



# RURAL PERTH AND KINROSS

## LEADER

### BUSINESS PLAN (2014-2020)

#### Final



September 2014

## Introduction

Following guidance provided by the Scottish Government, this Business Plan has been prepared by the Rural Perth & Kinross LEADER Shadow Local Action Group (LAG) and will be incorporated in the Rural Perth & Kinross Local Development Strategy (LDS).

The Business Plan is the operational delivery plan to implement the Rural Perth & Kinross Local Development Strategy (LDS) for the period 2014-2020. It sets out the mechanisms and procedures through which the LAG will deliver its LDS. It sets out which funds will be used to deliver the themes outlined in the LDS and linkages with other funds and partners.

Article 34 of the EU Common Provision Regulation 1303/2013 states what the Business Plan should include:

- Proposed procedures for delivering the LDS in a way which will deliver the aims and objectives of the LDS;
- The proposed operational structure of the LAG and staffing structure;
- The proposed decision-making procedures, including the use and role of subgroups or advisory groups;
- The membership of the LAG – how members will be recruited, how long for, and what will be expected of LAG members;
- The legal structure of the LAG as an entity;
- Where the LAG is to be the Accountable Body, demonstration that it fulfils the requirement of the regulations in terms of its management, financial and administrative capability;
- Where an administrative and financial ‘Lead Partner’ is proposed, an explanation of why the organisation is suitably qualified to undertake the role (e.g. in terms of its systems, staffing, experience and capabilities);
- Any key responsibilities of the different partner or delivery organisations; and
- An open and transparent selection process for LAG members, reflecting the skills and experience needed for the priorities identified in the LDS;
- Monitoring and evaluation linked to the LDS.

The business plan must also include:

- Communications Plan
- Equality Statement

To meet the above requirements, this Business plan is split into 7 different sections:

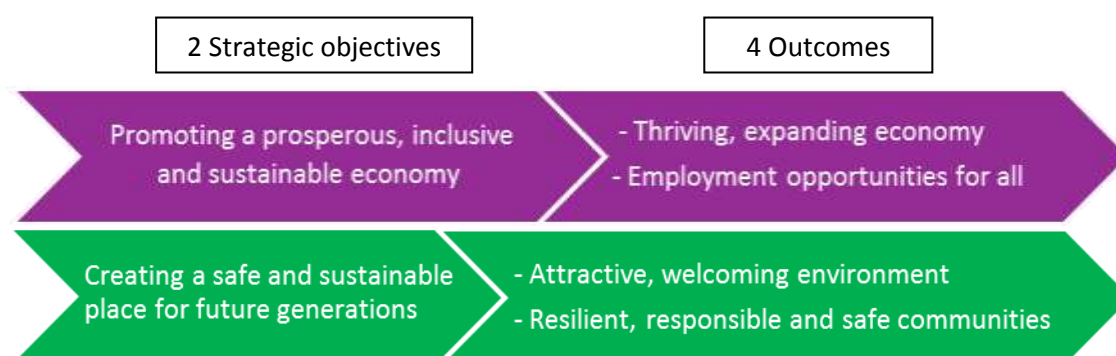
- Section 1: Strategy into actions
- Section 2: Governance
- Section 3: Administration & animation
- Section 4: Finance
- Section 5: Monitoring & Evaluation
- Section 6: Communication
- Section 7: Equality Statement

## 1. Strategy into actions

- 1.1 The analysis of the development needs and opportunities of the area has been carried out through a SWOT analysis highlighting strengths, weaknesses, opportunities and threats. This analysis has been based on research and engagement with people working and living in rural Perth & Kinross.
- 1.2 Social and economic development is rarely uniform over space and such variations in socio-economic wellbeing operate at different scales, from households, to neighbourhoods, to districts, to regions. Rural Perth and Kinross is relatively prosperous compared to some parts of rural Scotland, but some communities' exhibit relatively poor performance.
- 1.3 A further factor in rural wellbeing is the strength of social capital and the capacity for bottom-up community activity. There is very good evidence of community activity in a many rural Perth & Kinross communities and as for differential development over space, there is also a differential development over social capital.
- 1.4 The challenge for rural Perth & Kinross is therefore, to focus on its strengths of a relatively affluent rural area, as well as reducing the existing divide between individuals, organisations and communities. The Rural Perth & Kinross LEADER Local Development Strategy should support our rural communities to rise to that challenge.
- 1.5 The overall aim of the Rural Perth & Kinross LEADER Local Development Strategy is:

**To support individuals, organisations and communities in rural Perth & Kinross to be stronger, more confident and inclusive to lead or contribute to local economic and community development**

- 1.6 The overall aim will be delivered through two key strategic Single Outcomes Agreement objectives, focusing on 4 key specific outcomes:-



- 1.7 The emphasis will be on enabling individuals, particularly young people, and organisations to develop the confidence, understanding and skills required to lead or contribute to the development of their rural communities. This process will be supported by public, private and third sector partners working collectively to create better conditions for economic growth and employment generation.

- 1.8 Research and engagement activities have been undertaken. These have identified a series of project types and proposals that people living and working in rural areas perceive as relevant for LEADER support. They provide an indication of how the overall aim and the strategic objectives can be translated into practical actions.
- 1.9 It is essential that the LDS is sufficiently flexible to allow scope for the development of innovative approaches while harnessing local expertise and knowledge. Therefore collaboration across sectoral, community groups and statutory bodies will be embedded in each strategic objective and proposed actions.

### **Promoting a prosperous, inclusive and sustainable economy**

- 1.10 To build a thriving, expanding economy and develop employment opportunities for all, the LDS will invest in community-led initiatives contributing to:-
- Enterprise development
  - Skills development
  - Infrastructure improvement
- 1.11 Examples of actions include:
- Support small and medium businesses and community/social enterprise
  - Support supply chain and joint working initiatives in the key sectors of food and drink, forestry, tourism, and renewables
  - Promote Rural Perth & Kinross as a place to invest and develop business
  - Up-skilling IT/digital skills (e.g. internet, social media)
  - Support skills development including rural skills particularly for young people
  - Develop community broadband networks and mobile access
  - Develop rural transport initiatives
  - Renovate empty or in need of improvement village/town centre properties

### **Creating a safe and sustainable place for future generations**

- 1.12 To make the environment more attractive and welcoming, and communities safer, more resilient and responsible, the LDS will invest in community-led initiatives contributing to:-
- Landscape, natural environment and cultural assets improvement
  - Local services improvement
  - Active people and communities' development
- 1.13 Examples of actions include:
- Develop or enhance access to landscape and natural environment through, for example, the development of path and cycle routes
  - Enhance access to, or develop local services, including rural transport, facilities and community spaces
  - Promote and support community ownership of assets including business premises
  - Develop community-based support and learning networks to share skills and resources

- Develop community support services including community development officers and access to specialised advice
- Support joint working initiatives across sector or themes
- Support initiatives for young people
- Support recognition of community achievements and best practices

1.14 The LAG has agreed to support key priority projects to deliver key elements of the strategy. This will include establishing budgets at the start of programme for the duration of the programme 2015-2020. These priority projects are outlined below:-

### **Youth Initiative**

1.15 A Youth Initiative would be developed in partnership with Cairngorms LAG and Rural Angus LAG, funded through the 'Cooperation' budget. This initiative will have three elements:

- Support Youth Champions/coaches in existing youth organisations to help young people to develop ideas and projects
- Establish a Youth Challenge Fund (micro-funding up to £5,000) to support projects led by young people
- Establish a Social media/Communication project encouraging young people to contribute to the Programme communication and promote local projects. This will have to link and be delivered with existing supporting organisations. It will be a 'trainee' type programme offering skills opportunities in social media/communication for young people. This initiative could link to the Saltire Awards and/or Project Scotland.

1.16 The LAG will work in partnership with youth anchor organisations to deliver the Youth Initiative by selecting one or more local youth organisations, supported by a social media/communication adviser to coordinate/facilitate its delivery, in partnership with Perth & Kinross Council's Youth Services and Voluntary Action Perthshire.

### **Capacity Building**

1.17 This initiative will have three elements:-

- The creation of a Rural Community Future Leaders programme, in partnership with both the Cairngorms LAG and the Rural Angus LAG and funded through the 'Cooperation' budget. This will be a Personal Development programme targeting individual volunteers (all ages but focusing on young people and retirees) leading, or aspiring to lead, community organisations and projects. It will be important to cover individuals' travel, subsistence and accommodation costs. This will link to, and be delivered by, existing support organisations including Voluntary Action Perthshire, Scottish Enterprise (which runs a similar programme for rural businesses) and Perth & Kinross Council's Community Capacity Building Team.
- The creation of an evaluation capacity building project, in partnership with the Rural Angus LAG and potentially other LAGs and funded through the 'Cooperation' budget. This will focus on developing the capacity and skills of community organisations and LAG in monitoring and evaluation and providing opportunities for participation and engagement, knowledge transfer and exchange of best practice including the creation of an evaluation steering group, a peer review group within other LAGs and a series of evaluation activities such as surveys, focus groups or case studies using different tools such as self-evaluation or logic modelling. This will have to link to, and be delivered by, existing supporting organisations such as Voluntary Action Perthshire and Perth &

Kinross Council's Community Capacity Building Team with the support of specialist advisers and linking to local or national evaluation systems developed by the Lead Partner (eg Perth & Kinross Council's internal audit), Managing Authority or through the National Rural Network.

- Create and develop a Community Capacity Building/Enterprise Pipeline. This will provide support to start-up (website based, other local support), growing organisations (access to special advice HR, Legal, Finance) and high growth organisations (i.e. development trusts, employing staff, generating income from assets, asset ownership providing access to intensive support e.g. 12-24 months project managers, specialist advice). This will have to link to, and be delivered by, existing supporting organisations such as Voluntary Action Perthshire and Perth & Kinross Council's Community Capacity Building Team.

### **Community Broadband**

- 1.18 This initiative will have one element, the creation of a Community Broadband Network Initiative, to support community organisations to develop local broadband networks where the National Programme would not improve speeds. It will help with feasibility studies, business modelling and physical deployment. Such deployment will have to be carried out closely with Community Broadband Scotland.

### **Support to Small Businesses**

- 1.19 This initiative will have one element, the creation of a Small Business Grant Scheme to support start-up, business growth or farm diversification and access to business support likely to be administered in partnership with Business Gateway and involving Interface Rural Projects. This funding will complement the support already available in Perth & Kinross provided through Business Gateway, Scottish Enterprise, Federation of Small Business (FSB) and the Chamber of Commerce. The focus will be on supporting rural business developments within the designated LEADER area. Business Gateway is currently contracted out by Perth & Kinross Council to Enterprise North East Trust (ENET). Subject to procurement rules and existing contract terms and conditions, ENET and its successor could act as the LAG adviser for the scheme. In addition, close working will be developed with Interface Rural Projects which will provide a central point of access to the expertise available in Scotland's Higher Education and Research Institutions.

### **Challenge Open Fund**

- 1.20 An open grant scheme will be created and will run for the duration of the programme to help projects supporting the delivery of the LDS through feasibility study, pump-priming or support to develop or improve physical assets and develop activities.

1.21 The rationale and the justification for the selection of strategic objectives, investment priorities, actions and priority projects and funding schemes are described in the table below:

Overall aim	Selected strategic objectives	Investment Priorities and actions	Justification for selection	Priority projects and funding schemes
To support individuals, organisations and communities in rural Perth & Kinross to be stronger, more confident and inclusive to lead or contribute to local economic and community development	Promoting a prosperous, inclusive and sustainable economy	<p><i>Enterprise development:</i></p> <ul style="list-style-type: none"> <li>- Support small and medium businesses and community/social enterprise</li> <li>- Support supply chain and joint working initiatives in the key sectors of food and drink, forestry, tourism, and renewables</li> <li>- Promote Rural Perth &amp; Kinross as a place to invest and develop business</li> </ul>	Supporting the capacity of SMEs to engage in growth in local, regional, national and international markets and in innovation processes. There is a lack of finance available for Small Businesses who wish to grow their business, particularly to support diversification and employment growth in fragile areas. This includes adding value in primary production and forestry, tapping into high quality local food produce, local marketing initiatives, forestry and woodland initiatives, high quality outdoor recreational opportunities and utilising our significant natural resources (wind, hydro, wood) used to support the renewable energy sector. This also includes the need to increase business competitiveness online to reduce impact of competition online.	SMEs grant and support scheme  Challenge Open Fund
		<p><i>Skills development:</i></p> <ul style="list-style-type: none"> <li>- Up-skilling IT/digital skills (e.g. internet, social media)</li> <li>- Support skills development including rural skills, particularly for young people</li> </ul>	Supporting individual, groups, communities and businesses to develop their IT/Digital skills and rural skills. There is a lack of finance, facilitation and support network for them to access learning opportunities and use them to develop services and access jobs. There is a lack of e-commerce skills in some sectors or organisations and an increased digital divide with significant numbers needing IT skills and access to IT for social inclusion. There is a lack of opportunities particularly for young people, linking to job opportunities in farming and hospitality industry.	Youth Initiative-Social Media  Challenge Open Fund
		<p><i>Infrastructure improvement:</i></p> <ul style="list-style-type: none"> <li>- Develop community broadband networks and mobile access</li> <li>- Develop rural transport initiatives</li> <li>- Renovate empty, or in need of improvement, village/town centre properties</li> </ul>	A significant number of 'white areas' with no or poor digital coverage remain in remote rural Perth & Kinross, potentially disadvantaging people and businesses, restricting opportunities, and risking social exclusion and lack of access to certain services. Insufficient transport and a lack of transport between neighbouring communities, leads to a need to duplicate services within small areas. Big stores or on line commerce taking custom, leading to closure of local businesses and reduction in local services in small towns/villages. There is a lack of finance, facilitation and support network for businesses and communities to develop their own community-led solutions.	Community Broadband Initiative  Challenge Open Fund

Overall aim	Selected strategic objectives	Investment Priorities and actions	Justification for selection	Priority projects and funding schemes
<p>To support individuals, organisations and communities in rural Perth &amp; Kinross to be stronger, more confident and inclusive to lead or contribute to local economic and community development</p>	<p>Creating a safe and sustainable place for future generations</p>	<p><i>Landscape, natural environment and cultural assets improvement:</i></p> <ul style="list-style-type: none"> <li>- Develop or enhance access to landscape and natural environment through for example development of path and cycle routes</li> </ul>	<p>The area has the fringes of two national parks at its boundaries but is 'not a national park and needs to strengthen its position by enhancing its beautiful and high quality environment. Further enhancing its diverse landscape and rich biodiversity, rich cultural heritage and historic built environment, and cultural heritage. This will allow us to grow eco and adventure tourism and strengthen our attractiveness as a tourism area, with high quality outdoor recreational opportunities, including walking, cycling, golf, wildlife and visitor centres. There is a lack of finance, facilitation and support for businesses and communities to develop their own community-led solutions.</p>	<p>Challenge Open Fund</p>
		<p><i>Local services improvement:</i></p> <ul style="list-style-type: none"> <li>- Enhance access to or develop local services including rural transport, facilities and community spaces</li> <li>- Promote and support community ownership of assets including business premises</li> </ul>	<p>Insufficient transport and lack of transport between neighbouring communities which leads to a need to duplicate services within small areas. Reduction in local services in small towns/villages including closure may lead to empty buildings. There is a lack of finance, facilitation and support network for businesses and communities to develop their own community-led solutions.</p>	<p>Challenge Open Fund</p>
		<p><i>Resilient and responsible people and communities development:</i></p> <ul style="list-style-type: none"> <li>- Develop community-based support and learning networks to share skills and resources</li> <li>- Develop community support services including community development officers and access to specialised advice</li> <li>- Support joint working initiatives across sector or themes</li> <li>- Support initiatives for young people</li> <li>- Support recognition of community achievements and best practices</li> </ul>	<p>There is a decline of mutual aid and collective care as a result of in-migration/commuting leading to the breakdown of traditional communities. There is also a divide between people who are empowered and those who are not, with a lack of volunteers, ageing volunteers and volunteers' fatigue potentially. There is a lack of opportunities for young people and an ageing rural population in some areas indicates high levels of dependency and places high demands on social services and voluntary support. Some of the small towns have sub-areas characterised by high levels of deprivation and disadvantage, and distribution and effectiveness of community development trusts is patchy with modest social enterprise sector. There is a lack of finance, facilitation and support network for individuals and communities to develop their own community-led solutions.</p>	<p>Rural Community Future Leaders programme</p> <p>Community Capacity Building/Enterprise Pipeline</p> <p>Youth Initiative-Youth Champions/Youth challenge Fund/Social media</p> <p>Peer review and capacity building evaluation project</p> <p>Challenge Open Fund</p>



## 2. Governance

### The Local Action Group (LAG)

- 2.1 The LAG has been formed to act as the responsible partnership for LDS and has responsibility for the overall management and strategic direction of the LDS. It will monitor the progress of the programme in the Rural Perth & Kinross area and critically assess its impact.
- 2.2 The Rural Perth & Kinross LEADER Local Action Group comprises representation from the public (33%), businesses/third sector and community organisations (67%):

#### *Businesses/Third sector/community organisations:*

- Perth & Kinross Tourism Partnership (business)
- National Farmers Union Scotland (business)
- Scottish Lands and Estates (business)
- Highland Perthshire Communities Partnership (community)
- Kinross-shire Partnership (community)
- Crieff and Upper Strathearn Partnership (community)
- Coupar Angus Regeneration Trust (community)
- Perthshire Chamber of Commerce (business)
- Federation of Small Businesses (FSB) (business)
- Voluntary Action Perthshire (Perth & Kinross Association of Voluntary Services) (third sector)

Other organisations may be asked to join the LAG before the start of the programme.

#### *Public organisations:*

- Perth College UHI
- Perth & Kinross Council
- Scottish Enterprise
- Visit Scotland
- Forestry Commission Scotland

- 2.3 The LAG Chair and one Vice-Chair would be elected from the non-public bodies represented on the LAG. A second Vice-Chair would be created and reserved for the Lead Partner (Perth and Kinross Council) to ensure continuity in representation and for communication purposes as appropriate. It is proposed that this would be a Senior Manager within the Planning and Regeneration division of the Environment Service.
- 2.4 The LAG has agreed to nominate Perth & Kinross Council (PKC) to act as the 'accountable body' or Lead Partner for the Programme for legal, administrative and financial matters. PKC has agreed to act as the Lead Partner. PKC will contract through a Service Level Agreement with the Scottish Government on behalf of the LAG. As part of this role, the Council will act as the Programme's banker. It will use its existing well-developed financial systems to receive funds from the Scottish Government, and match funding from individual partners for the administration of the projects, and then pay out grants and management costs as agreed by the LAG. PKC will be responsible to the LAG for supporting the operations of the LEADER programme, and supporting the successful implementation of the LDS. It will employ staff on behalf of the LAG. Staff will work for and report to the LAG, but will be line managed by a member of Perth and Kinross Council staff.
- 2.5 The LAG has agreed a Memorandum of Understanding detailed in Appendix A, which provide more details on the selection process and objective criteria to be used for the selection of LAG members, the Chair and Vice-Chairs, and the decision making process including voting, declaration and conflict of interest, as well as decision-making delegation and the relationship with PKC as the Lead Partner. As part of this Memorandum of Understanding an agreement between PKC, as the Lead Partner, and each organisation represented on the LAG state the Lead Partner's, LAG and member organisations' roles and responsibilities.
- 2.7 PKC is suitably qualified to undertake the role of Lead Partner in terms of its systems, staffing, experience and capabilities.
- 2.8 As a local authority in 2013/14, PKC employed almost 5,000 FTE and managed a revenue and capital budget of £425m. It received a Revenue Support Grant of £191m from the Scottish Government which represents the largest component of its income on which it has to report to the Scottish Government. It has an in-depth experience of operating publicly funds either own funding or funding from other agencies.
- 2.9 It has developed extensive financial, risk management systems and controls and governance arrangements which are scrutinised regularly internally (internal audit and scrutiny Committee) and externally (external auditors).

2.10 It has extensive experience in managing similar projects and in achieving targets and is committed to achieve targets agreed as part of the LDS. Over the years, it has managed and/or participated in EU funded projects:

- PKC and Angus Council have jointly run a Rural Development Facilitators project within the East of Scotland Objective 2 Programme which has been successful in working with rural businesses.
- PKC has run two projects within the East of Scotland Objective 2 programme focusing on building capacity within rural areas and on helping new rural businesses to start up and grow. Both have been successfully completed.
- PKC has been a partner in managing Rural Tayside LEADER programmes since 2000 and is supported Angus Council as the Lead Partner in the last Rural Tayside Programme (2007-2013) which has met performance and financial targets.
- PKC has run as the Lead Partner two projects within the Lowland and Uplands Scotland ERDF Programme Priority 4 (2017-2013) focusing on tourism and on renewables rural supply chain. Both projects were a consortium of several local authorities with PKC taking the leading role in relation to reporting, claiming and audits.

2.11 PKC is aware of the European Funds requirements and processes and these have been taken into account in the proposed structure where the 'Regeneration' team will be the PKC leading team and act as the interface between LAG, applicants and the Managing Authority. The 'Regeneration' team has experienced staff in management of EU and national funding and has acquired skills and knowledge necessary to support such management. The team has worked and will continue to work with Angus Council to learn from the experience from Rural Tayside LEADER in relation to the Lead Partner's role and responsibilities.

### **Decision Making and voting**

2.12 The LAG will take decisions in the interests of the Rural Perth & Kinross LEADER area within the parameters of the Scottish Government Guidance and EU regulations of the LEADER Programme and the agreed Rural Perth & Kinross LEADER Business Plan.

2.13 LAG members will aim to reach agreement on recommendations by discussion and consensus. Where consensus is not evident, members expect that the Chair will normally be able to gauge the majority view without a formal vote. However, when this is not possible the LAG will proceed to a vote. Any decisions and all voting outcomes from the LAG will be documented from the minute records.

- 2.14 To take any decision, LAG meetings require the presence of at least 50% of LAG members. At least 50% of the votes for decisions must come from members who do not represent public sector organisations to ensure that public sector interests do not dominate. The Lead Partner must be present to ensure financial, administrative and legal compliance.
- 2.15 The LAG has agreed that decisions may be delegated to a sub-group comprising the Chair and two Vice Chairs for funding awards up to £5,000; and to an SME sub-group comprising the Chair, two Vice Chairs and two LAG member organisations representing or working with businesses (such as the FSB and Scottish Enterprise) for funding awards distributed through the SME Grant Scheme. In all cases, all LAG members will be informed at the next LAG meeting. Sub-group membership will meet the requirement of at least 51% majority of non-public bodies.
- 2.16 The LAG has agreed project application, assessment and selection procedures including project calls, project selection criteria, delegation and written procedures and appeals procedure which are detailed in Appendix Bi and Bii. Guidance for the SME Grant Scheme is detailed in Appendix Biii.

### **3. Administration and animation**

#### **Administration**

- 3.1 The LAG will be supported by a LEADER Team. The Team will support the Chair, Vice-Chairs, LAG members and Lead Partner to deliver the strategy. The LEADER team will be line managed by an employee of PKC as the Lead Partner and employer.
- 3.2 The LAG has agreed that the LEADER Team would include 1 full time co-ordinator, 1 full time Project Officer and 1 full time Administrator.
- 3.3 The LEADER team will be based in a suitable and affordable location which would facilitate interactions with LAG member organisations, the Lead Partner (e.g. finance team and systems) and potential delivery partners (e.g. Business Gateway, PKC Community Capacity Building Team, PKC Youth Team, Voluntary Action Perthshire) as well as minimising travelling time and costs (e.g. central location). Sharing offices would be preferred to facilitate such interactions.

### **Animation/Project Development Activities**

- 3.4 The LAG has also agreed to support animation/project development activities through 1 full time Project Officer. The Project Officer role would be to promote the LEADER programme, help project promoters to develop projects and complete LEADER application forms and help successful applicants to manage their grants and claims. The Project Officer would work closely with the Council's Community Capacity Building and Youth Services Teams, Voluntary Action Perthshire and with a network of local organisations. The Project Officer would be more peripatetic to ensure close working with other key partners, as well as representing LEADER across the area.
- 3.5 Staff and employment structure and roles with job descriptions are detailed in Appendix C.

## 4. Finance

4.1 The table below provides cost profile for the duration of the programme (2015-2020).

Cost Profile	2015-2020	Indicative Budget %	Indicative LEADER Funding	Indicative LEADER Funding %	Other indicative funding sources	Indicative Intervention Rate %
<b>Indicative 'Project' Costs</b>	<b>3,850,000</b>	<b>75</b>	<b>2,475,000</b>	<b>66</b>	<b>1,375,000</b>	<b>64</b>
Community Capacity Building/Enterprise Pipeline	1,000,000		750,000		250,000	75
Community Broadband	800,000		400,000		400,000	50
SMEs grant Scheme	600,000		600,000	16***	0	50
Challenge Open Fund	1,450,000		725,000		725,000	50
<b>Indicative 'Cooperation' Costs</b>	<b>375,000</b>	<b>7</b>	<b>375,000</b>	<b>10*</b>	<b>0</b>	<b>100</b>
Youth Initiative	275,000		275,000		0	100
Capacity building – Rural Future Leaders	60,000		60,000		0	100
Capacity building evaluation Project	40,000		40,000		0	100
<b>Indicative 'Admin and Animation' Costs</b>	<b>900,000</b>	<b>18</b>	<b>900,000</b>	<b>24**</b>	<b>0</b>	<b>100</b>
Administration including office Costs	542,000		542,000		0	100
Administration Costs (SMEs grant Scheme)	150,000		150,000	4***	0	100
Animation costs	208,000		208,000		0	100
<b>Total</b>	<b>5,125,000</b>	<b>100</b>	<b>3,750,000</b>	<b>100</b>	<b>1,375,000</b>	<b>73</b>

\* Co-operation - min 10%

\*\* Animation/administration costs – max 25%

\*\*\* Enterprise – min 10%, Enterprise: farm diversification – min 10% - Total: 20% - Administration costs are indicative and will depend on the level of assessment and administration required. Any funding not needed for administration would be reallocated to SMEs grant scheme for distribution – This would have to be clarified with the Managing Authority.

The table below provides a profile of annual expenditure.

<b>Cost Profile</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Indicative 'Project' Costs</b>	<b>460,000</b>	<b>960,000</b>	<b>1,700,000</b>	<b>2,500,000</b>	<b>3,300,000</b>	<b>3,850,000</b>
<b>Indicative 'Cooperation' Costs</b>	<b>45,000</b>	<b>95,000</b>	<b>165,000</b>	<b>245,000</b>	<b>320,000</b>	<b>375,000</b>
<b>Indicative 'Admin and Animation' Costs</b>	<b>146,000</b>	<b>289,000</b>	<b>433,000</b>	<b>580,000</b>	<b>730,000</b>	<b>900,000</b>
<b>Total</b>	<b>651,000</b>	<b>1,344,000</b>	<b>2,265,000</b>	<b>3,325,000</b>	<b>4,350,000</b>	<b>5,125,000</b>
<b>%</b>	<b>12</b>	<b>26</b>	<b>45</b>	<b>65</b>	<b>85</b>	<b>100</b>

A breakdown of proposed administration and animation costs including headline employment costs and other associated costs are detailed in Appendix D.

## 5. Monitoring & Evaluation

- 5.1 The European Commission has set out indicators for monitoring and evaluating the Rural Development Programme (2014-2020). The Scottish Government is required to report progress against these indicators annually as set out in the regulations. There are two different sets of indicators that are relevant to LEADER (output and result). The output indicators are those that are more process orientated (e.g. investment and number of projects supported) while the result indicators measure the effect of the investment e.g. jobs created.
- 5.2 The Output indicators are:
- Population covered by LAG
  - Number of projects
  - Type of project promoters: NGOs, LAGs, Public Bodies, SMEs, Others
  - Number of Cooperation projects: inter-territorial, transnational
  - Number of LAGs involved in Cooperation project: inter-territorial, transnational
  - Total public expenditure: Support of implementation of operations (projects) under Community-Led LDS, Support for preparation of Cooperation projects, Support of implementation of inter-territorial Cooperation projects, Support of implementation of transnational projects, support for administration and animation costs.
  - Other data collection requirements: age, gender, business, business type.
- 5.3 The Result indicators are:
- Facilitating diversification, creation of new small enterprises and job creation: Number of job created in supported projects
  - Fostering local development in rural areas: % of rural population covered by local development strategies, Rural population benefiting from improved services/infrastructures
  - Capacity building: This impact indicator for the 2007-2013 programme will be carried over for the next programme period. In 2013, the community capacity indicator was piloted and in Feb 2014 a questionnaire was sent out to all LAGs to capture relevant information. The questionnaire asked for information on the following: Effectiveness of the decision making body, co-op projects and case studies that illustrate community capacity. It would be beneficial to add questions projects applications and claim forms to have the information for the duration of the next programme. Case studies would be more suited to be collected retrospectively.
- 5.4 The LAG will therefore monitor and evaluate the above output and result indicators to measure LDS's contribution to the Rural Development Programme through close working with the Managing Authority and Paying Agency, intermediary/accountable bodies, National Rural Network (NRN) and other actors.
- 5.5 In addition to contribute to the monitoring and evaluation of the Rural Development Programme and as part of a Monitoring and Evaluation Plan, the LAG has agreed to:-
- monitor and evaluate the delivery of the Local Development Strategy in terms of its own specific intervention logic and the specific objectives
  - evaluate the effectiveness and efficiency of the LAGs delivery mechanism.
  - evaluate the LEADER method itself and establish the added value which it has generated.



5.6 The draft action plan is attached in Appendix E and sets out:

- aim for monitoring and evaluation
- governance and coordination arrangements.
- specific theme of capacity building which the LAG wish to research or evaluate.
- data requirements.
- the tools and methods which will be employed whether directly or in external evaluations
- the timeline and any relevant milestones
- the approach to communicate evaluation activities and findings
- the resources required and how they will be met.

5.7 As a key element of the action plan, the LAG will support the development of an evaluation capacity building project which will also provide the resources to support evaluation activities (see point 1.17). This will be complemented by resources allocated to communication including social media/communication project for young people.

## 6. Communication

6.1 The LAG has agreed a draft Communication Plan attached in Appendix F which sets out:

- The target groups;
- The types of publicity activities and materials;
- Access to LAG documents and information on the LAG;
- The financial plan – i.e. funding available and any messages on deadlines;
- Lead responsibility;
- The approach for disseminating relevant information for applicants;
- The approach for disseminating relevant information for the general public;
- The approach for the LAG and its staff to work with other organisations and initiatives in the area to ensure that effective complementarity is achieved in practice (e.g. Structural Funds, other LAGs and other funds, such as the Climate Challenge Fund);
- How good practice and the achievements of funded projects will be disseminated; and
- The timetable for LDS activities.

6.2 One of the key aims of the Communication Plan will be to acknowledge and publicise the EU intervention. As with previous programmes, the LEADER logos, EAFRD logos and Scottish Government logos should be used in all information, materials and publicity related to actions funded by the LDS.

## 7. Equality Statement

- 7.1 The LAG recognises that certain groups of people face discrimination. It is opposed to this situation and is positively committed to challenging and changing it. The LAG is committed to the development of positive policies to promote equalities in its activities regardless of age, disability, gender, race, religion and belief, and sexual orientation.
- 7.2 The LAG will ensure that we are recruiting the best staff through recruitment procedures which are fair, transparent and free of discrimination. All staff positions will have an up-to-date job description. Person specifications shall include only those requirements necessary and justifiable for the effective performance of the job. We will ensure all interview panels have a gender balance and that any additional support required by interviewees will be available.
- 7.3 The LAG will ensure that all of our activities are accessible to the customer base we serve and ensure that equal opportunities is mainstreamed into the planning, designing and management of approved projects. Applicants must be able to integrate equality into their proposed projects. Equality must be integrated into the very concept of the project rather than left as an add-on at the end of the project. Applicants will be encouraged and assisted at the planning and designing stage of their projects to consider what impact it might have, how accessible it is and what targets they will set to monitor the project's success in these areas.
- 7.4 The LAG recognises that the major asset in any organisation is its people; therefore the planned development of staff and LAG members is crucial to its development. Special training is needed for all persons when implementing an equal opportunities policy and programme. Everyone shall have the opportunity to learn why the equal opportunities policy is needed and what it is intended to achieve.
- 7.5 An equality impact assessment has been carried out and is attached in Appendix G. It considers how the LDS may impact, either positively or negatively, on different sectors of the population in different ways and recommends actions either to promote positive impact or reduce or remove negative impact. Targets would be developed for each recommended actions and embedded in activities monitoring and evaluation.

## Appendices

- APPENDIX A: LAG MEMORANDUM OF UNDERSTANDING
- APPENDIX Bi: PROJECT APPLICATION, ASSESSMENT AND SELECTION PROCEDURES INCLUDING PROJECT CALLS, DELEGATION AND WRITTEN PROCEDURES AND APPEALS PROCEDURE
- APPENDIX Bii: PROJECT SELECTION CRITERIA
- APPENDIX Biii: SME GRANT SCHEME GUIDANCE
- APPENDIX C: LEADER TEAM STAFF AND EMPLOYMENT STRUCTURE INCLUDING JOB DESCRIPTIONS
- APPENDIX D: ADMINISTRATION AND ANIMATION COSTS DRAFT BUDGET BREAKDOWN (2015-2020)
- APPENDIX E: MONITORING AND EVALUATION ACTION PLAN
- APPENDIX F: COMMUNICATION PLAN
- APPENDIX G: EQUALITY IMPACT ASSESSMENT

## APPENDIX A

### RURAL PERTH & KINROSS LOCAL ACTION GROUP

#### MEMORANDUM OF UNDERSTANDING

**This document describes the roles and responsibilities of the Local Action Group collectively, of the Lead Partner and of each of the member organisation represented on the LAG as well as LAG operation procedures. This document will be signed by the Chair on behalf of the LAG and the Lead Partner and individual agreements by the Lead Partner and each individual member organisations represented on the LAG.**

#### **1. MEMBERSHIP**

1.1 The Shadow Local Action Group (LAG) is made up of the following representatives and organisations:

*Businesses/Third sector/community organisations:*

- David Smythe representing Perth & Kinross Tourism Partnership (business)
- Christine Thomson representing National Farmers Union Scotland (business)
- Ian Kelly representing Scottish Lands and Estates (business)
- Graham Huggins representing Highland Perthshire Communities Partnership (community)
- Richard Jeffrey representing Kinross-shire Partnership (community)
- Aisla Campbell representing Crieff and Upper Strathearn Partnership (community)
- Jill Davies representing Coupar Angus Regeneration Trust (community)
- Vicki Unite representing Perthshire Chamber of Commerce (business)
- Corrado Mella representing the Federation of Small Businesses (business)
- Bob Gillespie representing Voluntary Action Perthshire (Perth & Kinross Association of Voluntary Services) (third sector)

*Public organisations:*

- David Gourley representing Perth College UHI
- Serge Merone representing Perth & Kinross Council (Lead Partner)
- Stephen Baillie representing Scottish Enterprise
- Jim Clarkson representing Visit Scotland
- Mike Strachan representing Forestry Commission Scotland

#### **2. LAG MEMBERS AND CHAIR SELECTION PROCESS AND CRITERIA**

2.1 These members had been invited to join the shadow LAG to develop the draft LDS and draft Business Plan. The requests were based on existing expertise as member of the current Rural Tayside LEADER LAG and/or as representatives of umbrella organisations representing a wide range of community, geographical and business interests.

2.2 It is the intention to formalise the membership of the LAG at its first meeting after the decision has been taken by the Scottish Government in relation to approval of funding and the Business Plan. The selection of LAG members will be based on the following criteria which will directly support the themes identified in the LDS:

- Professional experience
- Public/businesses/community representation
- Economic sector representation such as tourism, farming or forestry
- Geographical representation (Highland Perthshire, Eastern Perthshire, Strathearn, Kinross-shire)
- Priority groups such as young people or volunteers
- Commitment and motivation

- 2.3 A call for expression of interests would be issued by the Lead Partner using existing communication channels and networks. Expression of interests would be assessed using the above selection criteria and to ensure that representation supports directly the themes identified in the LDS. It is anticipated that the member organisations of the shadow LAG will express their interest to become LAG members. However, other organisations may ask to join the LAG and would be duly considered. Each member organisation represented on the LAG will be asked to nominate to an alternate to their permanent member. Alternate can attend a meeting with permanent member for information and training purposes, but only permanent member will be entitled to vote. Individuals may be able to join the LAG as advisers, but only organisations would be able to formally join the LAG.
- 2.4 Before the first LAG meeting, LAG members would be asked to express an interest in the Chair and first Vice-Chair positions which would be communicated to all LAG members. At its first meeting, the Chair and one First Vice-Chair would be elected from the non-public bodies represented on the LAG by consensus or as a majority vote. A Second Vice-Chair position would also be established for the Lead Partner, to ensure continuity in representation and for communication purposes as appropriate, and in agreement with Chair and first Vice-Chair. The first Vice Chair (non-public sector) would normally take the Chair if the Chair is unavailable, and take the casting vote. If not available this duty will fall to the 2<sup>nd</sup> Vice Chair.

### **3. TERMS OF REFERENCE**

- 3.1 The LAG is formed to act as the responsible partnership for LDS (not a legal entity) and to be responsible for the overall management and strategic direction of the LDS. It will monitor the progress of the programme in the Rural Perth & Kinross area and critically assess its impact.
- 3.2 The LAG has agreed to nominate Perth & Kinross Council (PKC) to act as the 'accountable body' or Lead Partner for the Programme for legal, administrative and financial matters. PKC will contract through a Service Level Agreement with the Scottish Government on behalf of the LAG. As part of this role the Council will be the Programme's banker. It will use its existing well-developed financial systems to receive funds from the Scottish Government, and match funding from individual partners for the administration of the projects, and then pay out grants and management costs as agreed by the LAG. PKC will be responsible to the LAG for the supporting of the operations of the LEADER programme and supporting successful implementation of the LDS. It will employ staff on behalf of the LAG. Staff will work for, and report to, the LAG, but will be line managed by a member of Perth and Kinross Council staff.
- 3.3 The role of the LAG is to:
- Confirm and adjust the Business Plan including physical and financial indicators to be used to monitor assistance.
  - Approve the selection criteria for individual projects.
  - Periodically review the progress of the Programme in achieving its specific objectives.
  - Examine the results of implementation, particularly the targets and mid-term evaluation.
  - Approve the annual and final implementation reports before submission to the Scottish Government
  - Approve proposals to amend the Business Plan.

- Propose to the Scottish Government any adjustments necessary to achieve the objectives, including financial management.
- Consider the establishment, functions and membership of sub groups.
- Promote awareness and understanding of issues relating to the Programme for the benefit of the area.
- Share experience with other relevant groups and networks in the UK and elsewhere within the EU.
- Develop co-operative projects with other relevant groups in the UK and elsewhere within the EU

#### **4. OPERATING PROCEDURES**

- 4.1 The LAG will meet as a minimum on a quarterly basis. Wherever possible meetings will be held within or close to the eligible area. It will be supported by the LEADER Team which will provide the Secretariat services to the LAG.
- 4.2 No LAG meeting shall be held unless the Lead Partner, Perth & Kinross Council, is represented and there are at least 50% of LAG members present to form a quorum.
- 4.3 A draft agenda will be posted on the website at least two weeks before each meeting. Members with any significant items for discussion must notify the LEADER Co-ordinator of these at least two weeks before the meeting.
- 4.4 The Secretariat will produce the minutes of each meeting which will be circulated within 10 working days of the meeting.
- 4.5 The LAG may establish sub-groups to undertake specific areas of work on its behalf as and when required. Sub-groups may include both LAG members and others co-opted for their specific skills. It is intended to create a sub-group to oversee the SME grant scheme on behalf of the LAG with the Chair, First and Second Vice-Chairs (Lead Partner) and two LAG member organisations representing or working with businesses (e.g. FSB and Scottish Enterprise). This sub-group would be supported by the LEADER team and will potentially have the Business Gateway acting as adviser.

#### **5 DECISION MAKING**

- 5.1 The LAG will take decisions in the interests of the Rural Tayside LEADER area within the parameters of the Scottish Government Guidance and EU regulations of the LEADER Programme and the agreed Rural Perth & Kinross LEADER Business Plan.
- 5.2 Although LAG members are drawn from separate organisations and communities within the Rural Perth & Kinross LEADER area, members will contribute to the LAG discussions and decisions on all proposals, with the aim of securing the benefits of the Programme across the area.
- 5.3 The LAG will avoid unnecessary delay in reaching decisions, and where an unfavourable decision is reached the LAG will ensure that clear reasons are recorded and given to the applicant.
- 5.4 The LAG supports the aspiration that the LAG meetings take place in an informal but business like atmosphere. In the absence of detailed Standing Orders for meetings, members expect the Chair to handle discussions in the spirit of the operating procedures.

## **6 VOTING**

- 6.1 LAG members will aim to reach agreement on recommendations by discussion and consensus. Where consensus is not evident, members expect that the Chair will normally be able to gauge the majority view without a formal vote.
- 6.2 In situation where it becomes apparent that a vote is required, the Chair will clarify and the LAG members will agree the options to be voted on in advance of LAG Members casting their vote. This will include any issues to do with technical eligibility and fit with LEADER criteria.
- 6.3 The quorum for any LAG meeting is at least 50% of LAG members, the Lead Partner has to be present for any decision to be valid and for voting to take place. Members not present have no vote and cannot vote by proxy (because they will not have heard the discussion) although any views they express in writing will be reported to the meeting before a vote is called. Members that declare an interest in the application have no vote. For a decision to be taken by a vote, a minimum of 50% attending the meeting must vote e.g. in quorum of 8 (a minimum of 4 members). At least 50% of the votes for decisions must come from members who do not represent public sector organisations to ensure that public sector interests do not dominate.
- 6.4 Where a vote is necessary, it will be by show of hands and each member (other than the Chair) will have one vote. A simple majority of those present will be sufficient to reach a decision, which will be binding on all LAG members, irrespective of how they voted. Only permanent members would be entitled to vote unless an alternate has been formally nominated and is present to represent the member organisation.
- 6.5 The Chair, in exceptional circumstances may use their casting vote to reach a conclusion. The Chair will be ineligible to vote if he/she has declared an interest.
- 6.6 The voting procedures will also be applied to applications being considered under written procedure where voting is required.

## **7 DECLARATION OF INTEREST**

- 7.1 If individual members have a personal or financial interest in or are members of the applicant body, they must withdraw from the meeting and take no part in the discussion or decision. Members must declare an interest where their organisation has financially supported an application or is lead applicant. Membership of a voluntary board of an applicant organisation, personal relationships or close friendships to individuals involved in the applicant organisation will constitute a personal interest.
- 7.2 From time to time, applications may be considered from a group who is supported by a LAG Member in a professional role and as part of their work remit. In these cases, a declaration of interest is discretionary depending on the level of involvement with the group.
- 7.3 Members are obliged to complete the Register of Interest on an annual basis, or more frequently if required. Any changes to the register should be declared at each LAG meeting and will be minuted. The register is held by the LEADER secretariat and will be updated after each LAG meeting.

## **8 SUSPENSION OF MEMBERS**

- 8.1 If any member of the LAG disregards the authority of the Chair, obstructs the meeting or, in the opinion of the Chair otherwise acts in an inappropriate manner at a meeting, the Chair may move that the member be suspended for the remainder of the meeting. If seconded, such a motion shall be put to vote immediately without discussion. If such a motion is carried, the suspended member shall leave the meeting room immediately. If a LAG member regularly obstructs the work of the LAG, the Chair may move that the member be suspended or dismissed from the LAG. If seconded, such a motion shall be put to vote and if agreed, the member shall leave the LAG.

## **9 CONFIDENTIALITY**

- 9.1 Members of the LAG will undertake not to discuss specific details of applications to the LAG prior to, or out with the meeting and will respect the agreed LAG policy on confidentiality when dealing with individual applications for support.
- 9.2 Where additional information or clarification is needed from an applicant, Members will seek it through the Programme Coordinator and/or another appropriate LAG Member and must not approach an applicant directly.
- 9.3 Where additional information or clarification is needed regarding the LEADER Programme from other LAGs or the Scottish Government, Members should seek this through the Programme Coordinator.
- 9.4 Following approval, applications may be discussed in general terms with interested parties. However, members must be sensitive to the interests of the applicant and observe the confidential nature of discussions held within LAG meetings and not disclose information inappropriately.

## **10 ATTENDANCE AT MEETINGS**

- 10.1 Members will recognise the importance of developing continuity and mutual understanding in the development of LAG policies and the desirability therefore of regular personal attendance at LAG and associated meetings. In the event that members are unable to attend a particular meeting they will try to be replaced by a representative from their organisation nominated as alternate in the agreement between Lead Partner and member organisation. If it seems likely that members will be unable to attend three consecutive LAG meetings they should consider, with the Chair, whether the interests of the Programme would best be served by their being permanently replaced by a colleague who would be able to commit the necessary time. In such a case, nominations would be invited from their organisation. If the organisation is unable to replace a representative, the LAG will seek clarification and look to recruit representation from an appropriate alternative organisation.

## **11 AWARENESS RAISING**

- 11.1 As individuals and through the organisations represented, LAG Members will do what they can to raise awareness of the aims of the LEADER Programme and encourage potential applicants for support to discuss possibilities with the LEADER Team, who is the main channel for LAG communication with applicants.



11.2 If representing LAG or LEADER outwith meetings, LAG Members should act appropriately and professionally.

## 12 FINANCIAL AND LEGAL MATTERS

12.1 The LEADER Local Action Group Members (and any successor body) are responsible to the Scottish Government (and ultimately the European Commission) for the successful delivery of the Programme, within the regulations and the agreed budget with the support of the Lead Partner, Perth & Kinross Council. Members will therefore accept the advice of the representative of the Lead Partner on the LAG and of the Programme Coordinator who is accountable to the LAG and the Lead Partner, on the interpretation of the rules of the LEADER Programme or on general issues of financial and project management.

## 13 RELATIONSHIP AND LINKS TO OTHER BODIES

13.1 The LEADER Local Action Group will maintain close communication links with Perth & Kinross Community Planning Partnership through its 'Economic and Lifelong Learning' Outcome Delivery Group and with Perth & Kinross Council through its 'Enterprise and Infrastructure' Committee.

_____	Witness	_____	(for Perth & Kinross Council)
_____	Name	_____	Address
_____	Address	_____	Address
_____		_____	Date of signing
		_____	Place of signing
		_____	(for LOCAL ACTION GROUP)
_____	Witness	_____	Designation
_____	Name	_____	Address
_____	Address	_____	Date of signing
_____		_____	Place of signing

**RURAL PERTH & KINROSS LOCAL ACTION GROUP**  
**TEMPLATE AGREEMENT BETWEEN LEAD PARTNER AND LAG MEMBER ORGANISATION**

AGREEMENT

between

PERTH & KINROSS COUNCIL, a local authority constituted under the Local Government etc (Scotland) Act 1994 and having its Principal Offices at 2 High Street, Perth (hereinafter referred to as "Perth & Kinross Council")

and

ORGANISATION, ADDRESS, POSTCODE  
(hereinafter referred to as "the Partner")

WHEREAS the Parties have agreed to work in partnership to support the Rural Perth & Kinross LEADER Programme THEREFORE IT IS NOW AGREED AS FOLLOWS:

1. OBJECTIVES

1.1 The objective of the Parties is to implement the approved local development strategy for the Rural Perth & Kinross LEADER Programme ("the Project").

2. DURATION

2.1 This Agreement shall commence on the First day of January Two Thousand and fifteen notwithstanding the date or dates hereof and shall endure until the Thirty first day of December Two thousand and twenty. This Agreement may be extended by agreement between the Parties.

3. RIGHTS AND OBLIGATIONS OF THE PARTIES

3.1 The rights and obligations of the Parties are contained in Schedule A annexed and executed as relative hereto.

4. LIAISON AND SUPPORT

4.1 The Parties shall liaise with each other through their nominated representatives (as detailed in Schedule B annexed and signed as relative hereto), through whom they shall exchange information, give advice and consult on the working of the Agreement.

4.2 In the event that either party's nominated representative shall change, that party will notify the change to the other party in writing.

_____	Witness	_____	(for Perth & Kinross Council)
_____	Name	_____	Address
_____	Address	_____	Address
_____		_____	Date of signing
		_____	Place of signing
		_____	(for ORGANISATION)
_____	Witness	_____	Designation
_____	Name	_____	Address
_____	Address	_____	Date of signing
_____		_____	Place of signing

## SCHEDULE A

1. Perth & Kinross Council will set up a Local Action Group responsible to deliver the LEADER programme.
2. Perth & Kinross Council shall act as lead authority for the purposes of the Project and in addition will carry out the following duties:-
  - 2.1 (a) lead partner duties including contracting with grantees (including issuing offer letters, processing of claims and making payments);
  - (b) provision of information, advice and support to potential applicants including production of promotional material;
  - (c) administration of application process (e.g. acknowledgement, data recording, referrals to assessors);
  - (d) applications' assessment;
  - (e) support to Local Action Group (e.g. administrative support for meetings and reports);
  - (f) decision on grants;
  - (g) contact point and support to grant holders (e.g. updating data, monitoring follow-up); and
  - (h) liaison with Scottish Government and other external organisations
  - (i) employ one full time equivalent project co-ordinator ("the Co-ordinator"), one full time equivalent Project Officer and one full time administrator for the period of the Project.
3. The Partner agrees as follows:-
  - (a) to attend all Local Action Group meetings where possible in line with agreed operating principles
  - (b) that during the period of the agreement, or after its termination, not for any reason disclose to any unauthorised person, nor use, any confidential information relating to or received from the Local Action Group as a result of being a member of the Local Action Group
  - (c) that the use and disclosure of all information about identifiable living individuals is governed by the Data Protection Act 1998 and no personal data acquired as a result of being a partner on the Local Action Group shall be used for purposes not connected with this Local Action Group.
  - (d) that all confidential and personal data shall be kept securely.
  - (e) that the partner shall not act in a situation where there is a conflict of interest (personal or financial). If a conflict of interest arises, the Partner will immediately inform the Chair or Lead Partner for the Project and the Partner will not be entitled to participate in any discussions regarding the matter.
  - (f) to accept the guidance from the Perth & Kinross Council and/or the Co-ordinator as lead partner accountable to the Scottish Government on the interpretation of the rules of the Project or on general issues of financial and project management.
  - (g) to promote the Project where possible within their organisation and at appropriate opportunities.

This is the Schedule A referred to in the foregoing Agreement between Perth & Kinross Council and The (name of Partner) dated .....

\_\_\_\_\_  
(For Perth & Kinross Council)

\_\_\_\_\_  
(For ORGANISATION)

**SCHEDULE B**  
**NOMINATED REPRESENTATIVES**

Perth & Kinross Council's nominated representative shall be:

Name:  
Designation:  
Address:  
Telephone No:  
Fax No:  
e-mail:

The ORGANISATION nominated permanent representative shall be:

Name: \_\_\_\_\_  
Designation: \_\_\_\_\_  
Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Telephone No: \_\_\_\_\_  
Fax No: \_\_\_\_\_  
e-mail: \_\_\_\_\_

The ORGANISATION nominated alternate representative shall be:

Name: \_\_\_\_\_  
Designation: \_\_\_\_\_  
Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Telephone No: \_\_\_\_\_  
Fax No: \_\_\_\_\_  
e-mail: \_\_\_\_\_

This is the Schedule B referred to in the foregoing Agreement between Perth & Kinross Council and ORGANISATION.....

\_\_\_\_\_  
(For Perth & Kinross Council)

\_\_\_\_\_  
(For ORGANISATION)

## APPENDIX B1

### RURAL PERTH AND KIRNOSS LEADER PROGRAMME

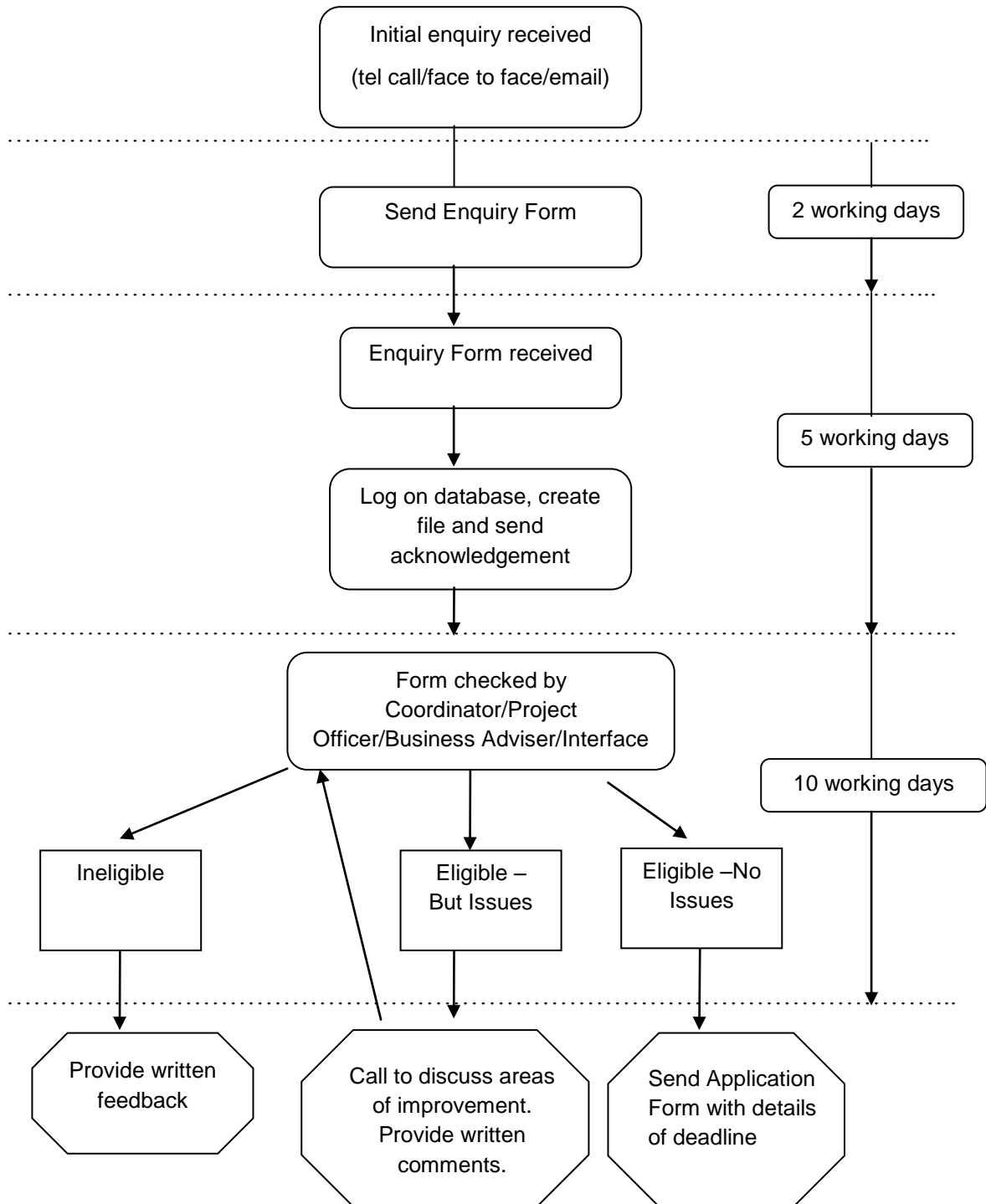
#### PROJECT APPLICATION, APPROVAL PROCEDURES, APPEALS PROCEDURE

1. When an application is received the date will be marked on the appropriate Enquiries Log Spreadsheet. Enquiries can come at any time and the Project Officer and Business Adviser will encourage and support applicants to complete enquiry forms and application forms. Project Calls may be organised for specific themes.
2. The original application will be held in the project file.
3. A letter will be issued which acknowledges receipt of the application and the first available date for consideration. A list of LAG meetings will be agreed at the beginning of each year.
4. The Application will be appraised formally by the Coordinator against the LEADER core eligibility criteria as per the Project Selection Criteria Checklist.
5. Applications seeking £5,000 or less of LEADER funding will be appraised by the Coordinator using the Project Selection Criteria Checklist. The Coordinator will consult the full LAG and members would have 5 working days to provide comments. The Coordinator will then make a recommendation to the LAG Sub-group (LAG SUB: Chair and 2 Vice Chairs) who will be responsible for the formal approval. Where the Lead Partner is involved in the funding and/or delivery of the project the LAG Chair and First Vice-Chair will be responsible for the formal approval. If the Chair or the First Vice-Chair is involved in the funding and/or delivery of the project, the decision will be referred to the LAG. The LAG will be informed of the decisions at their next meeting.
6. Applications seeking LEADER funding through the SME Grant Scheme will be appraised by the Business Adviser using the Project Selection Criteria Checklist. The Business Adviser will consult the full LAG and Interface (where appropriate) and members/Interface would have 5 working days to provide comments. The Business Adviser will then make a recommendation to the SME Grant LAG Sub-group (LAG SUB: Chair and 2 Vice Chairs + 2 LAGs Members representatives of SMEs) who will be responsible for the formal approval. Where the Lead Partner is involved in the funding and/or delivery of the project the LAG Chair, First Vice-Chair and 2 LAGs Members representatives of SMEs will be responsible for the formal approval. If the Chair, the First Vice-Chair or LAGs Members representatives of SMEs are involved in the funding and/or delivery of the project and the majority of the group is made up of public bodies, the decision will be referred to the LAG. The LAG will be informed of the decisions at their next meeting.
7. Applications seeking more than £5,000 of LEADER funding will be appraised by the Programme Coordinator (eligibility only) and 2 members of the LAG using the Project Selection Criteria Checklist. Applications will be allocated to LAG members according to their subject.
8. Copies of all applications and completed checklists will be posted on the Rural Perth & Kinross LEADER website members' area. All LAG Members may request any additional information at each stage.
9. At the LAG meeting the group will discuss the Projects having considered the project "fit" with LEADER objectives.
10. When a project is approved, the Administrator issues a formal letter of offer with appropriate terms and conditions. This grant acceptance pro-forma must be returned, signed by the applicant, within 2 months of the offer being made.

11. In the case of projects which have been rejected, they will be recorded as such.
12. When a project has been rejected, a letter will be sent to the applicant explaining why this is the case and alternative funding sources suggested where possible. The rejection may be based on a particular element of the project which can be reworked with the advice of the Coordinator and resubmitted at a later date.
13. Should an unsuccessful applicant wish to appeal against the decision to reject the project, they can appeal to the LAG and they may be asked to present their project and grounds for appeal at the next LAG meeting. The LAG decision at this stage is final.
14. Applicants seeking an increased grant must complete a change request form and submit this to the Programme Coordinator with any supporting documentation. If the requested increase is less than 10% of the original award the Programme Coordinator will assess the request and make a recommendation to the LAG Sub-Group (Chair and 2 Vice Chairs).
15. Requests in excess of 10% will be subject to a full assessment, where possible by the original assessors, and then submitted to the LAG as appropriate.

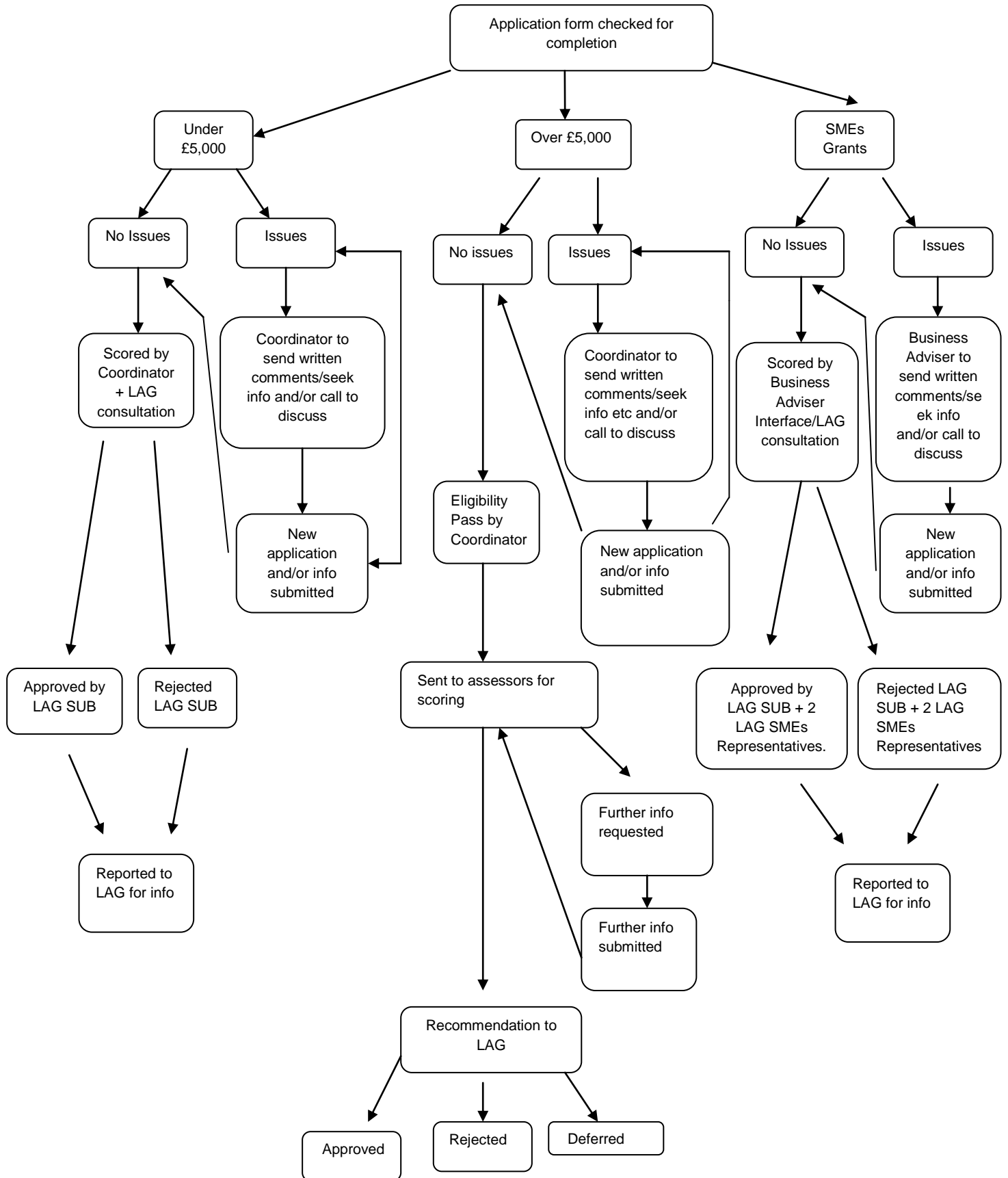
The following flow charts describe the different procedures at the different enquiry, application and decision, post-decision, claim and payment and monitoring stages.

## STAGE 1 – PROJECT ENQUIRY

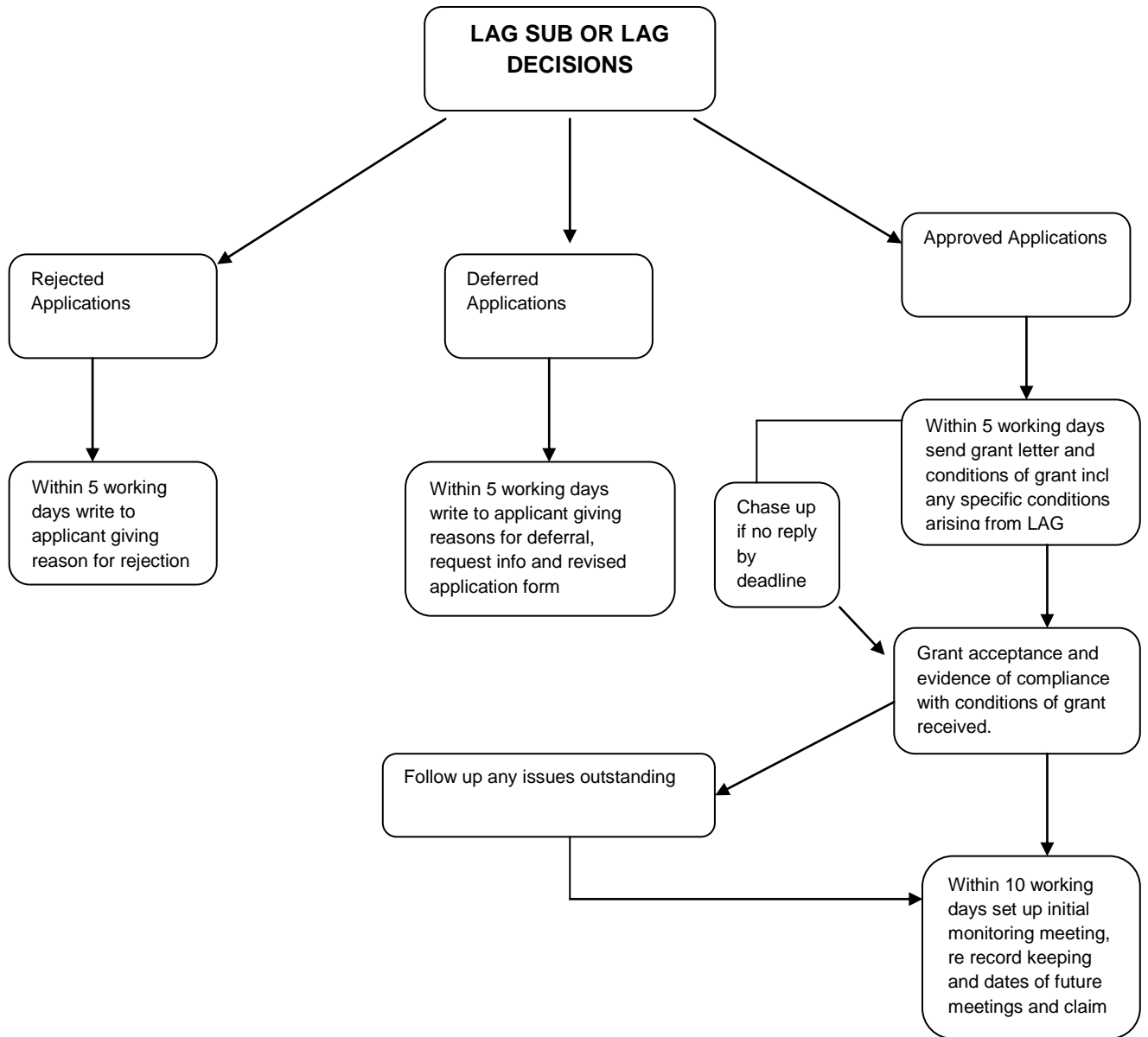




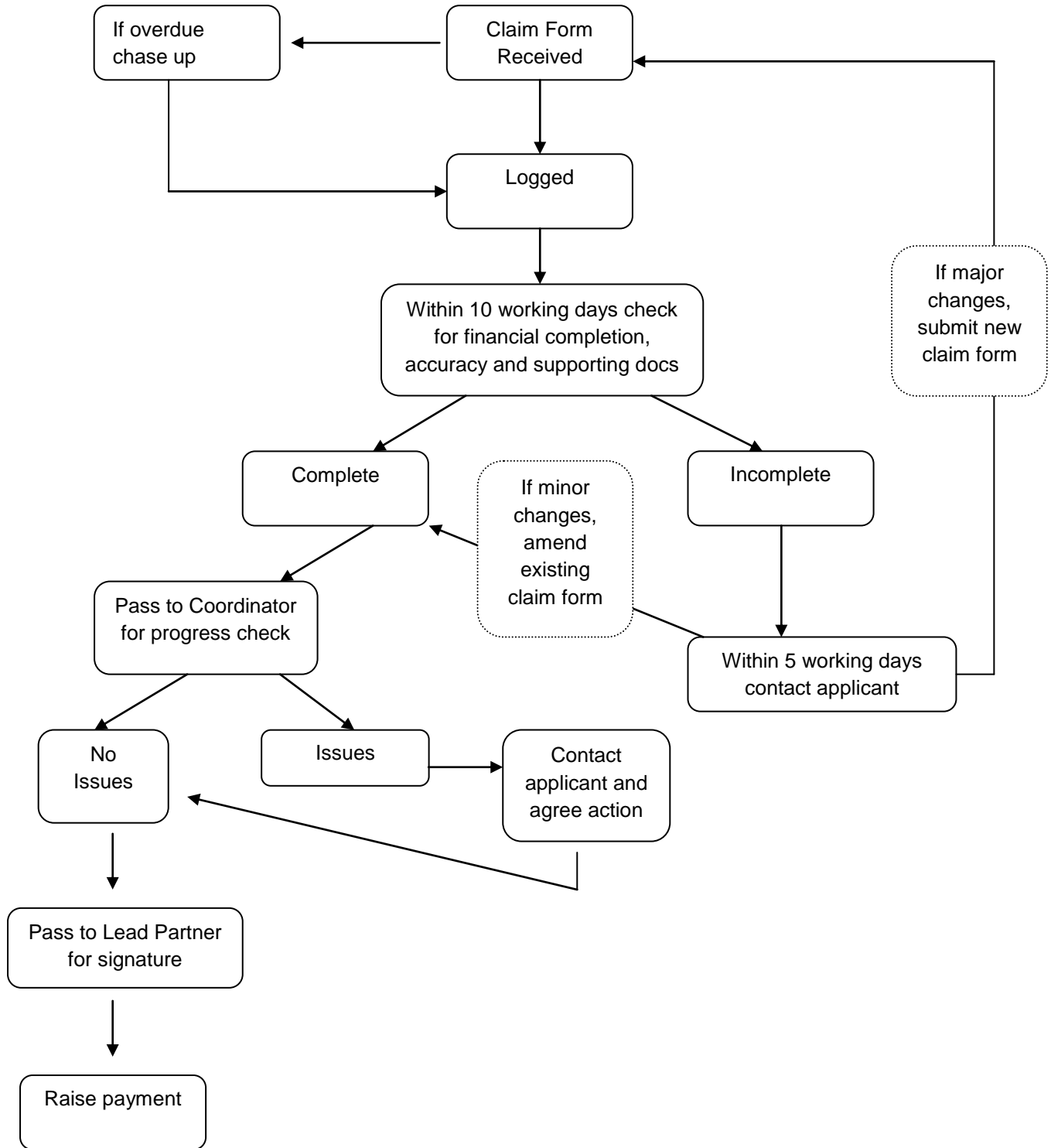
## STAGE 2 – APPLICATION AND DECISION



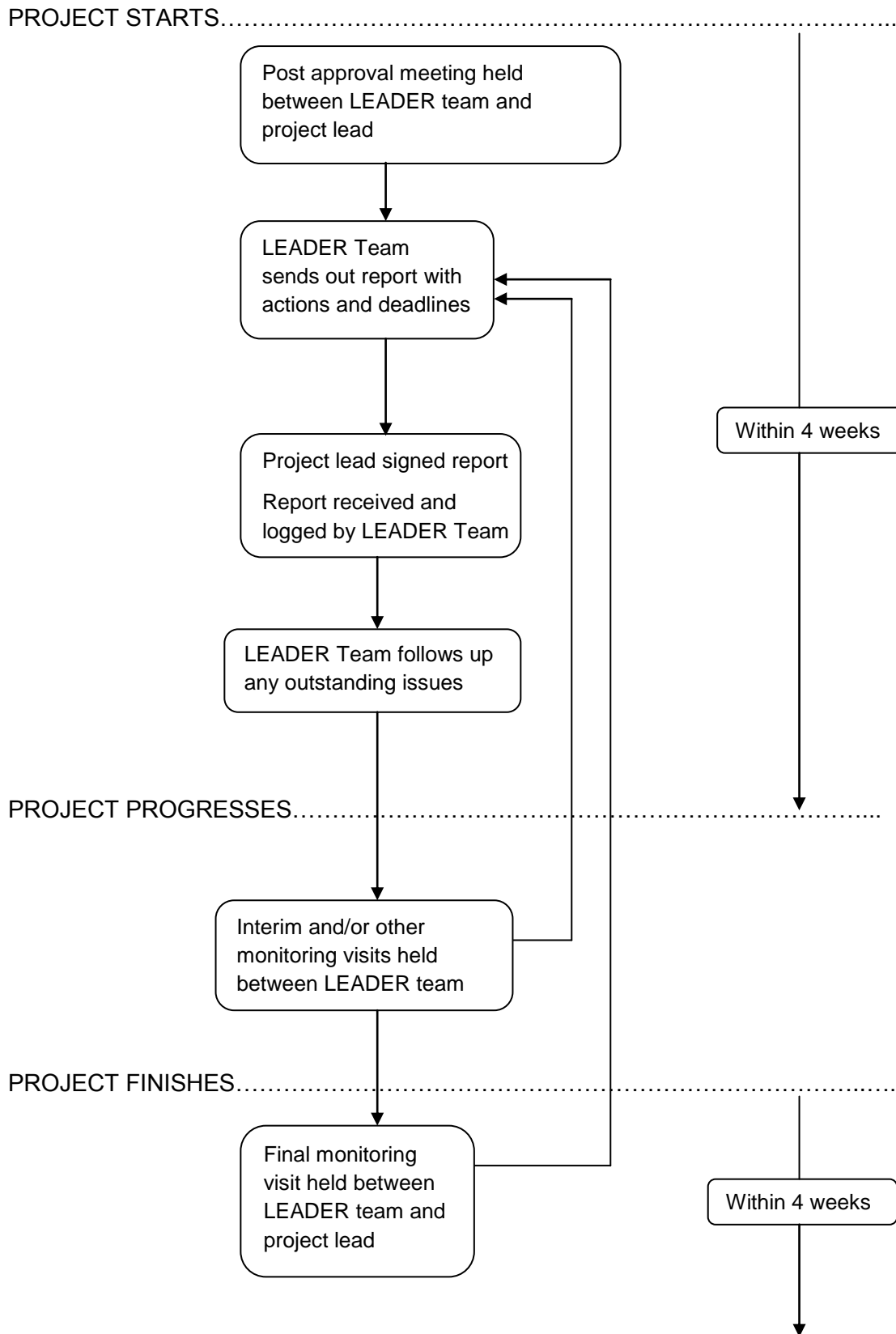
### STAGE 3 – POST DECISION



### STAGE 4 – CLAIM AND PAYMENT



## STAGE 5 - MONITORING



**RURAL PERTH & KINROSS LOCAL ACTION GROUP**  
**ASSESSMENT PROCEDURES INCLUDING APPLICATIONS ASSESSED UNDER WRITTEN PROCEDURES**

**General procedures**

All applications for LEADER funding will be checked by the Coordinator for technical eligibility and fit with the Rural Perth & Kinross LEADER Programme strategic objectives and outcomes. All eligible applications will be assessed by two assessors from the LAG with the exception of SMEs applications which would be assessed by a Business Adviser and applications under £5,000 which would be assessed by the Coordinator. Applications and all supporting documentation will be posted on the secured Members' area of the LEADER website along with an assessment timetable. All LAG members will be notified and invited to comment on applications. Assessors should request further information as appropriate from the applicant through the Coordinator and once satisfied with the response, score the project and make a recommendation for decision to the LAG/LAG Sub-Group/LAG Sub-Group+LAG Members representatives of SMEs. The assessors' scores and comments will be the basis for discussion at the LAG/LAG Sub-Group/LAG Sub-Group+LAG Members representatives of SMEs meeting however the decision to reject, defer or approve an application will be taken by the LAG/LAG Sub-Group/LAG Sub-Group+LAG Members representatives of SMEs as appropriate and be binding on all members.

Since the scores are not the deciding factor in the decision-making process, it is of vital importance that assessors provide comprehensive comments on their recommendation. The comments should focus on the assessment headings of the score sheet Strategic Fit, Target Groups, Purpose, Partnership, Evidence of Need, Community Benefit and Local Involvement, Innovation, Sustainable Development, Risk Assessment, Publicity and Value For Money.

If the assessor feels that there is a need to impose certain conditions for the approval, these should be included in the recommendations section of the scoring sheet.

Once the scores and comments have been received, they will be collated and uploaded on the secured Members' area of the website to inform the decision making process.

All LAG members or LAG Sub-Group or LAG Sub-Group+LAG Members representatives of SMEs should ensure that they have read and considered the comments in advance of meetings.

**Written procedures**

The LAG recognises that quarterly meetings may not be sufficient to deal with all applications and that from time to time it may be necessary to assess some applications through a written procedure. This is likely to be the case when

- there a timing issue and an urgent decision is required
- a request for an increase in grant above the 10% allowed at the recommendation of the Coordinator and discretion of the LAG Sub-Group
- a project originally fast tracked seeks an increase in grant which takes the original grant request over the fast track threshold of £5,000
- where an outstanding decision is required following a LAG//LAG Sub-Group/LAG Sub-Group+LAG Members representatives of SMEs meeting

Each application for consideration by written procedure will be reviewed. The Coordinator will determine at which stage the application should enter the assessment procedure. This will depend if it is a new application or a previously approved application. Any relevant documentation will be circulated with requests.

The general assessment and written procedure is set out in the table below for easy reference.

RPKLAG GENERAL ASSESSEMENT AND WRITTEN PROCEDURE				
RESPONSIBLE PERSON/S	ASSESSMENT PROCESS AND TASKS	Time Scale	Application For increased	New Application
	<b>NEW APPLICATIONS (GENERAL AND WRITTEN)</b>			
Coordinator Applicant	Technical check completed by Coordinator. Any queries regarding the completion of the form or supporting documentation are sent to the applicant for clarification. Technical check updated until finalised.			
Coordinator Assessors	2 assessors from the LAG or Business Adviser are allocated to review the application on the basis of expertise and geographic location. In cases where the application has already been assessed and is seeking an increased grant the application will be reviewed by the same assessors.	5wdays		
Secretariat	Application and supporting documentation are uploaded onto the website for the assessors and LAG members. The assessors and all LAG members are notified by email (Scores and comments sheets available for each application on website)			
Assessor	Assessors have a week to consider the application and identify issues, concerns and points for clarification. Assessors should contact the <i>Coordinator</i> with any queries If there are no queries, the assessor should notify coordinator and return scores and comments sheet within maximum deadline of 3 weeks (deadlines for each application posted on website)	5wdays		
Coordinator Applicant	The coordinator collates assessors' queries and contacts applicant for clarification Applicant to respond within week	5wdays		
Coordinator	Applicants' responses sent to assessors by email.	5wdays		
Assessors	Assessors consider the new information along with the application, complete the scoring sheet, provide rationale for recommendation and return this to the Coordinator. Coordinator also assess application and complete scoring sheets			
Coordinator Secretariat	All scores and comments are collated and posted on the Members' web page for all to consider in advance of LAG/LAG Sub-Group/LAG Sub-Group+LAG Members representatives of SMEs meeting			

	<b>Scores and Comments with Recommendations to LAG Meeting or if appropriate through written procedure below</b>			
	<b>Written procedure-application seeking additional grant enter at this stage</b>			
Coordinator	Coordinator to review change request, identify relevant process, notify original assessors, provide change request form and any supplementary information and request assessors' recommendation.	5wdays		
LAG/LAG Sub-Group+LAG Members representatives of SMEs meeting	The coordinator notifies all LAG/LAG Sub-Group+LAG Members representatives of SMEs meeting members as appropriate by email with assessors' recommendation, change request form and any supplementary information. LAG/LAG Sub-Group+LAG Members representatives of SMEs meeting notifications depends on the threshold or level of LEADER grant requested e.g. LAG notified if approved applicants request additional funds that bring total requested LEADER funding to more than £5,000			
LAG/LAG Sub-Group+LAG Members representatives of SMEs meeting	Members are asked to consider the recommendation and come back to the Coordinator with their decision and rationale for approval – reject, defer or approve - by a specified date (within a maximum of 10 working days). Members are notified that if they do not respond by the deadline, it will be taken that they approve the application.	10wdays		
Coordinator	Following the deadline the Coordinator collates all responses and determines if the application is approved, deferred or rejected and notifies the LAG/LAG Sub-Group+LAG Members representatives of SMEs meeting and the applicant.	2 wdays		

**APPENDIX Bii**  
**RURAL PERTH & KINROSS LEADER PROGRAMME**  
**PROJECT SELECTION CRITERIA**  
**SCORING SHEET**

**PROJECT TITLE:**  
**Project Reference No:**

<b>Project Score :</b>	
<b>Signature LEADER Coordinator</b>	<b>Date</b>
<b>Signature 2<sup>nd</sup> Assessor</b>	<b>Date</b>
<b>Signature Lead Partner</b>	<b>Date</b>
<b>Signature LAG Chair</b>	<b>Date</b>

<b>Stage 1 core eligibility criteria</b>	<b>Yes</b>	<b>No</b>
<b>Eligible Applicant</b>		
<b>Project in LEADER area</b>		
<b>Accountable Project Manager (experienced management and administration)</b>		
<b>Contributes to one or more of the themes</b>		
<b>Relates to and identifies one or more of the target groups (beneficiaries)</b>		
<b>Embracing new ways of working and/or new ideas</b>		
<b>Is a new activity (is not duplicating existing activity)</b>		
<b>Has a neutral environmental impact</b>		
<b>Requires funding to proceed</b>		
<b>Other consents and statutory requirements been applied for/granted</b>		

<b>Comments</b>	<b>Actions</b>

**Project meets all eligibility criteria:**

<b>Yes</b> - project proceeds for appraisal.	<b>No</b> - project proceeds no further, LEADER Coordinator provides feedback to applicant.
--	---



**PROJECT TITLE:**

**Project Reference No:**

<b>Stage 2 core eligibility criteria</b>	<b>Yes</b>	<b>No</b>
Stage 1 core eligibility criteria still being met		

**Criteria: (NOTE: 3 is high and 1 is low score)**

	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>A. The project's overall aim:</b> <ul style="list-style-type: none"> <li>The overall aim is clearly identified.</li> <li>The project fits with the strategic objectives of the Rural Perth &amp; Kinross Leader Local Development Strategy</li> <li>The project fits with one or more of the themes.</li> <li>The project fits with one or more of the target groups.</li> </ul>				
	<b>Sub - total</b>			
<b>B. Description of the project:</b> <ul style="list-style-type: none"> <li>The operation of the project is clearly explained.</li> <li>The roles and responsibilities of the partners in the project are clearly defined.</li> </ul>				
	<b>Sub - total</b>			
<b>C. The economic, social, environmental need for the project:</b> <ul style="list-style-type: none"> <li>The project is needed.</li> <li>The demand for the project has been demonstrated through track record or survey evidence.</li> <li>There is economic benefit to the project.</li> <li>There is social benefit to the project.</li> <li>There is environmental benefit to the project.</li> </ul>				
	<b>Sub - total</b>			
<b>D. Financial Information:</b> <ul style="list-style-type: none"> <li>The need for a grant has been demonstrated.</li> <li>Match funding been adequately identified.</li> <li>In-kind contributions are appropriate.</li> <li>Level of grant sought is the minimum necessary for the project to go ahead.</li> <li>The financial management arrangements, accounting and control procedures are appropriate and robust.</li> <li>Value for money.</li> </ul>				
	<b>Sub - total</b>			

	0	1	2	3
<b>E. Complementarity:</b> <ul style="list-style-type: none"> <li>The project integrates with or complements rural development or other funding programmes.</li> <li>The project integrates with or complements relevant regional and local strategies.</li> <li>Effective links between the project and similar activities in the area have been established.</li> </ul>				
	<b>Sub-total</b>			
<b>F. Innovation:</b> <ul style="list-style-type: none"> <li>The project is new in relation to previous practice in the area.</li> <li>The project is new in relation to approaches under way or planned in other programmes or schemes in the area.</li> <li>The project will lead to new products or services.</li> <li>The project will use novel forms/new approaches to co-operation/partnership</li> <li>The project will use novel forms/new approaches of organisation and involvement of the local community.</li> </ul>				
	<b>Sub - total</b>			
<b>G. Sustainability:</b> <ul style="list-style-type: none"> <li>The project demonstrates the longer-term viability of the activities proposed beyond LEADER funding</li> </ul>				
	<b>Sub - total</b>			
<b>H. Project objectives, outputs and results :</b> <ul style="list-style-type: none"> <li>Quantifiable.</li> <li>Realistic and achievable.</li> <li>Relate to at least one of the themes.</li> <li>Relate to at least one of the target groups.</li> <li>The plan for their delivery is clear and realistic.</li> <li>The monitoring system is robust.</li> </ul>				
	<b>Sub - total</b>			
<b>I. How the project will be managed and monitored:</b> <ul style="list-style-type: none"> <li>The management structure is appropriate.</li> <li>The skills of the partners managing the project are appropriate.</li> <li>The project's proposed systems for assessing outside contractors, in-kind contributions etc are appropriate.</li> <li>The project has an appropriate financial monitoring system.</li> </ul>				
	<b>Sub - total</b>			
<b>J. Project promotion and publicity:</b> <ul style="list-style-type: none"> <li>The project has appropriate plans for publicity including identifying a target audience</li> </ul>				
	<b>Sub - total</b>			

<b>K. Equal Opportunities:</b>				
<ul style="list-style-type: none"> <li>The project has adequately identified their equal opportunities policy.</li> </ul>				
<b>Sub - total</b>				
<b>L. Risk assessment:</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
<ul style="list-style-type: none"> <li>Risks (if applicable) have been identified.</li> <li>The impact of these risks has been adequately considered (if applicable).</li> <li>Sufficient measures have been taken to minimise the impact of these risks (if applicable).</li> </ul>				
<b>Sub - total</b>				
<b>M. Additionality</b>				
<ul style="list-style-type: none"> <li>If LEADER funding is refused, would the project <ul style="list-style-type: none"> <li>go ahead as planned, but over a longer time scale? (2 points)</li> <li>go ahead, but on a smaller scale?(2 points)</li> <li>not go ahead? (3 points)</li> </ul> </li> </ul>				
<b>Sub - total</b>				

**TOTAL NUMBER OF POINTS AWARDED:**

**This Score sheet has been completed by:**

**Name (please print):**

**Position:**

**Signature:**

**Date:**

**General comment on project:**

## PROJECT ASSESSMENT – SELECTION CRITERIA CHECKLIST

It is important that all eligible applications are assessed using a transparent set of criteria which are as objective as possible. It is necessary, through the assessment, to provide a clear recommendation based on a series of targeted questions. Where key issues cannot be addressed as a result of omissions in the application, the applicant should be asked to supply the required information.

The assessment should be proportionate to the size, scope and complexity of the project. In some cases not all the issues covered below will be relevant – but where this is the case the assessment report should explain why these issues are not relevant.

The selection criteria are in two parts. First, a critical assessment as to whether a project is consistent with LEADER principles and meets the core eligibility criteria. Second, a series of priority criteria are applied in order to rate the intrinsic strength of the project proposal i.e. the project quality. This framework deals with the second set of criteria. No project will proceed to the second stage unless the core eligibility criteria are met.

### Priority Criteria:

<p><b>A. The project's overall aim:</b></p> <ul style="list-style-type: none"> <li>• Overall aim clearly identified.</li> <li>• The aim fits with the Rural Perth &amp; Kinross strategic objectives.</li> <li>• The project fits with the priority themes.</li> <li>• The project fits with the priority target groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Refer to the Rural PK LEADER Strategy and Business plan and any sub strategies, e.g. Tourism, Forestry.</li> <li>• Should detail the ways in which the project addresses the strategic aims and objectives of the Strategy and any sub strategies.</li> <li>• Should demonstrate how the project fits with local, regional and/or national strategies</li> </ul>
<p><b>B. Description of the project:</b></p> <ul style="list-style-type: none"> <li>• The operation of the project is clearly explained.</li> <li>• The roles and responsibilities of the partners in the project are clearly defined.</li> </ul>	<ul style="list-style-type: none"> <li>• Assess the relevance and appropriateness of any partnership arrangements for the development and/or delivery of the project.</li> <li>• Is there a clear picture of the project, how it will be delivered, by whom, timescales and levels of responsibility?</li> </ul>

<p><b>C. The economic, social, environmental need for the project:</b></p> <ul style="list-style-type: none"> <li>• The project is needed.</li> <li>• The demand for the project has been demonstrated through track record or survey evidence.</li> <li>• There is economic benefit to the project.</li> <li>• There is social benefit to the project.</li> <li>• There is environmental benefit to the project.</li> </ul>	<ul style="list-style-type: none"> <li>• Is there clear evidence?</li> <li>• What form does it take? - Social/environmental/market?</li> <li>• Where/who from?</li> <li>• How is it substantiated?</li> <li>• How robust, up to date and relevant is the information?</li> <li>• Is it sufficient?</li> <li>• Is the project locally appropriate?</li> <li>• Should be a clear explanation of why particular target group chosen.</li> <li>• Clear evidence that the project will not duplicate other projects</li> </ul>
<p><b>D. Financial Information:</b></p> <ul style="list-style-type: none"> <li>• The need for a grant been has demonstrated.</li> <li>• Match funding been adequately identified.</li> <li>• Match funding is committed.</li> <li>• In-kind contributions are appropriate.</li> <li>• Level of grant sought is the minimum necessary for the project to go ahead.</li> <li>• The financial management arrangements, accounting and control procedures are appropriate and robust.</li> <li>• Value for money.</li> </ul>	<ul style="list-style-type: none"> <li>• Is the project good value for money?</li> <li>• Project should demonstrate efficient and effective use of money.</li> <li>• Are the costs reasonable in light of activities and outputs/impact.?</li> <li>• Is balance of expenditure appropriate i.e. level of admin/management costs?</li> <li>• If costs high is there an explanation/justification?</li> <li>• Assess whether adequate details are given of all partners' contributions to match funding.</li> </ul>

<p><b>E. Complementarity:</b></p> <ul style="list-style-type: none"> <li>• The project complements other rural development programmes.</li> <li>• The project adds value to other approaches available and Implemented locally.</li> <li>• The project shows awareness of relevant regional and sub-regional strategies.</li> <li>• The project demonstrates linkage with other funding schemes</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of co-operation or networking activity?</li> <li>• Is there an explanation of how the project fits with other area based strategies and/or national strategies, e.g. Community Plans, Local Economic Forums, Lifelong Learning etc.</li> </ul>
<p><b>F. Innovation:</b></p> <ul style="list-style-type: none"> <li>• The project is new in relation to previous practice in the area.</li> <li>• The project is new in relation to approaches under way or planned in other programmes or schemes in the area.</li> <li>• The project will lead to new products or services.</li> <li>• The project will use novel forms/new approaches regarding use of local potential.</li> <li>• The project will use novel forms/new approaches to co-operation.</li> <li>• The project will use novel forms/new approaches of organisation and involvement of the local community.</li> </ul>	<ul style="list-style-type: none"> <li>• Combining or linking separate sectors?</li> <li>• How will lessons be identified/used?</li> <li>• Original forms of organisation or community involvement?</li> <li>• Is the activity a continuation of an existing project in its current format?</li> </ul>
<p><b>G. Sustainability:</b></p> <ul style="list-style-type: none"> <li>• The project demonstrates the longer-term viability of the activities proposed beyond LEADER.</li> <li>• The project integrates the three aspects of sustainability in the delivery of the project.</li> </ul>	<ul style="list-style-type: none"> <li>• What is the evidence of integration and awareness?</li> <li>• Are environmental resources used in such a way that options not impaired?</li> <li>• Have environmental opportunities and risks been identified?</li> <li>• What is the extent of community ownership?</li> <li>• How will the community continue to be involved.</li> <li>• How will they benefit, how will they contribute?</li> <li>• Identification of future potential? Are there any plans for transfer/mainstreaming/roll out?</li> <li>• Is there an exit strategy?</li> </ul>

<p><b>H. Project objectives, outputs and results :</b></p> <ul style="list-style-type: none"> <li>• Quantifiable.</li> <li>• Realistic and achievable.</li> <li>• Relate to at least one of the themes.</li> <li>• Relate to at least one of the target groups.</li> <li>• Relate to at least one of the target sectors.</li> <li>• The plan for their delivery is clear and realistic.</li> <li>• Their monitoring system is robust.</li> </ul>	<ul style="list-style-type: none"> <li>• Outputs and impacts should be relevant for the type of project, nature of activity and beneficiaries involved.</li> <li>• Is it clear how the proposed activities will achieve the forecast outputs?</li> <li>• Is there evidence that the outputs are realistic and achievable? Does the applicant have the expertise/and/or experience to deliver?</li> <li>• Is there evidence of longer term benefits?</li> </ul>
<p><b>I. How the project will be managed and monitored:</b></p> <ul style="list-style-type: none"> <li>• The project's proposed systems for assessing outside contractors, in-kind contributions etc are appropriate.</li> <li>• The management structure is appropriate.</li> <li>• The project has an appropriate financial monitoring system.</li> <li>• The skills of the partners managing the project are appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Is there sufficient evidence of skills, experience and track record of undertaking this type of activity, at this scale?</li> <li>• Any sensitivity analysis relating to time, quality, finance, scale etc?</li> <li>• Clear and logical delivery plan?</li> <li>• Evidence of success in meeting financial targets?</li> <li>• What is the extent of the involvement of partners, how – financial, steering group, delivery etc. Have details of how this will be managed been provided?</li> <li>• Are the partners relevant to the project, are any key organisations missing, if so why?</li> <li>• Is the scale appropriate to the need, community resources etc?</li> </ul>
<p><b>J. Project promotion and publicity:</b></p> <ul style="list-style-type: none"> <li>• The project has appropriate plans for publicity.</li> <li>• A target audience for the publicity strategy has been identified.</li> </ul>	
<p><b>K. Equal Opportunities:</b></p> <ul style="list-style-type: none"> <li>• The project has adequately identified their equal opportunities policy.</li> </ul>	<ul style="list-style-type: none"> <li>• Is it at an appropriate level/scale?</li> <li>• What barriers to participation have been identified/addressed?</li> <li>• What steps have been/will be taken to adopt an inclusive approach?</li> </ul>

<p><b>L. Risk assessment:</b></p> <ul style="list-style-type: none"> <li>• Risks (if applicable) have been identified.</li> <li>• The impact of these risks has been adequately considered (if applicable).</li> <li>• Sufficient measures have been taken to minimise the impact of these risks (if applicable).</li> </ul>	<ul style="list-style-type: none"> <li>• Has the applicant considered the variable factors which might affect project delivery? Is there evidence of this?</li> </ul>
<p><b>M. Additionality:</b> If LEADER aid is refused, would the project go ahead as planned, but over a longer time scale? (2 points), go ahead, but on a smaller scale? (2 points), not go ahead? (3 points)</p>	<ul style="list-style-type: none"> <li>• Is the project activity genuinely additional and to what extent?</li> <li>• Is it substituting or displacing existing activity?</li> <li>• Has the applicant demonstrated the grant is critical to the project going ahead?</li> </ul>
<p><b>N. Links with other projects:</b></p> <ul style="list-style-type: none"> <li>• Effective links between the project and similar activities in the area have been established</li> </ul>	<ul style="list-style-type: none"> <li>• Assess the relevance and value of any links to existing partnerships (local, regional and national) outlined in the application.</li> <li>• Is there evidence of links to existing organisations/initiatives/businesses and how these organisations are involved either directly or indirectly?</li> </ul>



## APPENDIX Biii

### RURAL PERTH AND KIRNOSS LEADER PROGRAMME

#### SMES GRANT SCHEME GUIDANCE

LEADER is a Rural development programme funded through the Scotland Rural Development Programme and is delivered by the community for the community and has a significant strategic role in driving the regeneration of rural communities in Perth & Kinross. The aim of rural Perth & Kinross LEADER strategy is to support individuals, organisations and communities in rural Perth & Kinross to be stronger, more confident and inclusive to lead or contribute to local economic and community development.

A new element under the LEADER programme is small business support. The Scottish Government announced that the budget across Scotland for this would be £20 million. The funding allocation for rural Perth & Kinross is estimated at £750,000 (to be confirmed).

This funding will complement the support already available in Perth & Kinross through Business Gateway, Scottish Enterprise, Federation of Small Business and the Chamber of Commerce. The focus will be on supporting rural business developments within the designated LEADER area.

When considering applying for this fund thought should be given to the link of the activity to the Rural Perth & Kinross LEADER strategic objectives:-

#### Promoting a prosperous, inclusive and sustainable economy

To build a thriving, expanding economy and develop employment opportunities for all, the LDS will invest in community-led initiatives contributing to:

- Enterprise development
- Skills development
- Infrastructure improvement

Examples of actions include

- Support small and medium businesses and community/social enterprise
- Support supply chain and joint working initiatives in the key sectors of food and drink, forestry, tourism, and renewable
- Promote Rural Perth & Kinross as a place to invest and develop business
- Up-skilling IT/digital skills (e.g. internet, social media)
- Support skills development including rural skills particularly for young people
- Develop community broadband networks and mobile access
- Develop rural transport initiatives
- Renovate empty or in need of improvement village/town centre properties

#### Creating a safe and sustainable place for future generations

To make the environment more attractive and welcoming and communities safer, more resilient and responsible, the LDS will invest in community-led initiatives contributing to:-

- Landscape, natural environment and cultural assets improvement
- Local services improvement
- Active people and communities development

Examples of actions include:

- Develop or enhance access to landscape and natural environment through for example development of path and cycle routes
- Enhance access to or develop local services including rural transport, facilities and community spaces
- Promote and support community ownership of assets including business premises
- Develop community-based support and learning networks to share skills and resources
- Develop community support services including community development officers and access to specialised advice
- Support joint working initiatives across sector or themes
- Support initiatives for young people
- Support recognition of community achievements and best practices

#### Who is Eligible to Apply

- You must be permanently resident in the UK
- Businesses; new and existing with no more than 50 employees
- Must be based within the Perth & Kinross LEADER area

Support to start-up business, existing businesses and activities including farm diversification with the aim to enhance the local area in terms of employment, economic growth and sustainability.

#### What is Available

Grants of £5,000 to £30,000 can be accessed with a requirement of 50% match funding

#### Types of Activity Funded

- Development of a new business which would service a clearly defined gap
- Development of existing rural business including farm diversification
- Diversification of current activity to encourage growth
- Activity which will support the LEADER objectives

#### Activity Not Funded

- Feasibility Studies - Funding is available from Interface - [www.interface-online.org.uk](http://www.interface-online.org.uk)
- Trade visits [in some instances funding may be available from Scottish Development International)
- Loan Funding - Funding is available from the East of Scotland Investment Fund - [www.eastscotinvest.co.uk](http://www.eastscotinvest.co.uk)
- Safeguarding of jobs - Funding is available under Regional Selective Assistance
- Funding for patents
- Funding for membership and regulatory bodies

## Checklist

Application Form	Complete the LEADER application form. This is the same one used for all grants.
Executive Summary	This should be no more than 2 pages. Within this summary you will have the opportunity to showcase the benefits and value of your activity.
Business Plan	Please provide a business plan as outlined in Appendix 1 'Developing my Plan'. We advise you to contact Business Gateway and Interface to discuss your Business Plan. They can provide advice and support.
Financial Projections	Provide 2 years of financial projections

### Data protection

If you have applied for, or have received an award from us then we will use the information you give us during assessment and during the life of your award (if your application is successful) to administer and analyse awards and for our own research purposes.

We may give copies of all or some of this information to organisations we consult when assessing applications, administering the programme, monitoring awards and evaluating funding processes and impacts. These organisations may include accountants, external evaluators and other organisations or groups involved in the idea. We may share information with organisations and individuals with a legitimate interest in LEADER applications, awards and/or funding programmes.

We might use the data you provide for research purposes. We recognise the need to maintain the confidentiality of business information and details will not be made public in any way, except as required by law.

## **Appendix 1 – Preparing my Business Plan**

The following guide provides a business plan template for you to set out how you will take forward your rural business activity. Your business plan should be no more than 12 A4 pages.

### Cover Page

The cover page should include:

- Business name
- Lead applicant details: name, address, telephone numbers (day and evening) and e-mail address submitted electronically in “word” format.

### Executive Summary

The executive summary should be a summary of the entire business plan. It should contain a short paragraph on the key points for each section in the main business plan. There should be no information in here that is not included elsewhere. The summary should be no more than two A4 pages long. Below are the sections that you should include in both your executive summary and in the main business plan.

### Section 1 – Vision

Your business vision is a concise written statement of your ideal future. It is a clear picture of what you want your business to accomplish and it should communicate this to people who read it. Your vision represents your final destination – in your dreams, how would you like to see your business? Your vision statement is your inspiration, the framework for all your strategic planning. Your vision should tie in with your mission and objectives which come in a later section of your business plan.

### Section 2 – Background

Provide an overview of the background to your business. You should also include:

- How your business is supporting the rural challenges faced by the community
- The links to the objectives of the LEADER programme
- Short, medium and long term goals
- How you identified a demand for your business

### Section 3 - Leadership

Provide a summary of the key people leading the application. The summary should include:

- A description of why you set up your business
- Main motivations with a summary of your relevant skills and experience.
- Objectives of the business

### Section 4 - Products and/or Services

Provide details about the product(s) or service(s) your business offers. These products/services should relate to the objectives and mission of the idea. Clearly define each including the targets you will set. This information will inform the operations section of your business plan that relates to staffing and resources required. It should also inform how much income will be generated and by when.

## Section 5 - Market Analysis

Provide evidence that there is a market for your products and services. The key here is to demonstrate a paying market.

You should include the following:

A statistical analysis of why you believe the products/services have a market. You should detail any market research you have completed. This can include piloting your idea or any test trading that you have done.

An overview of your customers - Customers are the people or agencies that pay for your products and services. Often beneficiaries and customers are not the same people.

An analysis of any competitors - Who else provide services to the beneficiaries/customers you have identified? We would like to know who they are and how many of them you are aware of. How busy are your competitors? Do they offer the same or different range of services?

Explain your competitive advantage - Why will people use you and not your competitors? A summary of the pricing policy for your products/services and an explanation of how it has been arrived at.

A summary of the pricing policy for your products/services and an explanation of how it has been arrived at.

Examples of how this idea has worked elsewhere. This could outline both the successes and failures of similar ideas you have learned from.

## Section 6 - Social, Environmental and Economic Impacts

Taking each issue in turn specify the positive impacts that your idea will have on each of the following issues: social, environmental and economic. Each of these is as important as the commercial issues outlined earlier.

## Section 7 - Operations

The operations section tells us about the staff, premises and other resources required/used for your business. It should also give an overview of a time plan for the main outputs and tasks during the coming year and who is responsible for making sure that these get done.

- Staff: outline the staff required, their hours worked, job remits and salary requirements.
- Resources: Tell us all the resources you will need, how these will be secured and funded. Resources can include but are not limited to premises, vehicles, furniture or IT equipment.
- Time Plan: What are your plans for the first 12 months? What would be your key aims or milestones? What would be the focus of your activities? Remember these should relate to your objectives set out in Section 3.

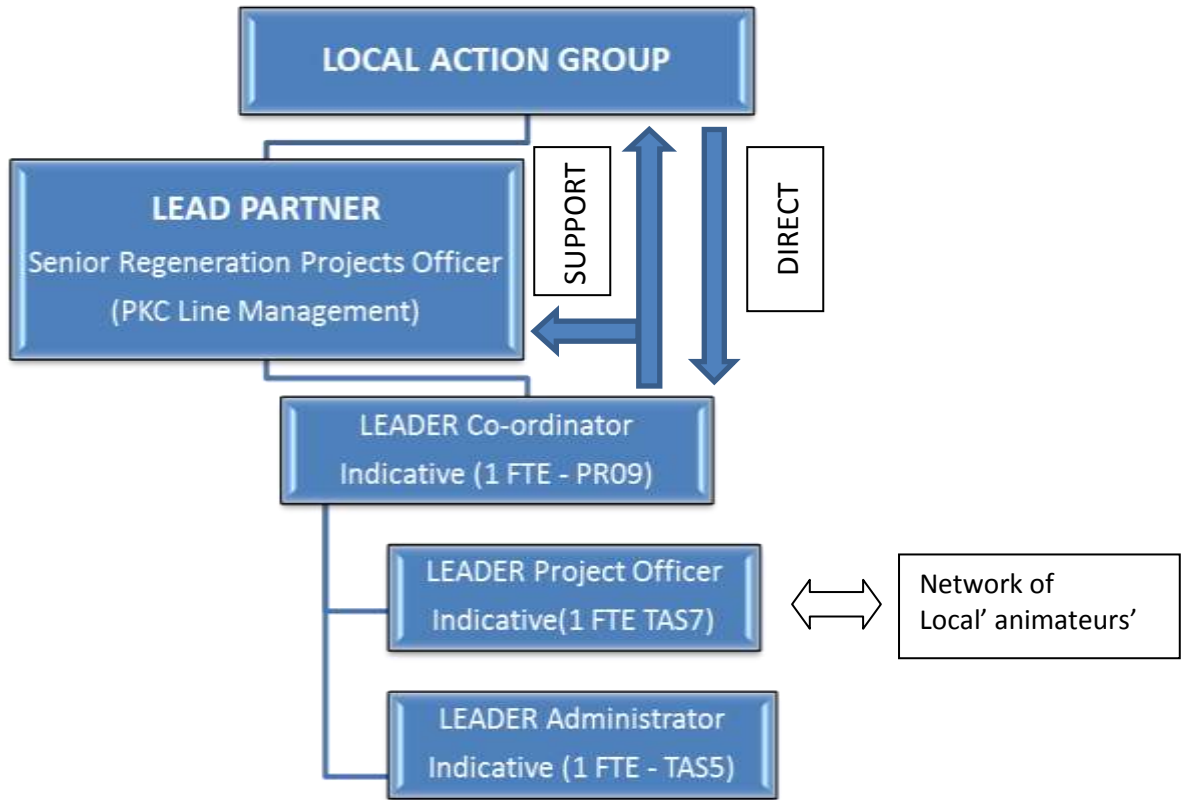
## Section 8 - Finance

A key part of our assessment is the financial information you provide. We are interested in your trading track record and your cashflow forecasts for the future.

APPENDIX C

RURAL PERTH & KINROSS LEADER TEAM

STAFF AND EMPLOYMENT STRUCTURE INCLUDING JOB DESCRIPTIONS



**PERTH & KINROSS COUNCIL**

**JOB DESCRIPTION**

**LEADER COORDINATOR**

Job Title:	Rural Perth & Kinross Programme Co-ordinator
Service:	The Environment Service – Planning & Regeneration
Grade:	to be assessed – Fixed term appointment to 31 December 2020
Location:	to be confirmed
Reports to:	Senior Regeneration Projects Officer
Responsible for:	Rural Perth & Kinross LEADER Project Officer Rural Perth & Kinross LEADER Administrator

**Job Purpose**

To take overall responsibility for financial and compliance management of Rural Perth & Kinross LEADER Programme to ensure robust delivery.

**Main Accountabilities**

- Support the Local Action Group to co-ordinate and manage the successful implementation and on-going delivery of the Local Development Strategy and Business Plan.
- Oversee the processing of LEADER applications in line with established procedures
- Manage the LEADER team prioritising workloads, providing support and managing team performance in delivery of agreed team objectives.
- Provide support and advice to applicants through one-to-one visits, telephone enquiries etc
- Assess eligibility of projects in conjunction with the Chair/Lead Partner
- Devise implement and oversee a robust programme of monitoring and evaluation that meets Scottish Government and EU Audit requirements and liaise with Scottish Government and project sponsors when required for audit and monitoring visits.
- Service the Local Action Group and Sub-Groups providing an agenda and papers for meetings, maintaining an adequate information flow and follow up action to enable the group to undertake its responsibilities.
- Oversee the financial management of LEADER applications, the processing of claims, disbursement of grant payments and preparation of financial reports, all in accordance with set deadlines.
- Implement and maintain appropriate recording mechanisms to record indicators as requested by Scottish Government, performance and spend.

- Liaise where appropriate with national LEADER contacts and Scottish Government with regard to eligibility of projects, strategic fit with regional and national priorities and the overall running of the programme.
- Develop and strengthen relationships with Scottish Government, European Commission and other national bodies and EU rural actors – liaising with Scottish National Rural Network

**This list is not exhaustive and the jobholder will be required to undertake other duties as required.**



## PERTH & KINROSS COUNCIL

### JOB DESCRIPTION

#### LEADER PROJECT OFFICER

Job Title:	Rural Perth & Kinross LEADER Programme Project Officer
Service:	The Environment Service – Planning & Regeneration
Grade:	to be assessed – Fixed term appointment to 31 December 2020
Location:	to be confirmed
Reports to:	Rural Perth & Kinross Programme Co-ordinator

#### **Job Purpose**

To facilitate and animate the LEADER programme across rural Perth & Kinross by supporting project development, application process, project delivery and claims and by promoting successes.

#### **Main Accountabilities**

- Provide support and advice to applicants through one-to-one visits, telephone enquiries etc
- Support project development including identification of additional funding sources/partners
- Develop and undertake a programme of publicity events/engagement in liaison with Perth & Kinross Council Services, rural groups, association and individuals for the public, private and voluntary sectors across rural Perth & Kinross with a view to encouraging eligible high quality LEADER projects.
- Carry out regular monitoring of projects to ensure compliance with EU regulations for audit and record keeping to ensure projects are progressing as per approval including monitoring of physical and financial performance and reporting to LAG and Lead Partner
- Engage with applicants to process claims and ensure effective collation of evidence and recording of important financial and impact information at each stage of the programme.
- Ensure that the LEADER Programme is properly publicised and promoted, and that the Communications and Publicity Strategy is implemented.
- Liaison on small business support locally
- Take part in cooperation and networking locally and nationally
- Create knowledge exchange opportunities and working with local and national press
- Create a strong partnership of private, public and voluntary sector partners by creating communication channels and opportunities for ‘animation’ networking including production of publicity materials for dissemination through events, workshops liaison etc and oversee the development of a Rural Perth & Kinross LEADER website.

**PERTH & KINROSS COUNCIL  
JOB DESCRIPTION**

**LEADER ADMINISTRATOR**

Job Title: Rural Perth & Kinross LEADER Programme Administrator  
Service: The Environment Service – Planning & Regeneration  
Grade: to be assessed – Fixed term appointment to 31 December 2020  
Location: to be confirmed  
Reports to: Rural Perth & Kinross Programme Co-ordinator

**Job Purpose**

To provide financial and administrative support for the LEADER programme and assist the development and maintenance of key information and quality systems.

**Main Accountabilities**

- Log enquiries, writing to applicants and respond to telephone and written enquiries.
- Provide general advice on LEADER programme and where appropriate signpost to alternative sources of funding.
- Support the LEADER Programme Coordinator in the processing of applications.
- Administer and record project claims, monitoring physical and financial records and project files including collation of statistical information.
- Process grant claims, operating the Integra system, raising payments and maintaining financial records to comply with EU regulations.
- Liaise with Perth & Kinross Council's Financial Teams, Internal Audit to ensure that claims are fully eligible and compliant.
- Ensure claims to the Scottish Government and reports are completed within the timetable
- Implement and support programme of monitoring and evaluation
- Design and maintain Excel spreadsheets and Access databases, extracting statistics and reports as required.
- Maintain contact lists and disseminate information on the Programme, events, newsletters etc. and a stock of LEADER publicity materials.
- Assist in updating and maintain the Rural Perth & Kinross LEADER website.

- Assist in the organising of meetings, seminars and other events.
- Design training locally around project and financial issues and EU monitoring requirements for all applicants and other training areas as required.
- Supporting events and workshops
- Ensure records and files are kept up to date and accurate to meet the need of EU audit and monitoring requirements.
- Collate information for meetings.

**This list is not exhaustive and the jobholder will be required to undertake other duties as required.**

**APPENDIX D**

**RURAL PERTH AND KIRNOSS LEADER PROGRAMME**

**ADMINISTRATION AND ANIMATION COSTS - DRAFT BUDGET BREAKDOWN (2015-2020)**

<b>COSTS</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Total</b>
<b>Staff and other related costs</b>	<b>113976.50</b>	<b>112283.77</b>	<b>114614.10</b>	<b>116967.74</b>	<b>119344.92</b>	<b>140845.87</b>	<b>718032.90</b>
1 FTE Co-ordinator (PR09)	41811.00	42729.11	43656.40	44592.97	45538.89	46494.28	264822.65
1FTE Animateur/Community Dev. worker (TAS7)	32942.00	33671.42	34408.13	35152.22	35903.74	36662.78	208740.28
1FTE Finance/Admin Assistant (TAS5)	25973.50	26633.24	27299.57	27972.56	28652.29	29338.81	165869.97
Accommodation and redundancy costs	1750.00	1750.00	1750.00	1750.00	1750.00	21250.00	30000.00
Travel and subsistence	7500.00	7500.00	7500.00	7500.00	7500.00	7100.00	44600.00
Equipment	4000.00	0.00	0.00	0.00	0.00	0.00	4000.00
<b>LAG administration costs</b>	<b>6500.00</b>	<b>5500.00</b>	<b>4500.00</b>	<b>4500.00</b>	<b>6500.00</b>	<b>4500.00</b>	<b>32000.00</b>
Meetings	2000.00	2000.00	2000.00	2000.00	2000.00	1000.00	11000.00
Travel and subsistence	1500.00	1500.00	1500.00	1500.00	1500.00	500.00	8000.00
Communication	3000.00	2000.00	1000.00	1000.00	3000.00	3000.00	13000.00
<b>SMEs Grant Scheme Administration costs</b>	<b>25000.00</b>	<b>25000.00</b>	<b>25000.00</b>	<b>25000.00</b>	<b>25000.00</b>	<b>25000.00</b>	<b>150000.00</b>
<b>TOTAL</b>	<b>145476.50</b>	<b>142783.77</b>	<b>144114.10</b>	<b>146467.74</b>	<b>150844.92</b>	<b>170345.87</b>	<b>900032.90</b>

**Estimated staff costs subject to job grade assessment - scale point progression and 1% pay award increase have been built in**

	Annual			
	Salary	NI	Pension	Total
PR09 (SCP 69)	33000	2541	6270	41811
TAS7 (SCP 53)	26000	2002	4940	32942
TAS5 (SCP 37)	20500	1578.5	3895	25973.5

Employees would normally be entitled to statutory redundancy pay if they have been working for 2 years or more. Depending on age, 3 employees would be entitled between 6 weeks and 9 weeks redundancy pay in 2020 which equate to £13,000 or £19,400. £19,500 has been therefore allocated in 2020. N.B. The Scottish Government guidance state that, as a minimum, each LAG would be expected to have a FTE dedicated Programme Manager, a FTE Development Officer and a FTE finance/administrative Officer.

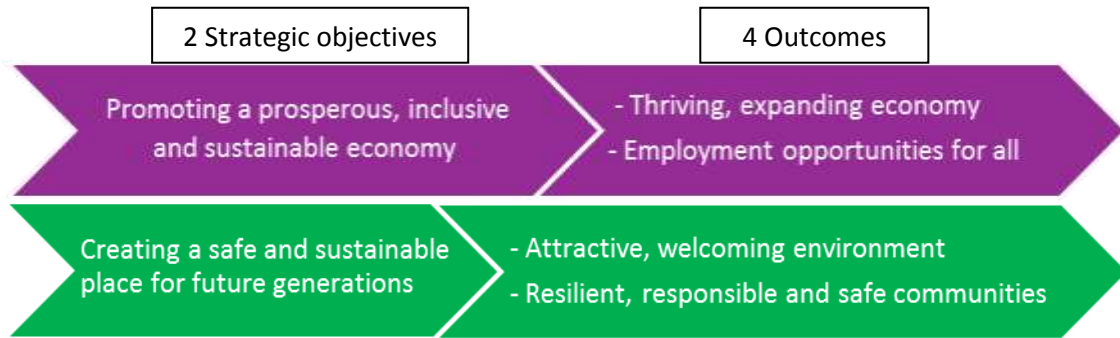
## APPENDIX E

### RURAL PERTH & KINROSS LEADER PROGRAMME

#### MONITORING AND EVALUATION PLAN

##### Introduction

The Rural Perth & Kinross LEADER Location Action Group has agreed a Rural Perth & Kinross LEADER Local Development Strategy whose overall aim is to **support individuals, organisations and communities in rural Perth & Kinross to be stronger, more confident and inclusive to lead or contribute to local economic and community development.** The overall aim will be delivered through two key strategic objectives, focusing on 4 key specific outcomes:-

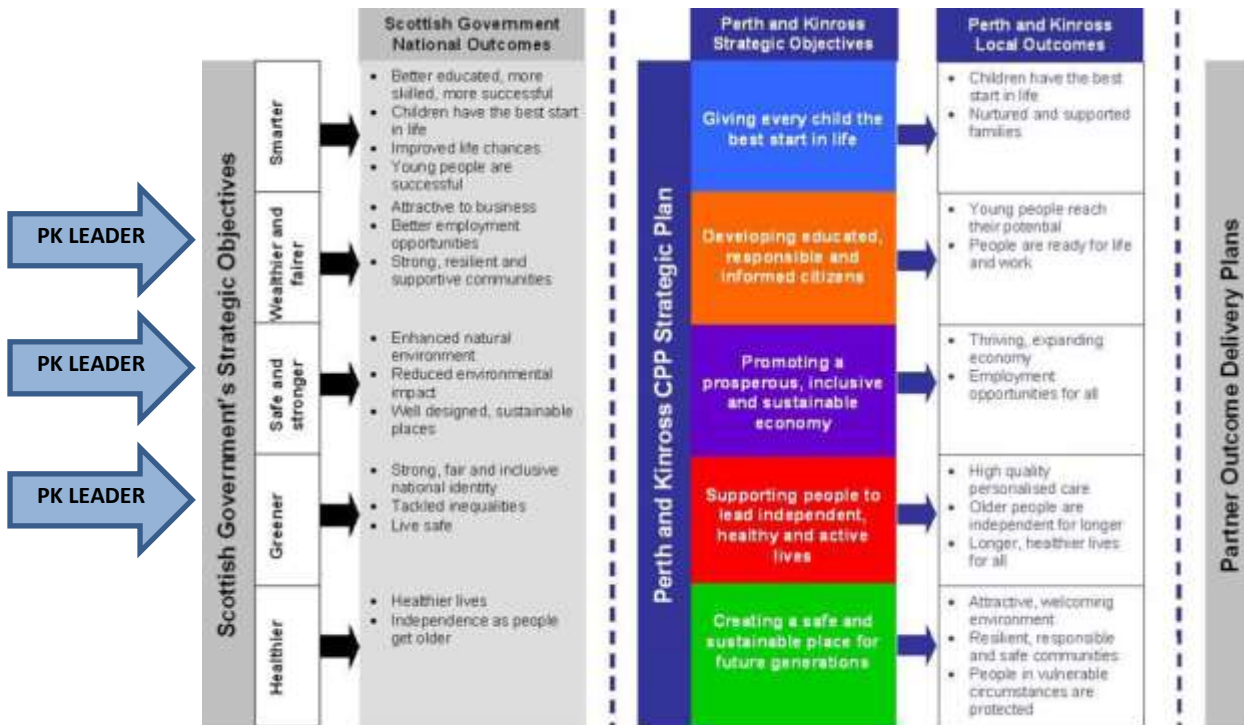


The emphasis will be on enabling individuals, particularly young people, and organisations to develop the confidence, understanding and skills required to lead or contribute to the development of their rural communities. This process will be supported by public, private and third sector partners working collectively to create better conditions for economic growth and employment generation.

The Rural Perth & Kinross LEADER LDS links directly to Perth & Kinross Community Plan/Single Outcome Agreement (2013-2020) and through its common strategic objectives and outcomes:



It also links to the Scottish Government strategic Objectives and National Outcomes



This Monitoring and Evaluation Plan will provide the framework to measure what difference the Rural Perth & Kinross LEADER LDS would be making.

**Aim**

Monitoring and evaluation is important to improve implementation, inform and improve policy development and demonstrate accountability to stakeholders through review and learning.

In that context, this Monitoring and Evaluation Plan will aim to:-

- contribute to the monitoring and evaluation of the Rural Development Programme (2014-2020) as set out in the regulations through output and result indicators agreed with the Managing Authority.
- monitor and evaluate the delivery of the Local Development Strategy in terms of its own specific intervention logic and objectives
- evaluate the effectiveness and efficiency of the LAGs delivery mechanism.
- evaluate the LEADER method itself and establish the added value which it has generated

This plan has also been developed using lessons learnt from the evaluation of the Rural Tayside LEADER Programme (2007 – 2013) which has highlighted the following:

- Evidence of project activity in terms of participants, beneficiaries, target groups, outputs and outcomes needs a common simplified framework that will ensure that any process of gathering evidence is meaningful and purposeful to applicants and the LEADER Programme. Evidence should illustrate how a project has made a difference and the impact that it has had.
- Introduce an outcomes-based approach to evaluation at inception to ensure that data collection is streamlined. This would help measure the impact of the local LEADER LDS as well as feed into monitoring the LEADER Programme nationally.

### **Governance and coordination arrangements.**

The LAG will have the overall responsibility for the implementation of the monitoring and evaluation plan. One LAG member will be nominated to act as a 'champion'. Monitoring and evaluation will be a standard item on the agenda and the Programme Co-ordinator will provide progress update at each LAG meeting. The Co-ordinator will also co-ordinate monitoring and evaluation activities. The Lead Partner will have the responsibility to report to the Managing Authority and other scrutiny bodies.

As part of a specific evaluation capacity building project, in partnership with the Rural Angus LAG and potentially other LAGs, an evaluation steering group including members from both LAGs and external stakeholders will be created which will also act as a peer review group. The group will lead a series of evaluation activities such as surveys, focus groups or case studies using different tools such as self-evaluation or logic modelling. Activities of the steering group will be regularly reported to the LAG and an annual meeting will be organised to share progress, knowledge and best practices and celebrate achievements.

The steering group and the LAG will link to local or national evaluation systems developed by the Lead Partner (eg Perth & Kinross Council's internal audit), Managing Authority or through the National Rural Network.

### **Capacity Building as a key focus for research and evaluation.**

As the overall aim of the LDS is to support individuals, organisations and communities in rural Perth & Kinross to be stronger, more confident and inclusive to lead or contribute to local economic and community development, the specific theme of 'capacity building' will be particularly researched and evaluated. This theme has already been researched at national level for the 2007-2013 programme and is likely to be carried over for the next programme period at national level. In 2013, the community capacity indicator was piloted and in Feb 2014 a questionnaire was sent out to all LAGs to capture relevant information. The questionnaire asked for information on the following: Effectiveness of the decision making body, co-op projects and case studies that illustrate community capacity. Questions in projects applications and claim forms would have to be included to collect the necessary information and case studies would have to be more collected. In that context, the LAG will focus on this theme as part of a wider national research and evaluation.

The LAG will also support a specific evaluation capacity building project. This will focus on developing the capacity and skills of community organisations and LAG members in monitoring and evaluation and providing opportunities for participation and engagement, knowledge transfer and exchange of best practice.

## Data requirements

The final outcomes and indicators are in the process of development subject to further guidance and definition from the Managing Authority. However, the following table set outs possible indicators and data sources data.

Aims	Outcomes	Indicators	Sources
Contribute to the monitoring and evaluation of the RDP (2014-2020)	Facilitating diversification, creation of new small enterprises and job creation	<ul style="list-style-type: none"> <li>• Number of job created in supported projects</li> </ul>	Monitoring forms and case studies
	Fostering local development in rural areas	<ul style="list-style-type: none"> <li>• % of rural population covered by local development strategies</li> <li>• Rural population benefiting from improved services/infrastructures</li> </ul>	LDS LDS and monitoring forms
	Supporting the national data monitoring requirements	<ul style="list-style-type: none"> <li>• Population covered by LAG</li> <li>• Number of projects</li> <li>• Type of project promoters: NGOs, LAGs, Public Bodies, SMEs, Others</li> <li>• Number of Cooperation projects: inter-territorial, transnational</li> <li>• Number of LAGs involved in Cooperation project: inter-territorial, transnational</li> <li>• Total public expenditure: Support of implementation of operations (projects) under Community-Led LDS, Support for preparation of Cooperation projects, Support of implementation of inter-territorial Cooperation projects, Support of implementation of transnational projects, support for administration and animation costs.</li> <li>• Other data collection requirements: age, gender, business, business type.</li> </ul>	
Monitor and evaluate the delivery of the LDS in	A thriving, expanding economy and develop employment opportunities for all through  Improved enterprise development opportunities	<ul style="list-style-type: none"> <li>• Number of job created in SMEs supported by SMEs grant Scheme and by the Challenge Open Fund</li> </ul>	Monitoring forms and case studies
	Better access to skills opportunities	<ul style="list-style-type: none"> <li>• Number of young people involved in the social media/communication project and level of positive achievement</li> <li>• Number of skills projects (including rural skills) set-up or developed with the support of the Challenge Open Fund, take-up and level of positive achievement</li> </ul>	Monitoring forms and case studies Monitoring forms and case studies
	Improved infrastructure	<ul style="list-style-type: none"> <li>• % of additional premises accessing improved broadband supported by the Community Broadband Network Scheme</li> <li>• Number of rural transport initiatives set-up or improved with the</li> </ul>	Monitoring forms and case studies Monitoring forms and case



terms of its own specific intervention logic and objectives		<ul style="list-style-type: none"> <li>support of the Challenge Open Fund</li> <li>Number of empty village/town centre properties renovated or improved with the support of the Challenge Open Fund</li> </ul>	<p>studies</p> <p>Monitoring forms and case studies</p>
	Creating a safe and sustainable place for future generations through		
	Improved access to landscape, natural environment and cultural assets	<ul style="list-style-type: none"> <li>Number of landscape and natural environment projects enhanced with the support of the Challenge Open Fund</li> </ul>	Monitoring forms and case studies
	Improved access to local services	<ul style="list-style-type: none"> <li>Number of local services projects set-up or improved (e.g. facilities and community spaces) with the support of the Challenge Open Fund and level of positive achievement</li> <li>Number of community ownership asset projects developed with the support of the Challenge Open Fund and level of positive achievement</li> </ul>	<p>Monitoring forms and case studies</p> <p>Monitoring forms and case studies</p>
	More resilient and responsible people and communities	<ul style="list-style-type: none"> <li>Number of individuals/organisations involved in the evaluation capacity building project and skills acquired</li> <li>Number of organisations involved in the LAG and positive feedback</li> <li>Number of organisations supported by the Community Capacity Building/Enterprise Pipeline and level of positive achievement</li> <li>Number of initiatives for young people supported by the Youth Challenge Fund and level of positive achievement</li> <li>Number of Youth Champions/coaches in existing youth organisations supported and level of positive achievement</li> <li>Number of young people involved in the social media/communication project and level of positive achievement</li> <li>Number of individual involved in the Rural Community Future Leaders programme and level of positive achievement</li> <li>Number of opportunities to recognise achievements and best practices and level of positive achievement</li> </ul>	<p>Monitoring forms and case studies</p> <p>LDS and LAG Member's care surveys</p> <p>Monitoring forms and case studies</p> <p>Monitoring forms and case studies</p> <p>Monitoring forms and case studies</p> <p>Monitoring forms and case studies</p> <p>Monitoring forms and case studies</p> <p>Monitoring forms and case studies</p> <p>Feedback forms and case studies</p>
Evaluate the effectiveness and efficiency of the LAGs delivery mechanism.	<p>High quality application, assessment and claiming processes</p> <p>High quality leadership and Lead Partner support</p> <p>High quality reporting</p>	<ul style="list-style-type: none"> <li>Meet agreed timescales</li> <li>Customer satisfaction</li> <li>LAG members' satisfaction</li> <li>Lead Partner's auditors and Managing authority satisfaction</li> </ul>	<p>Database</p> <p>Customers care surveys</p> <p>LAG members care surveys</p> <p>Inspection reports</p>

Evaluate the LEADER method itself and establish the added value which it has generated	Improved capacity to led community development	<ul style="list-style-type: none"> <li>Rural Community Capacity (to be developed in conjunction with national indicator and evaluation)</li> </ul>	Evaluation capacity building project feedback
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For each indicator, a template will be developed which will provide a definition, data source, how the data will be collected and who will be responsible for data collection and who will own data template and review dates. This will collected and managed by the Project Co-ordinator.

## Tools and methods

One of the main methods to be used to assess the impact of LEADER at a strategic and local level will be logic modelling, an outcome-based approach. This type of methodology will enable both quantitative and qualitative impacts to be observed and assessed at a Programme and project level and will help to demonstrate the difference that LEADER funding has made. Logic models show a graphical depiction of the logical relationships between the activities, outputs and outcome of the whole programme and individual projects. The purpose of constructing logic models allows the assessment of the "if-then" (causal) relationships between the elements of the Programme, if the resources are available through the Programme, then the activities can be implemented, if the activities are implemented successfully then certain outputs and outcomes can be expected. It will provide a robust framework for self-evaluation. An example of project supported by Rural Tayside LEADER programme using the logic modelling approach for evaluation is provided below for illustration purpose:



An evaluation steering group including members from LAGs and external stakeholders will be created which will also act as a peer review group. The group will lead a series of evaluation activities such as surveys, focus groups or case studies.

## Timeline and milestones

Milestones	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
			<b>LDS implementation review</b>	<b>Progress review</b>	<b>LDS review</b>	<b>Results analysis</b>			<b>Results update</b>		<b>Impact Evaluation</b>
LDS & BP approval	Nov/Dec										
Preparation and data review activities	Identify additional topics (LAG/LDS specific)		Review against available data		Review evaluation needs Address gaps in available data if applicable		Address gaps in available data if applicable				
Governance	Agree M&E Action Plan	Set-up steering group and capacity building project	Terms of Reference (ToR) for implementation review	ToR for progress review	ToR for LDS review				ToR for LDS results update		ToR for LDS Impact Evaluation
Plan Resources	Budget agreed Staff appointed		Manage and review	Manage and review	Manage and review				Manage and review		Manage and review
Communication	Communication plan agreed	Set-up social media/communication project for young people Annual achievement event	Annual achievement event	Annual achievement event	Mid-term Annual achievement event	Annual achievement event	Final achievement event				

## **Communication**

The communication plan will be used to communicate evaluation activities and findings (see Appendix G). As part of its activities, the evaluation steering group will identify communication opportunities. The social media/communication project for young people will also be used to support the communication activities of the steering group particularly on social media, but also in supporting development of case studies and events.

### **Resources required and how they will be met.**

The LEADER team which will support the implementation of the monitoring and evaluation plan will be supported through the 'Administration and Animation' budget.

The LAG will support the creation and the running of the evaluation steering group through the evaluation capacity building project, in partnership with the Cairngorms LAG, the Rural Angus LAG and potentially other LAGs and funded through the 'Cooperation' budget. This will have to link to, and be delivered by, existing supporting organisations such as Voluntary Action Perthshire and Perth & Kinross Council's Community Capacity Building Team with the support of specialist advisers.

The Social media/communication for young people which will contribute to communication activities will be funded through the 'Cooperation' budget'.

Other specific evaluation communication activities will be funded through the 'Administration and Animation' budget.

**APPENDIX F**  
**RURAL PERTH & KINROSS LOCAL LEADER PROGRAMME**  
**COMMUNICATIONS PLAN**

**1. Introduction**

The Rural Perth & Kinross LEADER Programme will only be a success if there is effective and transparent two-way communication between the LAG and local communities. In part, this is achieved by the format of the LAG that has strong links to local activity. This needs to be enhanced by an effective communication strategy that makes maximum use of local linkages.

**2. Aim**

To promote the LEADER Programme and its overall aim in Perth and Kinross and raise awareness of the funding opportunities available.

**3. Objectives**

- To encourage local communities, business partnerships and organisations to take advantage of the LEADER Programme.
- To raise public awareness of the LEADER Programme and how it is contributing to local rural development.

**4. Target Audiences**

- Prospective applicants
- Local communities
- The general public
- Business representative organisations
- Community Councils
- Community Planning Partnership
- Local stakeholders both public and private
- National Stakeholders both public and private.
- Media
- European Commission

**5. Promotional Material**

Information leaflets will be produced to provide an explanation of the Programme and the application process.

Promotional material and display stands for use at events and seminars will be produced. These will be available from the previous LEADER Programme and will be updated as appropriate.

Regular newsletters will be produced highlighting the progress of the Programme, showcasing particular projects and giving information on events. These will be distributed to libraries, and partners organisations, as well as to project applicants both in hard copy and electronically.

A website will be established as another tool for promoting the Programme locally and to provide applicants ready access to information, application and claim forms etc.

## **6. Events**

The LAG will hold a series of events and workshops throughout the life of the programme to raise awareness of the funding opportunities and to highlight the types and success of projects being supported. In addition, the LAG is keen to explore the idea of an annual showcase event at which individual projects would be recognised.

In addition, the LAG will seek to attend events being held by partner organisations.

## **7. Publicity**

The LAG will seek to use local media outlets as appropriate to publicise the work of the Programme. It is difficult to be precise about this as different communications will be used to get different messages to our different target audiences. Initially at least we will use press releases to a variety of media for the initial Programme launch.

It will be a condition of grant that each project acknowledges LEADER funding and use the LEADER logo. The LAG will provide appropriate plaques for display for capital projects.

In addition projects will be encouraged to seek publicity and guidance on writing and issuing press releases etc will be given to all applicants. Applicants will also have access to the LAG members own PR resources where necessary.

Social media will also be used to promote projects and encourage young people to acquire skills in social media/communication through one the key priority projects agreed by the LAG which facilitate LEADER promotion in rural Perth & Kinross area, Scotland, UK and Europe through 'Cooperation' activities.

## **8. Implementation and resources**

The LAG will be responsible for the overall implementation of the strategy. The Programme Coordinator and Administrator will be responsible for ensuring individual projects are aware of and comply with their publicity and promotional requirements.

A specific budget has been allocated for communication. The social media/communication project for young people will be supported through the 'Cooperation' budget.

**APPENDIX G**  
**RURAL PERTH & KINROSS LEADER PROGRAMME**  
**EQUALITY IMPACT ASSESSMENT**

**Section detailing the Positive and/or Negative Impacts or Tick to Indicate No Impact Identified**

Provide details of the likely impact the relevant policy may have on the equality protected characteristics listed below?

Equality Protected Characteristics	Positive Impact	Negative Impact	No Impact Identified <i>(tick if appropriate)</i>
Race			✓
Gender			✓
Transgender			✓
Disability	Offer more opportunities to access local services and activities	Increase divide if specific disability needs not taken into account	
Age	Offer more opportunities for older people to enhance local social capital. Offer more opportunities for skill transfer and training for older people and young people Encourage Young people to take initiative and be responsible citizen	Increase divide if only small group of individuals or organisations would benefit	
Sexual Orientation			✓
Religion / Belief			✓
Civil Partnership / Marriage			✓
Pregnancy / Maternity			✓
Other <i>(please specify)</i>	Offer more opportunities to community groups/activists to network and build up local pride. Offer more opportunities for community ownership of local assets Development of strategies to address the most disadvantaged communities in the small towns of the region Offer more opportunities to access services and develop social interactions	Increase divide if only small group of individuals or organisations would benefit	



## Section 5: Recommendations and Actions

As a result of this equality impact assessment, please **clearly describe practical actions** you plan to take to:

- reduce or remove any identified **negative impact**
- promote any **positive impact** or
- gather** further information/evidence

Equality Protected Characteristics	Action (Add these actions to your Service Equality Action Plan)	Who is Responsible	Date for Completion	Intended Outcome
Race				
Gender				
Transgender				
Disability	Ensure that disability needs are taken into account in the assessment, and implementation of projects supported Develop initiatives to improve access to transport, internet and locals services	Local Action Group	Nov/Dec 14	Embedding disability needs into project development Better access to services
Age	Develop a Youth Initiative to develop opportunities for youth people. Develop a Rural Community Future Leaders programme to develop opportunities for volunteers of all ages Develop initiatives to improve access to transport, internet and locals services	Local Action Group	Nov-Dec 14	Develop leadership skills in young people Develop leadership skills in volunteers Better access to services
Sexual Orientation				
Religion / Belief				
Civil Partnership / Marriage				
Pregnancy / Maternity				
Other (please specify)	Develop a Capacity Building/Enterprise Pipeline to provide support and expertise to community organisations and volunteers	Local Action Group	Nov-Dec 14	Develop organisation capacity and individual skills