

# SCOTLAND RURAL DEVELOPMENT PROGRAMME

## LEADER 2007 – 2013

### RURAL ABERDEENSHIRE

#### BUSINESS PLAN

12 November 2007



<b>Contents</b>		<b>Page</b>
1	Introduction	3
2	Partnership Details	3
3	Delivery Process	6
4	Administrative and Financial Arrangements	8
5	Communications and Publicity Strategy	10
6	Planned Activities for the Local Action Group	11
7	Equal Opportunities	12
8	Actions	13
9	Selection Criteria	14
10	Monitoring and Evaluation	14
11	List of Appendices	16
12	Appendix 1	17
13	Appendix 2	21
14	Appendix 3	23
15	Appendix 4	24

<b>List of tables</b>		<b>Page</b>
	Table 1 - Population of Rural Aberdeenshire LAG Area	6
	Table 2 - Contribution to admin costs for Rural Aberdeenshire LAG	9
	Table 3 - Contribution to project costs for Rural Aberdeenshire LAG	10
	Table 4 – Indicators	14

# RURAL ABERDEENSHIRE LEADER LOCAL ACTION GROUP BUSINESS PLAN

## 1. Introduction

- 1.1 This Business Plan sets out how the Local Action Group of the Rural Aberdeenshire LEADER Programme will deliver the Local Development Strategy. This document outlines the responsibilities of the Local Action Group, including ensuring equality, transparency, prudence, good management and successful delivery of the LEADER element of the Scotland Rural Development Programme (2007 – 2013).

## 2. Partnership Details

- 2.1 The Rural Aberdeenshire Local Action Group (the LAG) Partnership has 14 members representing a wide range of rural interests, comprising an equal measure of public and private sector representatives. About half the members of the LAG are also members of the Aberdeenshire Community Planning Partnership, development of which has been based on agencies and groups working together across Aberdeenshire for a sustainable economic, environmental and social future for the communities in Aberdeenshire.

- 2.2 The members of the LAG Partnership are as follows:

Aberdeenshire Community Councils  
Aberdeenshire Council  
Aberdeenshire Councils for Voluntary Service  
Aberdeenshire Rural Partnership Federation  
Communities Scotland  
Federation of Small Businesses  
Forestry Commission  
National Farmers Union Scotland  
Scottish Association of Young Farmers Clubs  
Scottish Enterprise Grampian  
Scottish Natural Heritage  
Scottish Rural Property and Business Association  
Scottish Women's Rural Institute  
Visit Scotland

- 2.3 Rural interests include economic development, enterprise, communities, forestry, environment, tourism, the voluntary sector, rural partnerships, community councils within the LAG area, farming and rural businesses, and both rural women and youth groups.
- 2.4 The area covered by the LAG will be the Aberdeenshire local authority area minus the western part, which will be covered by the Cairngorms National Park LAG, and settlements with a population of over 5,000.
- 2.5 Close communication will be maintained between the LAG and the Grampian and Moray Regional Project Assessment Committee (RPAC), to provide integration across the Scotland Rural Development Programme. Three members of the LAG presently sit on the RPAC.

## 2.6 **Aberdeenshire Local Action Group Area**

In establishing the Rural Aberdeenshire LAG, the aim is to create a LAG footprint that will encompass rural communities across the region, from the upland and rural hinterland areas in the west to the lowland and coastal areas in the north, east and south of Aberdeenshire.

2.7 The underpinning synergy of the areas across the region is the vision for vibrant, inclusive, rural communities, combined with sustainable environmental credentials, in terms of resource use, energy efficiency, landscape and biodiversity, against a backdrop of economically viable rural businesses and rural services.

2.8 The Rural Aberdeenshire LAG area is estimated to be around 4,819 sq km. The overall population density across Aberdeenshire is 37 persons per sq km, reflecting the rural nature of the region. Population density varies across the LAG area, from 12 persons per square kilometre in Marr in the west of the LAG area to 77 in the more populated areas, such as Garioch.

2.9 Traditionally, the LAG area has been economically dependent upon the primary sector including agriculture, forestry and in the coastal communities, fishing. The statistics relative to the primary sector industries demonstrate a reduction in these industries, in terms of employment and numbers of active businesses, as well as changing population mix due to inward migration. There is also economic activity generated through processing activities related to the primary sector. More recently, emphasis is being given to new opportunities through renewable energy and biomass developments, but the development of such initiatives is in its infancy.

2.10 Tourism is also important economically for communities throughout the area, in terms of employment, value added and other benefits. For example, boat festivals in the coastal areas and highland games in the rural hinterland contribute not only to the local economy, but to the well being of the rural communities where events take place. The LAG area has strong heritage and links to cultural activities such as music, literary and creative art.

2.11 In terms of rural services across the LAG area, there has been a sharp decline in key services such as shops, post offices, petrol stations, primary schools, and doctors' surgeries. In some areas, the decline in these services has been around 34% since 1981. Challenges facing the social and economic fabric of the area include decline in traditional industries, access to facilities and services, distance to markets, housing pressures and rural transport.

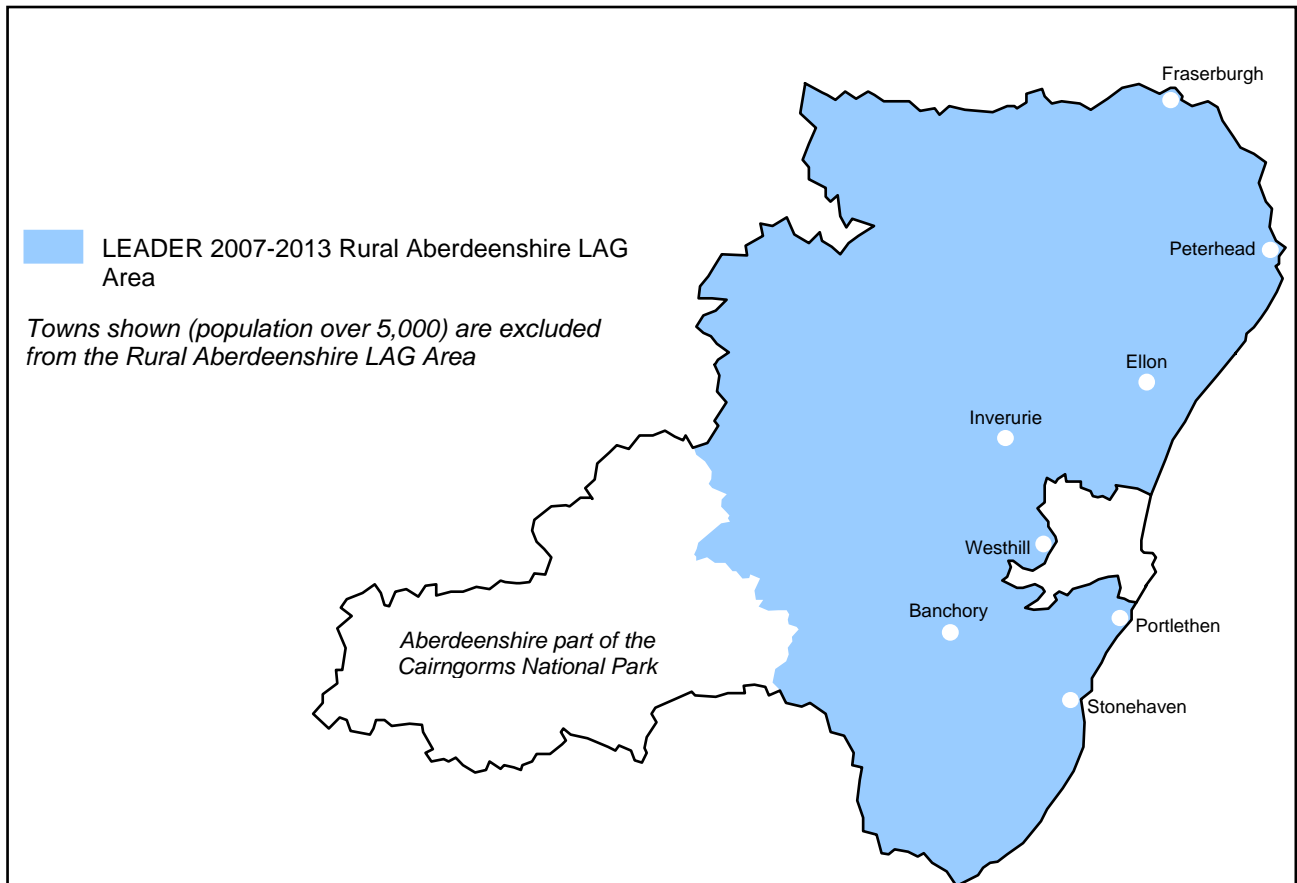
2.12 Links are also in place between the LAG and the neighbouring LAGs of Tayside, Moray and the Cairngorms National Park, with a view to sharing best practice and enabling cross LAG co-operation and synergy.

## 2.13 **Population of the Local Action Group Area**

The population of Aberdeenshire is approximately 236,000. There are five settlements with populations greater than 10,000 and three settlements in Aberdeenshire with a population of between 5,000 and 10,000.

2.14 It is estimated that the Aberdeenshire population within the Cairngorms National Park is 3,550. The LAG area, as proposed, encompasses communities and rural areas across Aberdeenshire, excluding the area within the National Park and settlements greater than 5,000. A map of the Rural Aberdeenshire LAG Area is provided in Map 1 below.

### Map 1 - Rural Aberdeenshire LEADER LAG Area



2.15 The population within the Rural Aberdeenshire LAG, as described above, is estimated at approximately 147,000. Details of how the LAG area was drawn up to meet the Scottish Government target are given below in Table 1. The Scottish Government limit on the population of a LAG area is 150,000.

**Table 1 - Population of Rural Aberdeenshire LAG Area**

<b>Aberdeenshire Population &amp; Major Settlements</b>		
<b>Data Source: Aberdeenshire Council: Small Area Population Estimates and Forecasts</b>		
<b>Aberdeenshire</b>	<b>2006</b>	
Total Population	236,260	<b>Fig A</b>
<b>Major Settlements &gt; 5,000</b>	<b>2006</b>	
Peterhead	17,673	
Fraserburgh	11,972	
Inverurie	11,495	
Stonehaven	10,731	
Westhill	10,252	
Ellon	9,683	
Portlethen	6,646	
Banchory	6,533	
<b>Total Population in Settlements &gt; 5,000</b>	<b>84,985</b>	<b>Fig B</b>
<b>Estimated Population within the Cairngorms National Park</b> (est. 2001 census)	<b>3,550</b>	<b>Fig C</b>
<b>Total Population less Figures B and C</b>	<b>147,725</b>	
<b><i>Estimated Total Population in the Rural Aberdeenshire LAG Area</i></b>	<b>147,725</b>	
GROS Population Estimates for 2006 2006 forecasts figures based on 2005 Estimates produced by Aberdeenshire Council.		

### **3 Delivery Process**

- 3.1 In the Rural Aberdeenshire LAG there will be one full-time LEADER Co-ordinator and one full-time Administrator. See **Appendix 1** for copies of the job descriptions for these posts. In conjunction with members of the LAG, the Co-ordinator and Administrator will raise awareness of the LEADER Programme. The Communications and Publicity Strategy are described in Section 5 below.
- 3.2 The application process is the responsibility of the LAG but will be managed on a day to day basis by the LEADER Co-ordinator.
- 3.3 There will be quarterly meetings of the LAG Project Assessment Committee, a sub-committee of the LAG Partnership, where applications for LEADER funding will be assessed. At that point the Committee may make an award, conditionally award LEADER funding, ask for more information or reject the application. It is hoped that due to guidance from the Co-ordinator to applicants, there will be few applications presented to the Assessment Committee that do not have a chance of success. The Co-ordinator will not have a vote at the Assessment Committee. Decisions to award funding or reject an application must be approved by the LAG Partnership.
- 3.4 Applications received by the quarterly deadline will be circulated to the Assessment Committee one week before the committee meeting where projects are assessed.

The Assessment Committee will take place one month after the application deadline. This gives the Co-ordinator time to check applications, ask for supplementary information and write and circulate a report along with the application to Assessment Committee members. The Co-ordinator's report will assess the project against the criteria (see **Appendix 2** for Selection Criteria). This report will be no more than two sides of A4 and will usually be shorter. LAG members such as the Council and Scottish Enterprise Grampian will make staff available to help assess financial accounts and forecasts where necessary.

- 3.5 In order that there is an easier, and quicker, process for smaller applications, there will be an application to the first meeting of the Rural Aberdeenshire LAG Project Assessment Committee for funds for a LEADER Small Grant Scheme. This fund will be for applications from £1,000 to £5,000. There will be a simplified application form and process for this Grant Scheme but information on outputs, impacts and outcomes will still be gathered from these smaller projects.
- 3.6 There will be no maximum grant amount as the LAG want to encourage larger co-operative projects. There will be emphasis on judging "value for money" in assessing applications so that where there are applications for large amounts of funding these projects will have to be matched by large outcomes.
- 3.7 The Scottish Government application form will be used. There will also be a two-page LEADER Application Summary form that applicants can use to give summary information about their proposed project. This will enable the applicants to gain advice on whether their project fits within the terms of the LEADER Programme before filling in a full Application Form. The Application Summary Form and full Application Form will be obtainable online and electronic submissions will be encouraged. The Co-ordinator will be able to assist with (but not complete) applications where the applicant does not hold the necessary expertise. This will ensure that the fund is accessible to the widest range of applicants.
- 3.8 Applicants will have to prove that match funding is in place before receiving any award. It is acknowledged that not all funding will be in place at the time of a LEADER application but all sources of funding should have been approached and the date of notification of funding from the different sources should be known. Some funding awards will be given on condition of matched funding being awarded.
- 3.9 The same conditions will apply to planning permission for capital projects. Planning permission will have to have been applied for by the time of the application.
- 3.10 Applications are open for a period of two years. The limit of time for drawing down the LEADER Small Grant Scheme awards will be six months.
- 3.11 "In kind" contributions will be allowed given the following Scottish Government limitations.
  - The contributions will be in the form of land or buildings, equipment or raw materials, research or professional work or unpaid voluntary work.
  - The contributions are not made in respect of financial engineering in relation to venture capital funds, guarantee funds or loan funds.
  - The value of the contributions can be independently assessed and verified.

- Public expenditure co-financed by LEADER, contributing to an operation which includes contributions in-kind shall not exceed the total eligible expenditure, excluding contributions in-kind, at the end of the operation.

- 3.12 The Scottish Government will give training to LAG members to help in the successful operation of the LAG.
- 3.13 The Project Assessment Committee will hold their meetings at different locations throughout the LAG area.
- 3.14 The LAG Partners will ensure that organisations undertaking projects as part of the LEADER Programme do not have non-LEADER European finance as part of their funding package. This will be checked through asking for all sources of funding at the application stage.
- 3.15 As the LEADER Programme has been notified and has prior State Aid approval there will be no State Aid issues for the LEADER element of an award. Where another public sector body has also contributed to the funding package then normal State Aid procedures will be followed. The matched funding from another public sector body will often be covered by the “de minimis” rule where the limit to the recipient is 200,000 euros of public funding over a three-year period.
- 3.16 Consideration will be given to co-locating the staff of the RPAC and LEADER depending on which organisation administers RPAC in the area. The Rural Aberdeenshire LAG would like to locate their Co-ordinator and Administrator in a settlement covered by LEADER funding.
- 3.17 Once the RPAC is formed links will be set up so that the RPAC is linked into the Community Planning Partnership. The Aberdeenshire Community Planning Principles are a key part of the LEADER Strategy and this is matched with links through the LAG Partnership and future links through the RPAC.

#### **4 Administrative and Financial Arrangements**

- 4.1 The LEADER Co-ordinator will be based in central Aberdeenshire, in the LAG area, along with the Administrator. The Co-ordinator will be expected to publicise the fund and encourage applications. The Co-ordinator will have to ensure that applicants have the capacity to carry out, and sustain, their projects. This may include working with other bodies already established in the area to increase the capacity of the applicant organisation.
- 4.2 The job descriptions of the Co-ordinator and Administrator posts are shown in **Appendix 1**. As has been stated elsewhere in this business plan it is the intention that the Co-ordinator will concentrate on getting applications to the LAG Assessment Committee and there will be a full-time Administrator to keep records of indicators, arrange payments, organise LAG meetings, minute meetings and carry out other administrative tasks. Some administrative and financial tasks will be carried out by LAG partners – mainly Aberdeenshire Council. The staff will be employed through Aberdeenshire Council although they will report to the LAG.

4.3 The Administrator will keep records of the LEADER award payments and running costs. Once a quarter the Administrator will compare their financial records with the records held by the Council. This ensures that a check can take place and mistakes corrected at an early stage. It will be the Administrator's job to keep a record of indicators and report these to the Scottish Government.

4.4 As recommended Aberdeenshire Council will take appropriate protection against potential claims for reclamation or resolution.

4.5 **Administrative Costs.**

Details of the costs of administering the LEADER Programme in Aberdeenshire are given in **Appendix 3**. It is estimated that the costs of the two full time members of staff, establishment costs, training and marketing (including web site development) will total £526,000 over the six years of the programme. This equates to 7.3% of "total eligible costs". The £263,000 from LEADER Funds towards the administration costs will be 7.6% of the predicted total LEADER contribution to the Rural Aberdeenshire LAG. This is well within the maximum rate of 20%.

4.6 The indicative contribution to administrative costs from partners and LEADER Funds is given in the table below. Letters of commitment have been received from the strategic LAG partners and their contributions are given in Table 2.

**Table 2 – Contribution to admin costs for Rural Aberdeenshire LAG**

	2008-2013	Annual Contribution
	£	£
LEADER Funds for admin spend	263,000	44,000
SEGr	98,500	16,500
Aberdeenshire	98,500	16,500
SNH	18,000	3,000
FCS	12,000	2,000
CS	18,000	3,000
VS	<u>18,000</u>	<u>3,000</u>
Total Match Funding	263,000	44,000
<b>Total Admin costs</b>	<b>526,000</b>	<b>88,000</b>

Figs are indicative, demonstrating anticipated contribution of partners to admin budget for the 6 year programme.

4.7 **Project Costs**

Rural Aberdeenshire LAG predicts that spend in Aberdeenshire under the different LEADER Actions over the six years of the Programme will be as follows:

Action 1, Local Projects	£5,650,000
Action 2, Co-operation Projects	£1,000,000
Action 3, Administration Costs	<u>£526,000</u>
Total	£7,176,000

The forecasts also estimate that Actions 1 and 2 will include a 10% contribution from the private sector.

- 4.8 Table 3 below shows the indicative contribution to project costs from the LAG public sector partners. Again these contributions are backed by letters from the partners. The contribution from Communities Scotland is based on past spend by the agency in the rural area of Aberdeenshire. Although the future of Communities Scotland is not known it is assumed at this stage that the organisation taking on these responsibilities will contribute a similar amount.

**Table 3 – Contribution to project costs for Rural Aberdeenshire LAG**

	2008-2013 £	Average Annual Contribution £
LEADER Contribution	3,455,000	575,834
SEGr	1,018,500	169,750
Aberdeenshire	1,018,500	169,750
SNH	300,000	50,000
FCS	210,000	35,000
CS	155,000	25,833
VS	<u>90,000</u>	<u>15,000</u>
<b>Total Project Match Funding</b>	<b>2,792,000</b>	<b>465,333</b>
Admin Costs Match Funding	263,000	43,833
Private contribution of 10% to project spend	666,000	111,000
<b>Total Eligible Costs</b>	<b>7,176,000</b>	<b>1,196,000</b>

Figs are indicative, demonstrating possible contribution of partners to projects over the 6 years of the Programme.

- 4.9 The indicative project costs and sources of funding are given in **Appendix 4**. The three different tables in that appendix show breakdowns of “Total Eligible Costs”, “Sources of Funding for Eligible Costs” and “Funding Profile”. These three tables are based on the template supplied by the Scottish Government on pages 15, 16 and 17 of the “LEADER 2007-13, Guidance for Submission of Funding Bids”.
- 4.10 To summarise, it is estimated that £3,456,000 of LEADER Funds will be needed for the Rural Aberdeenshire LEADER Programme. This is made up of £2,543,000 towards local projects, £650,000 towards trans-regional and trans-national projects and £263,000 towards administration costs.

## **5. Communications and Publicity Strategy**

- 5.1 There will be a marketing plan to launch Aberdeenshire LEADER LAG funding and £2,000 has been set aside in the LEADER budget for this. There will also be ongoing promotion activity by the LAG Partners before the launch but this contribution has not been quantified. The main elements of this plan will be the launch of a dedicated website, promotional material, a series of events and a public

relations programme. Through the LEADER consultation events already held promotion of the fund has already started and press reports with background information appeared in the Press and Journal and local papers.

- 5.2 It is proposed that a website is created for the Aberdeenshire LEADER LAG and £4,000 has been set aside in the budget for this. (See the Administration Costs spreadsheet in **Appendix 3**). On the website, which will be linked to partners' websites, the public will be able to find out details of LEADER funding and be able to access summary and full application forms. Exemplar project case studies will be promoted on the website and shared with neighbouring LAGs. Awards of funding will be publicised through the website as will minutes of the LAG Partnership meeting minutes.
- 5.3 There will be an on-going marketing plan drawn up by the Co-ordinator. As well as the £2,000 set aside for the marketing launch there is a budget of £1,000 per annum for the following three years. The ongoing marketing strategy will include events, continuous up-dating of the website, promotional leaflets and a public relations timetable. There will be a small leaflet aimed mainly at outlining the Programme and inviting people to go to the website. There will be a longer, more expensive, leaflet with more detail that will give samples of successful LEADER funded projects and will give a summary of the criteria. This leaflet will be handed out whereas the smaller one can be left in displays etc.
- 5.4 In all awards the support of EU must be explicitly acknowledged. Guidance will be given on the logos to use to indicate support received from LEADER funds. There will be a protocol for publicity of capital projects including what signage should be erected during construction/renovation and completion stages.
- 5.5 VisitScotland is the LAG partner with the most marketing experience, so that body will have specific responsibility in this discipline.

## **6 Planned Activities for the LAG**

- 6.1 One of the main tasks under the LEADER Programme is to build the community capacity in the LAG area. Funding for training of the LEADER LAG has been built into the Administration costs and can be seen in the spreadsheet in Appendix 3.
- 6.2 There have already been exchanges with existing neighbouring LAGs and there is enthusiasm to work on trans-regional projects. There has been less preparation for trans-national projects but the different LAG strategic partners have experience in trans-national projects and the advantages of these projects will be explored. The links with the RPAC will be strong and this will assist in the formation of trans-regional projects.
- 6.3 The activity to promote the LEADER Programme is described under the "Communications and Publicity Strategy" in section 5 above.
- 6.4 The LAG will create a Small Grants Scheme as an easier, and quicker, process for smaller applications. Details of this scheme are given in section 3.5 above. Creating and operating this scheme will give some extra activity to the LAG in its early days.

## **7 Equal Opportunities**

- 7.1 The LEADER Programme in Rural Aberdeenshire will operate under the overarching principles of the constituent public bodies' equal opportunities policies in all aspects of project management and implementation. Communities Scotland has special responsibility for equality and inclusiveness in Scotland and their officers shall oversee this aspect of the LEADER Programme in Aberdeenshire.
- 7.2 The LAG recognises that the needs of women, older people, disabled people, people from minority ethnic groups, LGBT (lesbian, gay, bi-sexual and transgender) people and faith groups living in rural Scotland can be different from those living in urban areas. These different needs will be considered when assessing applications. We will use the resources available on the Scottish Government's Mainstreaming Equalities Web Site (MEWS) <http://www.scotland.gov.uk/mainstreaming/?pageid=403> to ensure we take account of how equalities issues have already impacted on rural communities.
- 7.3 The LAG will require all applicants to demonstrate how that they have considered the particular needs of their targeted beneficiaries by asking the following questions:
- How can the project be made inclusive of the experiences/needs of different equality groups?
  - Would it be of benefit to engage with representatives from appropriate equality related organisations regarding the proposed project at an early stage? Thereafter who else might be consulted and how?
  - Is there inequality or potential for inequality that can be identified in any given area? If so, what can be done about it?
- 7.4 All information will be accessible to people with sight problems and complies with standards recommended by RNIB. We will also make information available in other languages and media if required.
- 7.5 Those applying for assistance with capital projects will be expected to pay specific attention to the needs of those with different disabilities.
- 7.6 For the Programme to be accessible to all organisations in the rural area there will be sustained publicity of LEADER. In addition the Small Grants Scheme within LEADER, described in Section 1 above, will enable less experienced groups to access LEADER funding.
- 7.7 The Rural Aberdeenshire LAG has decided to employ a full-time Administrator so that the full-time Co-ordinator can concentrate on the task of publicising the fund and encouraging groups in their development of projects.

## 8. Actions

- 8.1 The LAG Rural Development Strategy accompanying this Business Plan gives the reasoning behind the production of the list of actions proposed for the LAG. Taking the overarching themes of Revitalising Communities and Progressive Rural Economies led to the selection of the following priorities:
- Sustainable Communities
  - Sustainable Energy
  - Innovative Value Added Products and Markets
  - Sustainable Tourism Development
  - Innovative Micro Enterprise
  - Versatile Rural Workforce
- 8.2 The Strategy also took on board the issues facing rural Aberdeenshire, and the opportunities, set against the economic context. This stage was made possible by the enthusiastic input at the public consultation meetings.
- 8.3 The Rural Development Strategy then looked at the actions that would be needed to mitigate the issues and meet the LAG Objective.

Examples of actions are detailed below:

- Strengthen communities – improving facilities and accessibility e.g.: ICT and new technology
  - Targeted and flexible local transport networks
  - Skills development and flexible work patterns
  - Support uptake of local products and encourage more value added actions
  - Strengthen the supply chain and encourage co-operation, marketing and branding
  - Improve and increase innovative, sustainable rural services
  - Encourage/stimulate uptake of local solutions for renewable energy supply
  - Training, interpretation and capacity building, targeting specific needs
  - Recreational activities and facilities for the young people
  - Marketing of the area and its assets
  - Building of the social economy
  - Childcare initiatives
  - Assisting micro business growth and diversification
  - Networking of community and business initiatives over more than one LAG area
  - Raise awareness, enhance and improve accessibility to inland and coastal environments
  - Promote a co-operative approach through community and business initiatives
  - Promote community and business waste reduction and recycling
- 8.4 Carrying out actions through networking within Aberdeenshire, trans-regionally or trans-nationally will not be an issue even though this is a new LAG. The public sector partners on the LAG have a long history of working with Community Planning partners and with partners from neighbouring areas. Examples of this co-operation are Upper Deeside Access Trust, East Cairngorms Access Partnership, Building Buchan – New Beginnings, Aberdeen City and Shire Economic Forum, Aberdeenshire Towns Partnership and Grampian Woodlands.

## 9. Selection Criteria

- 9.1 The Selection Criteria are listed in **Appendix 2**. The Assessment Committee will keep in mind at all times that the main priority is to increase the capacity of local rural community and business networks to build human capital, innovate and co-operate in order to tackle local development objectives.
- 9.2 The LAG will ensure that activities funded under LEADER do not duplicate those which can be funded under the Structural Funds, the Fisheries Fund, or other parts of the Scotland Rural Development Programme. Enquiries that are deemed more suitable for other parts of the Scotland Rural Development Programme or other European Funds will be advised on where to apply for funding through those routes.
- 9.3 The Forestry Commission and Scottish Natural Heritage representatives will advise other members of the LAG partnership of environmental sustainability and fit with local strategic objectives.

## 10. Monitoring and Evaluation

- 10.1 The Aberdeenshire Rural LAG will quantify what it will achieve and this will be done by identifying the target groups and outcomes of the LEADER investment. To measure these achievements indicators will be set at the start of the LEADER Programme, in conjunction with the Scottish Government, which has set national targets. Examples of indicators to be measured are set out in the table below:

**Table 4 - Indicators**

<b>Scottish Government Indicators</b>
Number of projects financed by LAG Number of beneficiaries supported Number of communities participating Number of supported co-operation projects Gross number of jobs created Number of participants that successfully ended a training activity Number of new innovations developed Number of best practice models transferred Improvement in rural community capacity.
<b>Additional Indicators</b>
Number of projects benefiting women. Number of youth projects assisted. Number of projects assisting under-employed. Number of projects assisting community groups. Number of training projects assisted. Number of rural assets created. Number of micro, small or medium enterprises assisted. Number of enhanced community facilities.

- 10.2 After baseline analysis has been carried out the LAG will draw up a set of measurable indicators and targets. This will list proposed “outputs”, “results” and “impacts”. Each application will have to state how their project will contribute to the indicator targets and the applicants will have to report the achievement, or otherwise, of these targets. The administrator will collate these reports from the applicants for progress reports to the LAG partnership and the Scottish Government.
- 10.3 There will be a mid-term and final evaluation of the LEADER Programme in rural Aberdeenshire. These studies will show the impact of the Programme and can be compared to the progress reports produced by the LAG.
- 10.4 The LAG will update this Business Plan and the set of indicators annually. This task will be carried out by the LAG partners and not the Co-ordinator as it is the intention that in this LAG the Co-ordinator will be encouraged to concentrate on the *animateur* element of encouraging projects and publicising the Programme.

## **11. List of Appendices**

Appendix 1: Job Descriptions of LEADER Co-ordinator and Administrator

Appendix 2: Rural Aberdeenshire LAG Partnership Selection Criteria

Appendix 3: LAG Administration costs 2008-2013

Appendix 4: Action Tables 1, 2 and 3

**Job Desc No:**

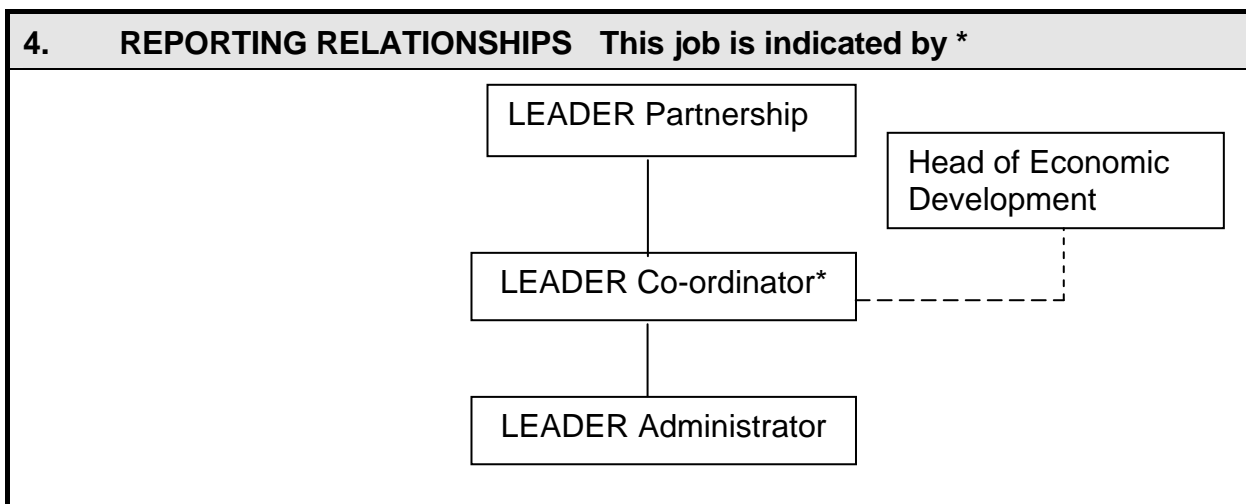
Effective Date:

1. JOB IDENTITY			
<b>POST TITLE</b>	LEADER Coordinator	<b>DEPARTMENT</b>	Transportation and Infrastructure
<b>SECTION</b>	Economic Development	<b>LOCATION</b>	TBC
<b>REPORTS TO</b>	Head of Economic Development	<b>POST Nos.</b>	
<b>GRADE</b>	Senior Practitioner L		

**2. JOB PURPOSE AND WAY OF WORKING**

To operate the LEADER Funding Programme in the Rural Aberdeenshire Local Action Group (LAG) area along with the LAG partners in line with Scottish Government guidance.

- 3. MAJOR TASKS**
1. Promote the LEADER Programme in the Rural Aberdeenshire LAG area.
  2. Oversee the administration of the Programme.
  3. Encourage and stimulate applications to the Programme.
  4. Oversee the gathering of evidence of the impacts of the Programme.



**5. DUTIES TYPICALLY INCLUDE:**

1. Visiting organisations to explain and promote LEADER Funds.
2. Assisting organisations to access LEADER funds.
3. Analysis and assessment of business plans and other financial information to assess applications for LEADER funds.
4. Writing summary reports on applications for LEADER funding for the LEADER Local Action Group.
5. Drawing up and implementing the LEADER marketing plan.
6. Implementing and monitor all LEADER systems and procedures with the assistance of the LAG.
7. Supervising the LEADER Administrator.
8. Overseeing the gathering of all the indicators as requested by the Scottish Government.
9. To check that LEADER funded projects are progressed as outlined in their LEADER applications.
10. Writing progress reports to the LEADER LAG partnership meetings.
11. Overseeing the organising of the LAG Partnership meetings and the LEADER Assessment Committees.
12. Liaising with other LAGs to create network projects whether these are trans-regional or trans-national under the direction of the LAG.
13. Overseeing the financial management of the LAG
14. Ensuring that decisions of the LAG Partnership and Project Assessment Committee are carried out.



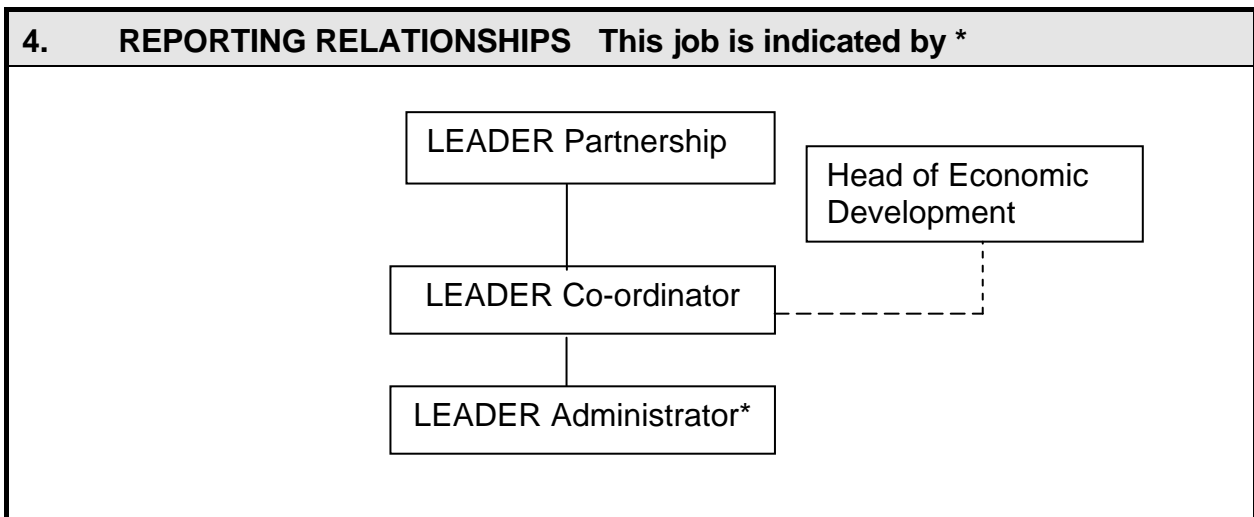
**Job Desc No:**

Effective Date:

1. JOB IDENTITY			
<b>POST TITLE</b>	LEADER Administrator	<b>DEPARTMENT</b>	Transportation and Infrastructure
<b>SECTION</b>	Economic Development	<b>LOCATION</b>	TBC
<b>REPORTS TO</b>	LEADER Coordinator	<b>POST Nos.</b>	
<b>GRADE</b>	Administrative H		

2. JOB PURPOSE AND WAY OF WORKING
To promote the LEADER Programme and to administer the Programme in the Aberdeenshire LEADER area.

3. MAJOR TASKS
<ol style="list-style-type: none"> <li>1. To promote the LEADER Programme</li> <li>2. To support the LEADER Coordinator in the LEADER Programme</li> <li>3. To act as secretary to the Aberdeenshire LEADER Local Action Group (LAG)</li> <li>4. To organise the meetings of the LEADER LAG and to ensure the decisions of the LAG are implemented</li> </ol>



## **5. DUTIES TYPICALLY INCLUDE:**

1. Organising the LEADER LAG Partnership meetings by arranging meetings, drawing up agendas, taking minutes and conveying the decisions of the Partnership.
2. Organising the LEADER Assessment Committees by arranging meetings, drawing up agendas, taking minutes and conveying the decisions of the Committee.
3. Helping to organise and present LEADER promotion seminars and producing LEADER promotional material.
4. Ensuring all LEADER information is disseminated to the relevant bodies and individuals.
5. Helping to monitor all projects approved by Rural Aberdeenshire LEADER Assessment Committee.
6. Checking all claims for LEADER grants and raising relevant payments.
7. Deputising for the LEADER Coordinator during periods of absence or annual leave.
8. Assisting in the organisation of LEADER cooperation projects across different LAG areas.
9. Assisting in the organisation of any trans-national LEADER projects.
10. Keeping details records of spend and indicators as directed by the Scottish Government.
11. Liaising with Aberdeenshire Council Finance Service to ensure accuracy of the financial records of the LEADER Programme in Aberdeenshire.

**RURAL ABERDEENSHIRE LOCAL ACTION GROUP  
SELECTION CRITERIA**

1. Project located within the LAG area.
2. Project to evidence that equal opportunity policies are in place and that the project is designed to be inclusive of all individuals and social groups.
3. The project must bring community benefit whether that be through environmental, social or economic additionality.
4. Project to assist the LAG in implementation of the Local Development Strategy and to relate to at least one of the strategic priorities in the Strategy.
5. Project to confirm compliance with funding restrictions under LEADER.
6. Project to show that it is innovative.
7. Proportion of match funding available from other sources, i.e. leverage.
8. Project to prove that value for money is being obtained from grant funding.
9. Project to demonstrate that it will be economically viable over the longer term.
10. Where support is for building projects and land purchase it is expected that the project will deliver the originally funded intention for 10 years, and five for completion or delivery for all other types of intangible items.
11. Ability of applicant to deliver the project. The project must have controls and procedures to safeguard delivery of the objectives.
12. To what extent is there a need for the project and a need for LEADER funding.
13. Community involvement – degree of participation, involvement and support from the community.
14. Sustainability – evidence of continuing benefit.
15. Transferability – ease of transferring ideas and lessons learnt to other projects, e.g. the Rural Network, SRDP, and Rural Development Contracts.
16. Applications should determine the capacity to create new employment for all sectors, but especially women, young people and the under-employed.
17. Applicant must be:
  - properly constituted organisations and social enterprises
  - private individuals where sponsored by public bodies, clubs and societies

- business partnerships and capital companies
- public agencies
- collaborations between groups and individuals listed above in an appropriately legally constituted form
- selected LEADER Local Action Groups for administration costs and possible umbrella projects.

## Appendix 3

### Aberdeenshire LEADER LAG Administration Costs

		2008	2009	2010	2011	2012	2013	TOTAL
		£	£	£	£	£	£	£
Co-ordinator wages		30,677	35,448					
	NI	2,485	2,871					
	Pension	5,246	6,062					
10 months in 2008		<u>38,408</u>	<u>44,381</u>	46,156	48,002	49,922	51,192	£278,061
Administrator wages		19,339	22,347					
	NI	1,389	1,605					
	Pension	3,307	3,821					
10 months in 2008		<u>24,035</u>	<u>27,773</u>	28,885	30,040	31,242	32,492	£174,467
Building capacity of the LAG		1,000	1,000	1,000				£3,000
Travel for staff & volunteer Partners		5,000	5,000	5,000	5,000	5,000	5,000	£30,000
Premises and equip.		6,500	3,500	3,500	3,500	4,000	4,000	£25,000
Web Site		4,000	0	0	0	0	0	£4,000
Marketing		2,000	1,000	1,000	1,000	500	500	£6,000
Training		1,000	500	500	500	0	0	£2,500
Management of LAG		500	500	500	500	500	500	£3,000
Total		<u>82,443</u>	<u>83,654</u>	<u>86,541</u>	<u>88,542</u>	<u>91,164</u>	<u>93,684</u>	<u>£526,028</u>

\* The salaries are increase at a rate of 4% per annum.

## Appendix 4

<b>TABLE 1</b>							
TOTAL ELIGIBLE COSTS £000's							
COST PROFILE	2008	2009	2010	2011	2012	2013	Total
<b>Action 1 Project spend</b>	575	1,055	1,055	1,055	955	955	5,650
<b>Action 2 Co-operation spend</b>	100	188	188	188	170	166	1,000
<b>Action 3 Admin Cost</b>	82	84	86	89	91	94	526
<b>Total</b>	757	1,327	1,329	1,332	1,216	1,215	7,176
Average grant rate %	48%	48%	48%	48%	48%	48%	48%
Admin costs account for 7% of LEADER monies.							

<b>TABLE 2</b>							
SOURCES OF FUNDING FOR ELIGIBLE COSTS £000's							
FUNDING PROFILE	2008	2009	2010	2011	2012	2013	Total
<b>LEADER Funding</b>	356	639	640	642	586	584	3,455
<b>Public Sector Match Funding</b> (Local Auth, LECs etc)	325	564	565	567	517	518	3,055
<b>Private Sector Match Funding</b> (Private businesses, loans, trusts based on 10% spend on Actions 1&2)	68	125	125	125	112	111	666
<b>Total</b>	758	1,327	1,329	1,332	1,216	1,215	7,176

<b>TABLE 3</b>			
FUNDING PROFILE £000's			
	Total Eligible Expenditure (a)	Proposed average rate of grant (b)	LEADER budget bid (=axb)
<b>Action 1 Project spend</b>	5,650	45%	2,543
<b>Action 2 Co-operation</b>	1,000	65%	650
<b>Action 3 Admin cost</b>	526	50%	263
<b>Total</b>	7,176		3,456