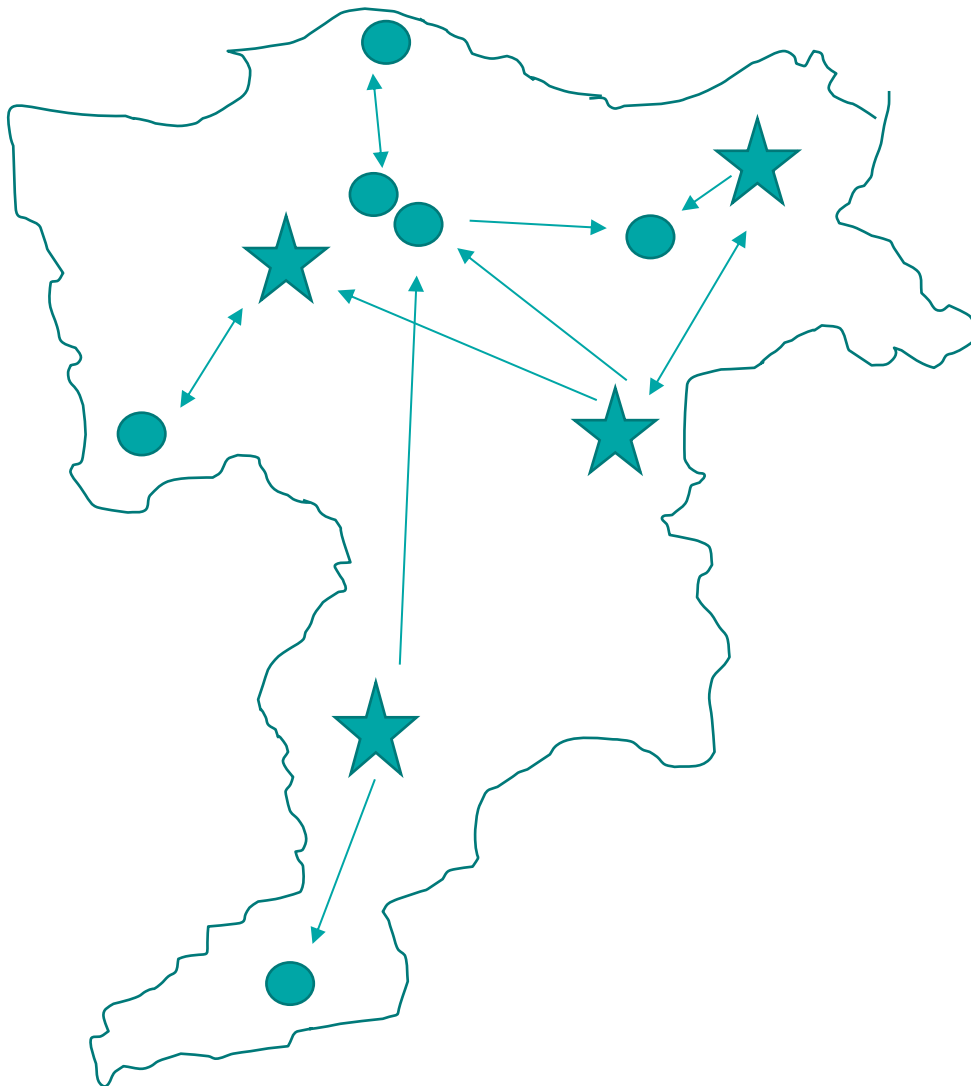
6. ACTION PLAN

6.1 Introduction

This section sets out an action plan to develop audiences for the Great Places Project. The section begins with a summary of initiatives and activities that can contribute to developing audiences for heritage across the area.

6.2 Prioritised List of Actions and Activities

This section sets out a prioritised list of actions that should be implemented to contribute to the development of audiences across Moray and to secure maximum impact from the planned interpretive approach and headline characters.

Short-Term Actions: Next Six Months

- Creation of a new Capacity Building and Mentoring role to support the implementation of the interpretive framework and the wider development of the heritage sector
- Engagement with the wider sector to identify how the widest possible range and diversity of sites and organisations can connect to the headline characters developed as part of this process. This would be a facilitated exercise and led by the appointed design team for the development and implementation of the interpretive framework.
- Moray's Great Places Website or similar online presence should be developed as a central information point, promoting the heritage of the area, headline characters and their linkages to other sites and locations, and interpretive outputs, including the book, leaflets, apps etc.
- Develop and implement a social media strategy to connect to the heritage and wider resident community, whilst also promoting the sector and experiences to visitors to Moray. This strategy should support the wider roll out of the headline characters, whilst also promoting the wider offer of the heritage sector in Moray. The sector will receive training in social media engagement to increase the impact of posts and online engagement.
- Recruitment, training and providing support to volunteer Community Champions for Moray, thematically or locality based to encourage and stimulate activity in the community. This could include teachers; community members; Forces Families and so on
- Young Heritage Guides would be recruited and trained to deliver guided tour experiences at sites of specific interest to them and their community. This would link to a wider programme of volunteering and capacity building. Recruitment, training and development of volunteers could be a key element of the sector training programme.
- Develop an approach to information sharing and joint programme development against an agreed framework of recording visitor profile information. This would form a key part of a monitoring and evaluation framework for the wider Great Places Project and should be integrated with engagement metrics associated with interpretive media and other initiatives.
- Explore opportunities to apply for Event Scotland theme year funding – 2020 Year of Coasts and Waters, and 2022 Year of Scotland's Stories. The interpretive framework developed for this project connects well to both of these Theme Years and can provide opportunities to further embed or extend the impact of the proposed concept.

- Develop creative, interactive workshop format consultative events aimed at small and medium sized enterprises (SMEs) to help them identify and capitalise on thematic and storyline opportunities, using stories to support product development and activity. This would be led by the design team appointed to deliver the next phase of development work. This should be undertaken out with the main summer and shoulder seasons. Businesses would be supported to pilot new opportunities in the 2020 summer season

- Following on from the workshops noted above with businesses, a toolkit of messages that any business can use would be created. This could be created on a scale, graduated from 3 core messages to many more. This could include a toolkit for businesses with heritage names or brands to maximise the potential of this (Laichmoray Hotel for example)

Medium – Term Actions: 6 – 18 months

- 'Share a Story' - Online tool to further develop the existing website, and for the community to create new characters to reveal Moray's Great Places. Community groups and organisations will be invited to contribute to enhancing the presentation of a wider range of stories, extending the story of Moray for existing and new audiences. These could be presented thematically and aligned with headline characters or in response to specific themes, e.g. stories and folklore, songs and music, food and drink, celebration and events, literature and language etc.

- Evaluate pilot workshop (as above) and deliver a series of creative workshops for SMEs across Moray [in conjunction with local Chambers of Commerce and other business groups]

- Identify and create connections from Moray's sites to sites outside Moray that share a thematic connection to the headline characters. This could create linkages into the network of Pict sites across Scotland, connections to Macbeth related sites, following the Timmer Floater story south and so on.

- Volunteer development programme to develop the capacity of organisations and groups that work with or are supported by volunteers

- Moray's Great Places Festival – Heritage Festival across communities, with discrete programme developed in collaboration with communities, or further integrate heritage into existing festival programmes such as the Findhorn Bay Arts Festival, Moray Walking Festival, Moray Whisky Festival and so on.

- Mainstream heritage into a wider range of cross curricular themes for education resources – making more of heritage for education outputs. This could include the development of theme specific programmes linked to for example stories and folklore, songs and music, literature and language etc.

6.3 'Stories from the Shadows' / 'Moray's Great Places' – Capacity Building and Mentoring Role

The Stories from the Shadows and Moray's Great Places interpretive framework provides the catalyst to empower the heritage and associated sectors to embrace and pursue new opportunities. It is our view that training, wider capacity building and on-going mentoring and support will be required to encourage organisations and people within the sector to identify, prioritise and pursue the many opportunities that

the interpretive framework can facilitate. This will be especially true for volunteer run organisations where much enthusiasm and hard work is expended on day-to-day operations.

We recommend that a role be created to support the sector to take ownership of the framework, to build organisational and sector capacity and to support the embedding of a new approach to independent and collaborative working across the area / sector. This role would have three functions:

- Training
- Mentoring
- Evaluation and forward planning

Training

The post holder would develop a series of training sessions around themes such as; how to benefit from Stories from the Shadows interpretive materials, communications, effective use of social media, partnership working and joint programming and shared approaches to user data and visitor research. The trainer would develop resources and tools to support the delivery of training which could then also be the resources that are used to implement change across Moray, e.g. the development of an online Google sheet that could be used as the basis for sharing visitor numbers / statistics and other evidence etc. The output of the training sessions would be a sector that is prepared to pursue the opportunities afforded by the interpretive framework.

Mentoring

In order for the training and skills to be embedded it is our view that there is a need for ongoing mentoring and support. Participants in the training will leave the sessions with ideas on how they can benefit from the project and enhance their activities, however it is likely that further support will be required to turn ideas into deliverable and impactful actions. We recommend that the post should have a mentoring role, encouraging those that are struggling to implement the learning from the training and commenting and advising on the implementation of ideas that come from organisations within the sector.

The delivery of the training sessions could include the setting of tasks and work programmes so that participants can identify prioritised opportunities and set a plan in place to achieve these. The mentoring role would be focused on supporting the implementation of these ideas at an agreed frequency and duration. We consider that it is important to include a mentoring element as without this there is a risk that the learning from training is not implemented.

Evaluation and Forward Planning

The role would have involvement in a range of organisations delivering a variety of different types of activities and as such is well placed to identify key successes and areas for additional support and development. This ongoing monitoring can assist with better connecting the sector by encouraging those that are succeeding to support those that are struggling. Towards the end of the contract for the post, an

evaluation report and forward plan could be developed that summarises the successes and otherwise resulting from the delivering of training and mentoring whilst also highlighting future priorities.

Approach to Delivery

The role could be delivered by a consultant on a contract basis, or an employee on a fixed term, part-time basis. It is recommended that this post should be in place for at least one year with the potential to extend if resources allow and success can be demonstrated. The aim of this role is to build the resilience of the wider sector and as such it would be appropriate to seek funding from the National Lottery Heritage Fund which can support initiatives that seek to build capacity and resilience within heritage organisations.

6.4 Moray's Great Places Website

The Morays Great Places website would be re-purposed to act as the repository for headline characters and associated community generated stories. This would be supported by a social media strategy.

6.5 Community Champions

The Great Places initiative is focused upon taking a sector wide approach to the development and enhancement of heritage, encouraging access and greater engagement from the local community and a range of other audiences. A mechanism is required to build and retain momentum and people's interest in heritage and related activities in the longer-term. Moray has a range of fantastic sites and resources, and these will be complemented through the Great Places Project. We are of the opinion that a Community Champions initiative would contribute to raising awareness of heritage and culture within communities of interest or geography, supporting inclusion of heritage themes and activities in other projects and generally ensuring heritage and culture remains front and centre in communities.

A range of Community Champions would be recruited to support the Great Places Project and the wider delivery of heritage activity. These Champions could be recruited from a number of places / parts of society and could include:
- Young people from communities across Moray
- Community members
- Teachers representing each cluster across Moray
- Representatives from specific communities such as the Forces bases
- People with disabilities
- Business community representatives

These Community Champions could become a sounding board or consultation group for the enhancement of access to heritage, to test ideas and to act as a route to the wider community. These champions may already be volunteers or supporters of individual sites. The key aim for this initiative would be to create a role that could be performed in communities that would connect back to an audience development approach.

6.6 Information Sharing and Consistent Data Capture

Our research included a survey of heritage organisations and those that use heritage as a key part of their business. This aimed to identify what types of information these organisations captured and their priorities for the future. The creation of a consistent approach across the sector to the collation and analysis of data would assist in creating a comprehensive or informed baseline to support the development of audiences. This would also provide a baseline from which progress could be measured and could also be used as a planning tool to inform and support business and project planning. To be clear, we are not suggesting that all organisations need to target the same audiences or do the same thing. Rather, a consistent approach to data capture that all have bought into would provide opportunities to improve service planning across the area, enhancing business opportunities and the presentation of the user and audience experience. We recommend that a data capture tool be developed for use by all within the heritage sector and coordinated centrally via the enhanced Moray Connections group noted above.
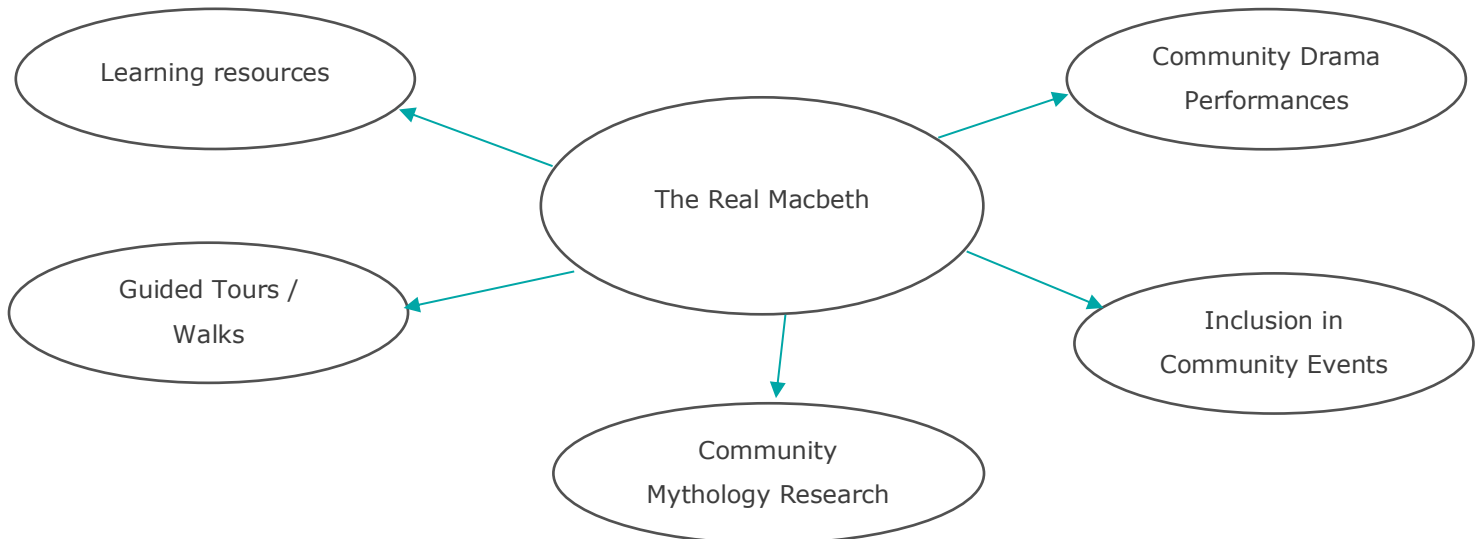
6.7 Headline Characters

The Headline Characters in and of themselves are audience development initiatives, addressing many of the barriers noted earlier in this report. In short, these characters offer the opportunity to:

- Showcase local narratives, raising awareness of these stories within the community and encouraging engagement
- Creating a framework within which other stories can come to the fore to add weight and depth to the headline characters
- Showcase the area's heritage to day trip and tourist markets, highlighting engaging stories
- Connect a number of sites together under one character raising awareness and encouraging visits to a larger number of sites, and potentially encouraging longer visits to Moray
- Encourage engagement from young people – the design aesthetic is intended to divert from traditional interpretation

The Headline Characters can also be used as the creative inspiration for a range of activities and initiatives as summarised below:

6.8 Business Focused Interactive Workshops for Businesses to Benefit from the Concept

The headline characters and associated interpretive material (book, website, app etc.) provide an overarching interpretive concept and visitor experience framework which will enhance integration across the heritage and tourism sectors whilst also providing opportunities to benefit businesses located in and around Moray. Area based identity and tourism development activities such as the North Coast 500, Ireland's Wild Atlantic Way, and Hadrian's Wall Country etc. provide brands and hooks that local businesses can connect to, with repositioned or new products and services. A series of workshops should be organised to encourage local businesses to consider how they can benefit from the headline characters, sub stories and associated narratives. The workshops should explain the concept developed as part of this project, present case studies of how businesses have benefited from similar initiatives elsewhere, and work with businesses to identify new opportunities. Support to businesses could also include branding toolkits, 'storytelling' guides (i.e. how businesses can connect to the wider umbrella narrative) and templates.

6.9 Toolkit for Businesses

Tourists interact with businesses from all parts of the local economy when visiting Moray and as such, tourism is a part of everyone's business. The Great Places Project includes businesses as a target audience for engagement – the initial concept being that businesses can help support and promote engagement with the heritage of the area and its individual and collective sites. We suggest the creation of a toolkit of messages that any business can use – graduated from 3 core messages to many more. This could include information on key sites in the area, little known but interesting bits of information, and some general guidance on the history of a locality or Moray generally.

Further, businesses that use historic sites or events in their names or branding could be supported to explore what else they could do to maximise the links between their brand and sites etc. of direct

relevance. This could include information being provided on their website on the historic connections, images and information being located on business premises etc.

Medium Term Actions

The following provides a description of the actions that could be undertaken in the medium term, i.e. 6 to 18 months.

6.10 'Share a Story'

The community engagement exercises, and in particular the Buke o' Moray demonstrates the local community's interest in sharing what they feel is special about their community or the wider Moray area. Taking the Buke to community events has elicited a wide range of stories to come forward and demonstrated that with encouragement, and proactively asking the community for stories, it is possible to engage community's and to prompt them to reflect on what is special about their area. An online platform should be created to continue this dialogue and request for people's stories and memories on Moray's Great Places, and the characters and narratives that are important to them. We envisage stories being sourced and presented in a number of ways:

- Creation of additional headline characters, using the framework provided by the Great Places Project
- Creation of second tier characters and themes that sit below headline characters, such as the excisemen supporting the headline 'Illicit Distiller'
- New characters and stories provided by the community that are important to them. These could be invited through targeted programmes working with schools and groups that work with young people, history groups etc. Invitations to participate and contribute could be linked to local anniversaries or other prompts to provide wider relevance and a prompt to engage now.

This initiative has the potential to address a number of barriers including reflecting local significance and interest, telling the stories that people want told and enhancing connections across sites to join up narratives and experiences. By definition, this activity is focused upon engaging the local community and telling the stories that they feel important. As a result, we would expect a higher level of participatory engagement and the creation of stronger connections to place as a result of creating a higher level of locally generated content focused on local significance. Effective capture and presentation of this content will lead to people having a stronger connection to their heritage and local area. This will also support an enhanced tourist offer through authentic stories being presented in an authentic tone of voice.

6.11 Volunteer Development Programme

Capacity of heritage organisations and the wider sector was noted as an issue to be addressed. This activity would focus on generating additional volunteers and volunteering capacity which could be used at one site, or across several sites, connecting the needs of an organisation with the skills and time available from each volunteer. By generating additional volunteer capacity across the sector, it may be possible to

extend opening hours, enhance programming and activities delivered and increase engagement with the local community.

In addition to the above, it is suggested that the sector consider developing a guiding programme for young people, recruiting, training and supporting young people to be active participants in the delivery of heritage activities. Sites and organisations would be invited to participate and young people would be recruited and matched to partner sites. The Coordinator role would be responsible for supporting the development and delivery of these activities.

6.12 Moray's Great Places Festival / Weekend

Moray already has a diverse range of festivals delivered annually and throughout the year. It may be advantageous to deliver a Heritage or Great Places Festival / Weekend, either as part of an existing festival, or as a standalone activity. This could either be a programmed and coordinated event, led by a team, or could be delivered by the diverse range of heritage organisations across Moray under an umbrella brand, whereby each organisation prepares its own contribution to a Festival or Event which is then marketed and promoted through a central point. The idea behind the Festival would be to re-enforce the inter-connected nature and stories that run across and throughout Moray, whilst also acting as a key part of a marketing strategy.

6.13 Mainstream Heritage into Cross Curricular Themes

Heritage and culture can have a greater reach where it connects to, and is effectively integrated into, a range of non-heritage activities. Social prescribing within the health care system, and using heritage narratives to deliver cross curricular themes within schools are examples. Exploratory or pilot projects should be undertaken to consider how Moray's heritage can be better used to support education and wider health and wellbeing. By achieving integration of heritage across other sectors, enhanced and increase use of heritage themes and assets can be secured which will lead to an enhanced sense of, and connection to, place.

6.14 Marketing Campaign

A survey of heritage organisations and local community members indicated that marketing and promotion of Moray's heritage were key barriers to increasing engagement with sites and narratives. A marketing campaign that targets the local community, the business community and tourists, centred around the idea of Headline Characters and the wider range of stories that Moray has to offer should be developed.

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