



**COMMUNITY LED LOCAL DEVELOPMENT**

**ANGUS LOCAL DEVELOPMENT STRATEGY**

**BUSINESS PLAN**

**2014- 2020**

*February 2015*

**Angus Local Action Group and  
Fisheries Local Action Group**

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# COMMUNITY LED LOCAL DEVELOPMENT: ANGUS LOCAL DEVELOPMENT STRATEGY BUSINESS PLAN

## Introduction

The Business Plan, prepared by the Angus Shadow Local Action Group, is the operational delivery plan to implement the Angus Local Development Strategy (LDS) for the period 2014-2020. It sets out the mechanisms and procedures through which the Angus LAG and the Fisheries Local Action Group (FLAG -a partnership with xxx LAG area) will deliver the Angus LDS: LEADER and the European Maritime and Fisheries Fund

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 'Accountable Body' 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 also includes:

Communications Plan

Equality Statement

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**GLOSSARY:**

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

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

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The Appendices are contained in a separate document

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## Section 1: The aims and objectives of the Angus Local Development Strategy (LDS)

The Angus LDS, as a community led local development (CLLD) strategy, will deliver LEADER (EAFRD European Agricultural and Rural Development Fund), EMFF (European Maritime & Fisheries Fund) and Scottish Government funds. The LDS has been developed and will be implemented by a partnership of representatives from the public, private and third sector organisations, the Angus Local Action Group (LAG) and a Fisheries Local Action (FLAG) that will cover Angus and the neighbouring LDS/LAG

The development requirements and opportunities set out in the Angus Local Development Strategy, is based on a SWOT analysis that highlighted the strengths weaknesses, opportunities and threats for the area. The analysis was informed by socio economic data and engagement activity with people living and working in Angus.

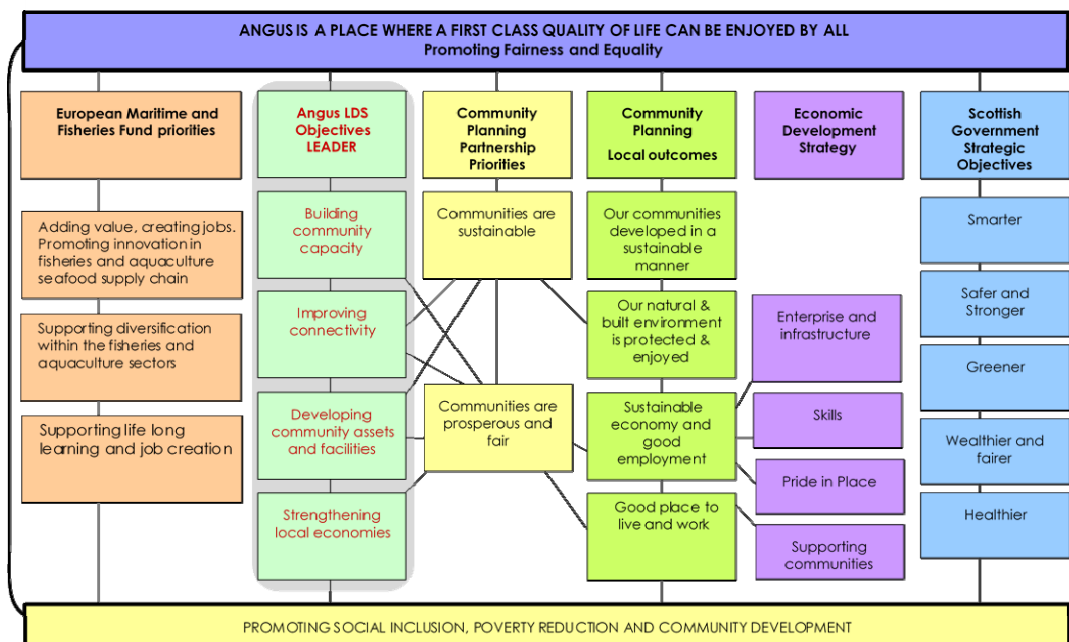
The overarching aim of the Angus Local Development Strategy is:

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

The aim will be delivered through 4 strategic objectives:-

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

Each of the 4 objectives have 3 specific outcomes which link to the Angus Community Planning outcomes. The 3 EMFF priorities link to the LDS via the objective 'strengthening local economies' The LDS linkages to the EMFF priorities and the Angus Community plan outcomes are illustrated in the following diagram.



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The LDS aims to help enable individuals and organisations to develop confidence, knowledge and skills to contribute to the development of their communities. This process will be supported by public, private and third sector partners working collaboratively and by

- Ensuring that *clear and concise messages reach all communities in Angus* about LEADER and EMFF & the support it can provide.
- Putting in place *support to help communities develop clear ideas* and plans about possible futures for their communities and the actions and tasks and investments that will help them
- Helping communities *draw on the expertise and experience of other communities* which have already learnt from their implementation of similar projects or approaches.
- Placing LEADER support *within a wider context of support* for rural development.
- Helping communities to develop and *place project proposals in the context of a wider community plan or demonstrable need*

LEADER (EAFRD) funds awarded by the Angus LAG and EMFF funds awarded by the FLAG, will support locally led projects that will implement the LDS and benefit the people of Angus. There will be four strands of funding under the Angus LDS

- **LEADER** Open fund to support building community capacity, improving connectivity, developing community assets & facilities and strengthening the local economy.
- **LEADER** Small Rural Business Grants - to support micro businesses and farm diversification projects
- **LEADER** Cooperation grants - to develop cooperation activity between LAGS in Scotland the UK and Europe
- **EMFF** - to support fisheries projects

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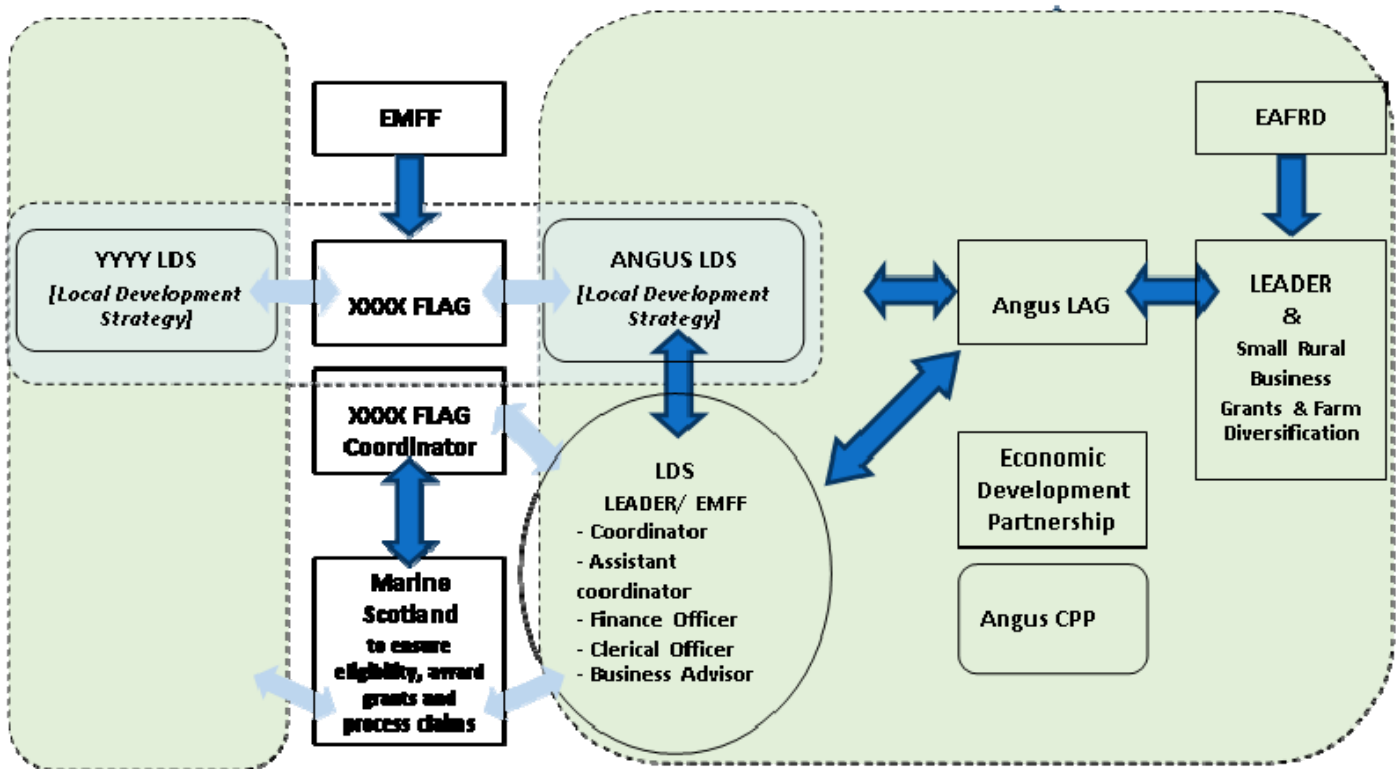
## Section 2: Governance

The Angus Local Action Group (Angus LAG) is an autonomous partnership that will deliver the Angus LDS and has responsibility for the overall management and strategic direction of the LDS, the delivery of LEADER funds and representation on the FLAG to deliver EMFF Funds .

The Angus LAG will monitor the progress of the LDS in Angus and critically assess its impact. The Angus LAG will be responsible for awarding grants for the LEADER Programme 2014-2020 including the Small Rural Business, Farm Diversification and cooperation grants.

The LAG will work closely with the xxx FLAG to foster a community led local development approach to the delivery of EAFRD & EMFF funds and the implementation of the Angus LDS. The following diagram illustrates the relationships between the Angus LAG, the Angus LDS, the xxx FLAG, the Community Plan and the 2 European funds: EAFRD & EMFF. LAG representatives including representatives from the accountable body will sit on the economic development partnership and community planning partnership to ensure that there is effective communication and support for the delivery of the LDS

*Angus Local Development Strategy – Delivery Structure*



### Angus LAG

Angus Council has been nominated as the accountable body for the LDS for legal, administrative and financial matters because of its track record and experience of managing a range of EU funds and partnership working, including LEADER Programme 2007-2013, ERDF & ESF. This will ensure appropriate accountability and support for the LAG and FLAG. Angus Council will contract through a Service Level Agreement with the Scottish Government on behalf of the LAG and as part of this role be the Programme's banker. It will use its existing, well developed financial systems to receive funds from the Scottish Government and to pay out grants as approved by the LAG. The LAG will ensure that projects comply with the LDS.

## **COMMUNITY LED LOCAL DEVELOPMENT: ANGUS LOCAL DEVELOPMENT STRATEGY BUSINESS PLAN**

Angus Council will be responsible for:

- Ensuring programme compliance and systems management.
- Coordinating the staff recruitment process, employment and line management of the staff who support the LAG to deliver the LDS
- Contracting with partner area/FLAG to deliver animation and administrative support for the EMFF element of the Angus LDS

Angus LAG office bearers including a representative of Angus Council as Vice Chair, will be responsible for interviewing and appointing staff. The Chair will work closely with the coordinator to oversee the strategic management of the programme and the implementation of the LDS

As the Accountable Body, Angus Council, on behalf of the Angus LAG, will employ the core LEADER team to be responsible for the day to day implementation of the LDS management of the budget, and the delivery of the Service Level Agreements with Scottish Government. This will be done through the identified staffing structures below. (Job Descriptions for these roles are at Appendix 4). Angus Council will provide accommodation for the LEADER team with adequate equipment and space to deliver the 2014 – 2020 Programme. Stationary, IT requirements and any other items specific to the programme delivery will be provided and financed through the LEADER budget. Angus Council's human resources department and legal services have been central to discussions around the development of the LEADER staffing plans and will provide services to the team under the Local Authorities core function to its employees as well as to the LAG in terms of legal advice as appropriate.

The staffing complement will ideally include 3.5 FTE: Coordinator LEADER, Assistant Coordinator LEADER, Claims Officer and Clerical Officer with the possible option to recruit additional resources dependent on the level of claims activity and funding allocation. A part time business advisor may be contracted to support applications from small rural businesses and farm diversification projects.

The LDS team will be located within Angus Council's External Funding Team who are involved in policy development and implementation of a range of funds in Angus e.g. Structural Funds, Lottery funds etc. This will assist in ensuring that projects are wholly additional to existing funds and projects in the area and do not duplicate activity eligible under other EU or other funding programmes. The Coordinator will report to the manager but will be directly responsible for the LEADER team.

### **The xxxx FLAG- partnership arrangement with neighbouring LAG/LDS**

The xxx FLAG (Angus & xxxxxx) is a partnership organisation that covers the coastal areas of xxxxx & Angus and will be responsible for delivering EMFF related activity. At least two representatives from the Angus LAG will sit on the xx FLAG along with representatives from xxx LAG.

Angus Council as accountable body for the Angus LAG will contract xxxxxx Council, the accountable body for the xx LAG to provide administrative and animation support to deliver the EMFF element of the LDS in Angus. Angus Council will manage the contract on behalf of the Angus LAG through an SLA. Angus Council and local Angus FLAG representative will be involved in the recruitment of the EMFF Coordinator to deliver the administration and animation of the EMFF strand of each LDS.

Marine Scotland will ensure eligibility of applications issues award letters and process claims. The FLAG will ensure that projects comply with the LDSs

The FLAG Coordinator will be responsible for the animation and administration of the EMFF and supporting the FLAG. The coordinator will work with the FLAG to promote and develop projects in each LDS area as well as liaise closely with public, voluntary and private agencies and organisations at a local and national level and ensure complementarity to the respective LDSs, and other relevant local strategies such as Economic Development Strategy and Tourism Strategy.





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### **Section 3: LAG and FLAG Membership**

#### **The Angus LAG**

The Angus LAG is a strategic partnership working to an agreed Code of Conduct (Appendix 5A) and Operating Principles (Appendix 5A) but with no legal status. Angus Council will be the accountable body. The membership will be selected to reflect this strategic focus and emphasis on achieving practical outcomes. Members will ensure that the Programme maintains its strategic overview and that supported projects are consistent with and contribute to achieving the outcomes of the LDS. The Angus LAG will comprise representation from the public sector (33%), businesses/third sector and community organisations (67%). The Shadow LAG invited representation from the following groups.

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

The LAG Chair and one Vice-Chair will be elected from a non-public body represented on the LAG. The second Vice Chair position will be allocated to the Angus Council's representative as the accountable body needs to ensure compliance with financial regulations and provide continuity.

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The selection of organisations and their representatives will be based on the characteristics, skills & experience identified through the consultation process described below

<b>Characteristics of Angus LAG Members</b>	
<ul style="list-style-type: none"> <li>• Rooted in local communities and with direct experience of the issues and opportunities facing these communities</li> <li>• Ambitious for the achievements of the LAG and the difference that the Angus LDS can make, and energetic and inspiring advocates of its values</li> <li>• Have a practical bent and understanding of whether projects will work in practice</li> <li>• Able to make connections across a range of networks and bring specific technical</li> </ul>	
<b>Types of Skills and Experience needed</b>	
<ul style="list-style-type: none"> <li>• Able and willing to devote time to LAG work</li> <li>• Constructively challenging, creative thinkers able to encourage and support innovative thinking and approaches</li> </ul>	
<ul style="list-style-type: none"> <li>• Local community leadership</li> <li>• Project development and funding</li> <li>• Rural business and diversification</li> <li>• Social enterprise</li> <li>• Rural development</li> <li>• Small business development</li> <li>• Community development</li> </ul>	<ul style="list-style-type: none"> <li>• Rural communications: transport and digital communications</li> <li>• Economic development and employability</li> <li>• Natural heritage</li> <li>• Cultural heritage</li> <li>• Health, education life-long learning</li> <li>• Fishing, land management, tourism</li> </ul>

### **LAG Characteristics**

The optimum size of the LAG is 15 members as this is a manageable number that will encourage participation & discussions as well as ensuring a quorum. Up to 5 members can be drawn from the public sector. Members will be drawn from:

- Member organisations from the previous LAG, FLAG and Shadow LAG
- Community and business members representing community and business organisations
- Individuals may be co-opted from time to time, selected for their specific expertise and experience to ensure that there is the required depth and range of skills and expertise round the LAG

Represented organisations may appoint alternates. This will be at discretion of the LAG as they need to ensure commitment, consistency and continuity particularly where members are involved in assessing projects.

### **The Registration Process**

The LAG will be central to recruitment of new members. The registration process will be supervised by the LAG and coordinated by the accountable body. It involves the following steps

- Shadow LAG members invited to register their interest in continuing to serve on the Angus LAG.
- A skills and experience matrix developed
- Skills and expertise gaps identified
- Organisations and individuals identified with skills expertise to fill gaps
- Organisations approached and or individuals co-opted
- Advertise through local media if skills gaps still exist

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### **Operating principles**

There will be a minimum of 51% representation from non-public sector. Decisions relating to projects will reflect this split 51%/49%. Interests will be declared by members in advance to ensure proportions adhere to the percentage split required and recorded.

Meeting & training dates, venues and times will be arranged well in advance as part of an agreed annual programme in order to maximise participation. This schedule will include evening meetings and possible weekend events.

LAG members will be able to claim travel costs for attending LAG meetings if these are not met by their organisation and travel and subsistence were applicable for attendance at meetings or events where they are representing the LAG.

An independent non-public sector Chair and Vice Chair will be elected by the members at the first meeting of the full Angus LAG. This will follow a process of nomination and seconding through the registration process. If there is only one nomination the nominated individual will be elected unopposed. If there is more than one the acting chair will manage the vote and the individual nominated with the most votes will become Chair/Vice Chair. In the event of a tie, the vote will be repeated until a Chair/Vice Chair is elected.

The Memorandum of Understanding at Appendix 5A sets out LAG Members' Duties and Responsibilities, a Job Description and Person Specification, terms of reference, operating procedures, selection process, decision making process including voting, declaration and conflict of interest & code of conduct. LAG member organisations will be asked to sign the Memorandum of Understanding with Angus Council as the accountable body and signatory to the SLA with Scottish Government

### **Decision Making and Voting**

The LAG will take decisions in the interests of delivering the Angus Community Led LDS within the parameters of the Scottish Government Guidance and EU regulations governing of the LEADER and EMFF Programmes and the agreed Angus Business Plan.

Members of the LAG 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 of those present without a formal vote. A formal voting procedure will be implemented where a decision cannot be resolved

To take any decision, the LAG meetings require the presence of at least 51% of LAG plus one. At least 51% 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 Accountable Body must be present at all meetings to meet financial and administrative responsibilities.

There will be a fast track process for applications of £5,000 or less. This process will include at least 5 members of the LAG consisting of the Chair, 2 Vice Chairs and another 2 nominated LAG members. The Coordinator will advise on eligibility of the applicant and project, undertake a technical assessment and make recommendations to the LAG members. All assessments will be carried out robustly in an open and transparent way using the criteria and scoring sheet adopted by the LAG and reported on the LARC system.

All other decisions will be taken by the full LAG. 3 assessors with specialist knowledge and expertise will be allocated to each project application to undertake an in depth assessment, score and present the application to the LAG for consideration and final decision.

There will be no upper limit for grants. Grant applications in excess of £5,000 will be discussed and decided on by the full LAG following technical checks and appraisal by Leader staff and assessment by appointed assessors.

Project assessment & selection criteria are based on principles outlined in the LDS (See Appendices 2 & 3 for draft example)

For Small Rural Business and Farm Diversification Funds grants 3 assessors with specific expertise will be allocated project applications to undertake an in depth assessment, score and present the application to the LAG for consideration and final decision.

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The indicative assessment procedures are set out in Appendix 2, but will be refined with the introduction of the LARC IT system

### **FLAG membership**

Under multi funded CLLD there are opportunities for joined-up working and cooperative actions, (e.g. supporting sectoral initiatives on a regional or national basis to deliver greater benefits) particularly where there is a FLAG covering two or more LAGS and there is alignment between the respective LDSs.

The xxxxx FLAG will cover the coastal areas of xxxx and be responsible for delivering the EMFF elements of the Angus LDS and the xxxxxxxLDS.

Common Provisions Regulation govern the composition of FLAGS: no single member or group can reflect more than 49% of the total with at least 50% of the votes in any decision coming from non-public sector members. Representation will reflect the supply chain from the catching sector through to the processing, and potentially including the retail and restaurant sectors. The xxxx FLAG members will be drawn from the private, public and voluntary sector to represent a broad cross geographical and sectoral spread of expertise and knowledge to help deliver the strategies and the interests of the FLAG as a whole.

It is likely that Angus will contract the administration, animation and line management of staff for the EMFF element of the LDS to the partner organisation. An Angus based FLAG representatives will be involved in the recruitment process. FLAG members will be recruited from each of the LDS areas on a pro rata basis

The Angus representation of the joint FLAG will be drawn from

- Angus Council (Lead Body Representative)
- Arbroath and District Static Gear Association
- Montrose Harbour Board
- Arbroath Association of Fish Processors
- Usan Salmon Fisheries Ltd
- Voluntary Action Angus
- Scottish Enterprise
- VisitScotland

### **Operating principles**

FLAG principal responsibilities will be:

- Assessment and selection of projects
- Ongoing strategy monitoring and development
- Promoting the programme locally.

Marine Scotland will be responsible for

- Ensuring eligibility of projects approved by FLAG
- Issuing grant awards,
- Processing claims
- Monitoring.

The FLAG members will undertake assessment and scoring of all projects and final decisions for recommendation to Marine Scotland will be made at the FLAG meeting. A quorum of 50% plus one of members is required at all meetings. The Accountable body from each LAG will be represented on the FLAG and must be present at all meetings were decisions are taken, to ensure financial compliance, continuity and linkages with the local LDS.

The FLAG will seek to reach all decisions by consensus in so far as is practicable. Where a formal vote is required each member shall be entitled to one vote and decisions will be made on a simple majority. In the event of an equal split the Chair will have the casting vote. The xxx FLAG will meet on a xxx basis although this may be more frequent in the early stages of the programme. The minimum level of grant request will be £5,000.

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Duties and Responsibilities Operating Principles Project Development, Application, Approval Procedures and selection criteria will be developed with the partner organisation; these are likely based on relevant procedures and processes established under EFF Axis4.

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**Section 4: The Monitoring and Evaluation Plans**

**Purpose and objectives of the Monitoring and Evaluation Plan**

**Background**

The European Commission requires Scottish Government to report on progress with LEADER 2014-2020 against output indicators (e.g. investment & number of project's supported) and result indicators (the effect of that investment i.e. jobs created ). The list of indicators is detailed below

<b>LEADER 2014-2020 INDICATORS for Monitoring the programme</b>	
<b>Output Indicators</b>	<b>Results Indicators</b>
<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 Number of LAGs involved in Cooperation project: inter-territorial, transnational</li> <li>• Total public expenditure:</li> <li>• Support of implementation of operations (projects) under Community-Led LDS,</li> <li>• Support for preparation of Cooperation projects,</li> <li>• Support of implementation of inter-territorial Cooperation projects,</li> <li>• 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>	<ul style="list-style-type: none"> <li>• Facilitating diversification, creation of new small enterprises and job creation:</li> <li>• Number of job created in supported projects</li> <li>• Fostering local development in rural areas: % of rural population covered by local development strategies,</li> <li>• Rural population benefiting from improved services/infrastructures</li> <li>• Capacity building: impact: Effectiveness of the decision making body, co-op projects and case studies that illustrate community capacity</li> </ul>

The LAG will monitor and evaluate the above output and result indicators to measure the LDSs 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.

Monitoring and evaluation will be integrated into the process of project development, assessment by using a logic model approach from the start. Logic models can help communities think about how each project will deliver the required outcomes, evaluate the effectiveness and efficiency of the LAGs delivery mechanism and evaluate the LEADER method itself to establish the added value which it has generated.

**EMFF**

Monitoring and evaluation requirements have not yet been finalised by Marine Scotland. The FLAG will work with Marine Scotland to monitor the achievement of the physical and financial targets at both project and Programme level. Information will be captured at a local level as part of monitoring the xxxxx LDS & Angus LDS and to ensure a strategic fit with relevant objectives i.e. for Angus 'strengthening the local economy'

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### The Monitoring and Evaluation Plan

The purpose of the monitoring and evaluation plan is to:

- Monitor the progress of projects and implementation of LDS and report back to Scottish Government, EU, Local Action Group and all stakeholders
- Demonstrate the difference that LEADER/EMFF has made
- Demonstrate the added value of the LEADER approach delivery method
- Identify areas for improvement and improve the implementation and dissemination of best practice
- Inform policy and programme development
- Demonstrate accountability to stakeholders

The review of the Rural Tayside Leader Programme 2007 – 2013 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 to 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 strategy as well as feed into monitoring the LEADER Programme nationally.*

The Angus Local Development Strategy 2014-2020 will use an outcomes-based approach and logic modelling to assess the impact of LEADER/EMFF at a strategic and local level. This type of methodology will enable both quantitative and qualitative impacts to be observed and assessed at Programme and project level and will help to demonstrate the difference that LEADER/EMFF funding has made.

Logic models are a diagrammatic representation of the logical relationships between the activities, outputs and outcome of the whole programme and individual projects.

The key questions addressed are

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

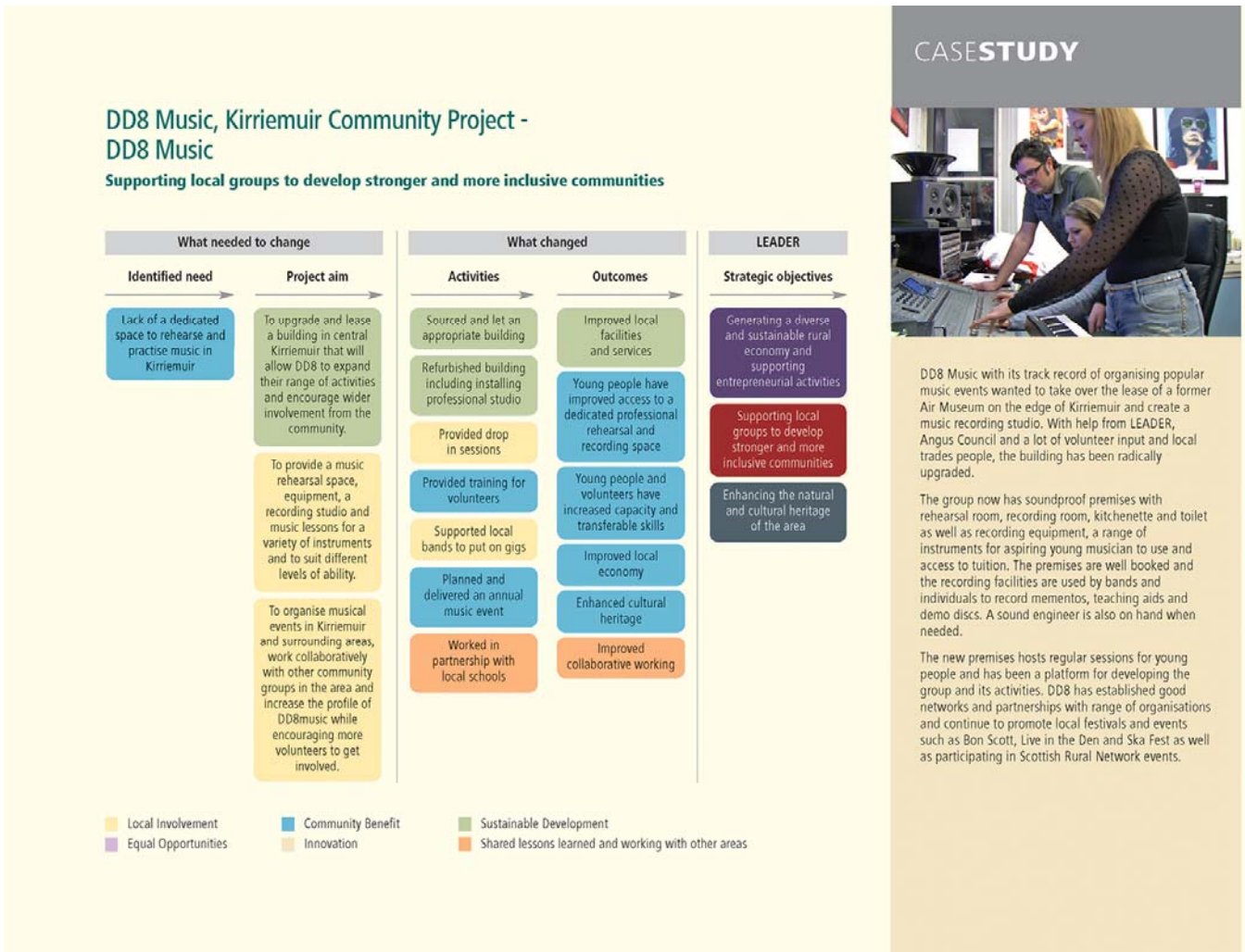
The purpose of constructing logic models allows the assessment of the "if-then" (casual) relationships between the elements of the Programme, if the resources are available through the Programme, then the activities can be implemented, if the activities are implemented successfully then certain outputs and outcomes can be expected.

A pre-application and post evaluation project logic model templates will be discussed with applicants to help guide project planning, implementation and the identification and collection of evidence. This process will be supported by LDS staff. Draft pre project and post project templates follow.



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An example of a logic model from the LEADER 2007-2013 - DD8 illustrates how the project development process can help identify what needs to change, how it can be changed and what is required to evidence that change.



**The Monitoring & Evaluation Plan for projects at Application stage (Draft)**

Project Name		Organisation			
What needs to change		What will you do		LEADER What will happen as a result of this	
Identified Need	Project Aim	Activities What will you do	Immediate Outcomes Outputs	Longer term Outcomes	Evidence- What will you provide

Criteria	Local Involvement and maximise community benefit	Community Wide future	Draw in other Resources	More sustainable economic future	Enhance Environment reduce carbon emission
Objectives	Build Community capacity	Improve connectivity	Develop community assets and facilities	Strengthen local economies	
Special groups	Young people	Vulnerable groups	Small community at risk	Micro business	

**The Monitoring & Evaluation Plan for projects on Project completion (Draft)**

Project Name		Organisation			
What needed to change		What did you do		LEADER What happened as a result of this	
Identified Need	Project Aim	Activities What did you do	Outputs Achieved	Longer term Outcomes	Evidence - Provided

Criteria	Local Involvement and maximise community benefit	Community Wide future	Draw in other Resources	More sustainable economic future	Enhance Environment reduce carbon emissions
Objectives	Build Community capacity	Improve connectivity	Develop community assets and facilities	Strengthen local economies	
Special groups	Young people	Vulnerable groups	Small community at risk	Micro business	

## **COMMUNITY LED LOCAL DEVELOPMENT: ANGUS LOCAL DEVELOPMENT STRATEGY BUSINESS PLAN**

### **The Approach**

A number of tools and methods will be used to gather the qualitative and quantitative data needed. This will include:

- The LARC database which will be populated with data on project outputs and outcomes by projects
- Interviews with individual project managers or management teams, beneficiaries, other community members and stakeholders .e.g. post approval and pre-final payment
- Interviews with match funders
- Online surveys of project managers and beneficiaries
- Social media engagement activity
- Self-evaluation approaches to capture before and after status of communities in terms of skills, experience, knowledge and confidence. These will be designed by the Angus LDS team and common formats will be used across communities taking forward projects.
- Surveys (e.g. of facility users)

The following lists the information and data sources which will be used throughout the programme, how these will be used to monitor and evaluate the programme and when they will be used.

### **Collecting Data and Evidence - Roles and responsibilities**

#### **The applicant organisation**

Project applicants will be responsible for using the application/monitoring forms and the logic model templates to describe the project, how it fits in with and contributes to the wider community plan, the outputs and outcomes that it aims to achieve.

Project applicants will be expected to establish ways of collecting information to describe the progress towards these outcomes and use the application/monitoring /claims process to report and capture these at agreed milestones. These records will be passed to the Coordinator. Each project will be expected to produce a final report which will have a standardised template. All information will be held electronically.

#### **The Coordinator**

The LDS Coordinator will be responsible for:

- Collating records to describe progress towards Programme outputs and outcomes and reporting on this to the LAG
- Assessing whether action is needed in response to any under-performance or delays and recommending appropriate action (at project or programme level) to the LAG
- Reporting to the Scottish Government on behalf of, and with the explicit approval of, the LAG
- Reviewing the delivery of the LDS outcomes and the business plan with the LAG

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### Data Sources for Monitoring and Evaluation Information and Timeline

Sources of Information for Monitoring & Evaluation Angus Local Development Strategy -LEADER 2014-2020														
Timeline							Evaluation							
2014	2015	2016	2017	2018	2019	2020	2020	Information	Monitoring		Impact	Process	Cost	
									Input	Outputs	Results			
								Local development Strategy						
								Application Forms	x					
								Claims	x				x	
								Data base	x				x	
								Post Approval monitoring	x					
								Final Monitoring		x	x			
								OTS Checks		x	x			
								Ex PostChecks		x	x			
								Proeject Final report			x	x		
								Project feedback forms			x	x		
								Case Study			x	x		
								LEADER Local Action group meetings	x	x	x	x		
								LEADER Local Action group members			x	x		
								LEADER Sub Groups	x	x	x	x		
								LEADER stakeholders			x	x		
								LAG Mid term Evaluation			x	x		
								LAG Final review evaluation			x	x		
								Enhanced Implementation reports	x	x		x		
								Bi Annual awards event			x	x		
								Film, recordings			x	x		
								<b>Resources &amp; tools</b>						
								Staff		x	x	x		
								SG Audit	x	x		x	x	
								Lead partner & Internal Audit	x	x	x	x	x	
							x	LAG & stakeholders	x	x				
								Consultancy			x	x		
								Media, events,survey, interviews	x		x	x		

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### **The LAG**

The LAG will be responsible for agreeing any appropriate action in terms of an individual project or the implementation of the programme as a whole in response to monitoring information updates. There will be a standing monitoring and evaluation item on each LAG agenda when an update will be received from the Coordinator and discussed.

The LAG will also consider partnership arrangements with other neighbouring LAGS e.g. Rural Perth & Kinross, to address the effectiveness of community capacity building within the LAGs and in the wider rural area. This will involve ongoing data collections, both qualitative and quantitative, consultation as well as an external review of the programme delivery at mid-term and at completion.

The LAG will work with the coordinator to ensure that the right information is being collected to ensure that it can contribute to SRDP level evaluations. The specific requirements of the SRDP will be built into the monitoring and evaluation framework much of which will be captured through the new LARC IT system. For example

- Number of projects
- Number of beneficiaries
- Type of project promoter
- Cooperation projects
- Total spend – LEADER plus public match funding
- Number of jobs created by LEADER projects

### **Reporting and Resources**

Updates on progress and outcomes of the LDS will be communicated to different audiences using various media including the press, on line, social media, meetings and special events that promote the programme and the LEADER community. This will:

- Help applicants, communities and the wider public understand the progress being made by LEADER and the difference that it is making to the lives of individuals
- Encourage communities to set out on a development journey
- Help partners appreciate the role and significance of the LEADER Programme and its ability to foster strategic change in rural development
- Ensure that the LEADER process and programme are as transparent as possible

The resources available for the establishment and implementation of the monitoring and evaluation framework are set out in the detailed budget. The main resources are:

- The time devoted to this task by the coordinator, administration and finance staff
- Applicant organisations
- Consultative events
- Partnership with neighbouring LAGS
- Commissioning of external support for the mid- term final evaluation

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**Measures to Evidence Outcomes and Equalities**

This will include collecting data at the beginning, through the application process, and at end of a project, through the final report data will be collected to describe the participants and beneficiaries in terms of age, gender and specific groups to evidence programme outcomes and equalities commitments.

<b>Project aimed at specific groups Beneficiaries Group</b>	<b>Age and gender of participants in project</b>
<i>Young people 16-25</i>	Female age 65 and over
<i>Older people 65</i>	Male age 65 and over
<i>Unemployed</i>	Female age 25 -65
<i>Micro businesses</i>	Male age 25 -65
<i>Social Enterprise</i>	Female under 16 -25
<i>People with disabilities</i>	Male under 16 - 25
<i>Ethnic minorities</i>	Age and gender of participants in project
<i>Whole community</i>	Female age 65 and over
<i>Community organisation</i>	Male age 65 and over

The following tables provide an overview of the type and range of data that will be collected to evidence the outcomes and outpost of the projects and the LDS and its delivery. The list of indicators is indicative not exhaustive and additional specific indicators maybe identified at the project level.

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*Angus Local Development Strategy: Data Requirements for Monitoring the LEADER Programme*

Data requirement	Objective	Outcomes	Indicators	Data Sources
Monitor and evaluate the delivery of the LDS in terms of its 4 objectives	To <b>build community capacity</b> to support local development and to work in partnership with others. This will develop skills and experience that communities can draw on in developing a sustainable future for themselves.	<b>Individuals and communities</b> will have increased skills, knowledge and confidence to take forward development and regeneration projects that will make a difference locally	Numbers participating in skills workshops and training Number gaining qualifications  Number of people reporting gaining confidence Number of Participants in Rural leadership course Number of cooperation projects <ul style="list-style-type: none"> <li>• Cooperation project Scotland</li> <li>• Cooperation project UK</li> <li>• Cooperation project transnational</li> </ul> New community event organised New Community group established Community action plans produced	Monitoring forms Feedback Case studies before and after surveys of participants
		<b>Communities and individuals</b> will have stronger sense of identity and pride in the place that they live, and in Angus	Number of people engaged in community led projects	Monitoring forms Feedback Case studies
		<b>Inequalities for young people, disadvantaged groups and vulnerable communities will be reduced</b>	Number of young people and those in disadvantaged groups involved in community based activities	Monitoring forms Feedback Case studies Before and after surveys of young people and disadvantaged groups.
Monitor and evaluate the delivery of the LDS in terms of its 4 objectives	To <b>improve connectivity</b> to support economic and social activity and ensure that communities and their residents and businesses can get access to opportunities and services and gain full benefit from web-based services and networks.	<b>Individuals and communities</b> will have increased access to digital connectivity	Individual's access to digital connectivity in target communities	Monitoring forms Feedback Case studies Before and after surveys
		<b>Individuals and communities</b> will have increased knowledge, skills and confidence to develop and access digital connectivity and make use of it	Numbers participating in training to enable effective use of broadband, internet and social media	Monitoring forms Feedback Case studies Training data
		<b>The physical links</b> between people and places will be better , greener and meet local needs	Number of communities with improved availability and/or frequency of transport connections to larger centres Number of physical access improvements	Monitoring forms Local surveys

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Data requirement	Objective	Outcomes	Indicators	Data Sources
Monitor and evaluate the delivery of the LDS in terms of its 4 objectives	<b>To develop community assets and facilities</b> to enhance quality of life and opportunity.	More community facilities will be fit for purpose and better used by communities	Number of: community facilities which are suitable for community use on a sustainable basis Existing community facility/service/resource improved New community facility/service/resource created Number of people using community facility	Monitoring forms Facility use data <b>Feedback</b> <b>Case studies</b>
		More communities will manage and own local assets	Number of: Community owned assets Community managed facilities	Monitoring forms <b>Feedback</b> <b>Case studies</b>
		The natural and cultural heritage of the local area will be enhanced and conserved	Numbers of: Natural and cultural heritage projects Cultural Heritage events Historic environment improved Natural heritage project's New tourism activities Change in visitor numbers	Monitoring forms Feedback Case studies Local surveys
	<b>Strengthening local economies</b> by creating opportunities to develop local vocational skills, encourage business start - up and growth and the creation of new jobs	Micro Businesses and social enterprises will have increased support to develop in a sustainable way  Individuals have increased knowledge and skills	Numbers of: New Jobs created (private) New Micro Business set up New Micro Business supported New Business Association established Business Association supported New Markets accessed New product/s developed Business Plan developed New marketing activity New tourism activity Social Enterprise established Social Enterprise supported Number of new people employed in social enterprise Individuals gaining a recognised qualification In Training In mentoring Individuals attending workshop, Individuals attending an event Training Courses delivered Workshops delivered Number of farm diversification projects	Monitoring forms Feedback Case studies
		More services are locally delivered by social enterprises	Number of self-employed people and social enterprises delivering publicly funded services	Monitoring forms Feedback Case studies



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<b>Data requirement</b>	<b>Objective</b>	<b>Outcomes</b>	<b>Indicators</b>	<b>Data Sources</b>
Evaluate the effectiveness and efficiency of the LAG's delivery mechanism	To understand how it could be improved and lessons for rural development approaches	High quality application, assessment and claiming processes  High quality leadership and Accountable Body support  High quality reporting	Meet agreed deadlines  Applicant feedback (successful and unsuccessful)  LAG members' feedback  Accountable Body's auditors and Managing Authority feedback	Database Applicant surveys  LAG member surveys  Inspection reports
Evaluate the LEADER method and the added value created	To identify ways of further enhancing added value	Improved capacity to lead community development	Rural Community Capacity (to be developed in conjunction with national indicator and evaluation)	Evaluation capacity building project feedback
Contribute to the monitoring and evaluation of the RDP (2014-2020)	Facilitating diversification, creation of new small enterprises and job creation	Increase in creation of jobs	Number of job created in supported projects	Monitoring forms and case studies
	Fostering local development in rural areas	Increase in sustainable rural initiatives	% of rural population covered by local development strategies  Rural population benefiting from improved services/infrastructures	LDS Database number of project by strategic objective monitoring forms

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### Section 5: Financial Arrangements

#### *Indicative budget for the combined CLLD Programme – Angus LDS*

In developing an initial draft indicative budget the LAG has made a number of assumptions:

- This will be the first CLLD Programme focused entirely on Angus. This means that there will be a stronger promotional effort in Angus and a higher profile among all communities, so we expect that more eligible projects will come forward.
- There will, in addition, be a concerted effort to reach out to and engage with a wide range of smaller rural communities which did not apply last time.
- There will be a more substantial and longer term effort on the coastal communities through EMFF than was possible under the last EFF Axis 4 Programme and the demand is expected to be similar. The requested budget assumes co-financing from Scottish Government.
- There will be a significant investment in community capacity building, and a particular demand is expected from the smaller rural communities. The LDS has described an emphasis on using LEADER funding to provide local animation support, and this will be complemented by a prioritisation of existing staff resources to support this work. The significance of this animation is twofold: It will help to convert initial ideas rapidly into projects (to fit within the Programme period) and it will respond to the profile of communities which will include many which have only rudimentary structures and approaches in place. The Angus LAG intend to establish a LEADER animation project so that it can respond effectively to demand for this kind of support.
- In addition, the LAG expects to establish a fast track process for small scale specialist support to support the work of animators and respond to specific needs of communities. It is estimated that this might be up to 5% of the Programme's budget.
- 10% of the LEADER budget will be allocated against the Small Rural Business Grant Scheme and 10% against Farm Diversification
- 10% of the LEADER budget will be allocated to Cooperation activity both inter-territorial and transnational. Of this 1% will be allocated to preparatory costs to stimulate the development of viable cooperation projects that will help deliver the objectives of the LDS. This might include projects aimed at specific groups such as Youth.
- LEADER will be the Lead fund for delivering the LDS and up to 25% of the combined LEADER and EMFF budget can be used to animate and administer the LDS. LEADER as the lead fund will meet all staffing, administration and travel costs for the LEADER and EMFF Programmes.. Administration costs will also include related costs such as promotion and publicity; events, stationery etc. Accommodation costs will be covered by Angus Council.
- The EMFF budget will be ring fenced and used to support local projects approved by the FLAG and endorsed by Marine Scotland. Indicative costs are outlined below based around an EMFF Programme with a combined contribution of £400,000 from Marine Scotland (MS) and Scottish Government (SG).

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**Indicative Budget - Angus LDS EMFF Budget 2015-2020**

Cost Profile	2015-2020 Total Budget including match funding	EMFF Funding (MS & SG)-	Other Match funding	Average Intervention Rate %
EMFF	£500,000.00	£400,000.00	£100,000.00	80%
LEADER	£3,600,000.00	£3,200,000.00	£9,000,000.00	

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***State Aid***

The Coordinator, supported by the lead body representative, will have specific responsibility for ensuring compliance with State Aid regulations fro LEADER and EMFF. This will form an essential element of the project technical assessment process. Where necessary, liaison with relevant Government experts will be sought.

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<b>Finance - Angus Local Development Strategy - LEADER , EMFF Budget 2015-2020</b>									
Cost Profile	2015-2020 Total Budget including match funding	Budget % of total including match funding	EMFF Funding- includes anticipated 50% match	Total LEADER	%LEADER Funding	Total Budget LEADER + EMFF	% animation LEADER and EMFF	Other funding sources	Average Intervention Rate %
<b>Indicative 'Project' Costs</b>	<b>£2,140,000.00</b>	48%		£1,340,000.00	42%			£800,000.00	66%
Building community capacity									
Improving connectivity and transport									
Developing community assets and facilities									
Strengthening local economies									
Small projects fund									
<b>EMFF</b>	<b>£500,000.00</b>	11%	£400,000.00			£400,000.00		£100,000.00	80%
Small Rural Business grants	<b>£640,000.00</b>	14%							
Enterprise				£320,000.00	10%	£300,000.00			to be advised
Farm diversification				£320,000.00	10%	£300,000.00			advised
<b>Indicative 'Cooperation' Costs</b>	<b>£320,000.00</b>	7%						£0.00	100%
Joint community action and learning & Youth				£320,000.00	10%	£300,000.00		£0.00	100%
<b>Indicative Administration and Animation costs</b>	<b>£900,000.00</b>	20%		£900,000.00		£900,000.00	25.00	£0.00	100%
Administration including Staff and Office Costs									
Local Action Group									
Communications and Animation costs									
<b>Total</b>	<b>£4,500,000.00</b>	<b>100%</b>	<b>£400,000.00</b>	<b>£3,200,000.00</b>		<b>£3,600,000.00</b>		<b>£900,000.00</b>	

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A breakdown of proposed administration and animation costs including headline employment costs and other associated costs are detailed below.							
<b>ANGUS CLLD PROGRAMME: ADMINISTRATION AND ANIMATION COSTS - DRAFT BUDGET BREAKDOWN (2015-2020)</b>							
<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>							
1 FTE Coordinator - LEADER & EMFF (LG11)	£43,752.00	£44,456.00	£45,767.00	£46,471.00	£46,471.00	£46,471.00	£273,388.00
1FTE Asistant Coordinator (LG9)	£33,778.00	£34,263.00	£34,822.00	£35,914.00	£36,957.00	£36,957.00	£212,691.00
1FTE Finance Officer (LG7)	£25,672.00	£26,012.00	£26,425.00	£27,201.00	£28,099.00	£28,973.00	£162,382.00
1 PTE Clerical Officer (LG3)	£10,705.00	£11,073.00	£11,383.00	£11,751.00	£12,134.00	£12,134.00	£69,180.00
Business Advisor 15 hrs LG10	£15,574.00	£15,794.00	£0.00	£16,266.00	£0.00	£0.00	£47,634.00
Staff recruitment & Publicity Angus Council	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Accommodation costs - Angus Council	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Travel and subsistence	£4,000.00	£4,000.00	£3,000.00	£3,000.00	£3,000.00	£3,000.00	£20,000.00
Staff training	£1,500.00	£1,000.00	£1,000.00	£1,000.00	£0.00	£0.00	£4,500.00
<b>Sub Total</b>							<b>£789,775.00</b>
<b>LAG administration costs</b>							
Office stationery, equipment and expenses	£7,000.00	£500.00	£500.00	£500.00	£500.00	£500.00	£9,500.00
Hospitality budget	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00	£3,000.00
Mid-term and final evaluations	£0.00	£0.00	£0.00	£4,000.00	£0.00	£10,000.00	£14,000.00
Website	£5,000.00	£300.00	£300.00	£300.00	£300.00	£300.00	£6,500.00
Communications and animation	£4,000.00	£2,000.00	£2,000.00	£2,000.00	£1,000.00	£1,000.00	£12,000.00
Meetings & Training	£2,000.00	£2,000.00	£2,000.00	£2,000.00	£2,000.00	£1,000.00	£11,000.00
Travel and subsistence	£1,500.00	£1,500.00	£1,500.00	£1,500.00	£1,500.00	£1,000.00	£8,500.00
<b>Sub Total</b>							<b>£64,500.00</b>
<b>TOTAL</b>	<b>£154,981.00</b>	<b>£143,398.00</b>	<b>£129,197.00</b>	<b>£152,403.00</b>	<b>£132,461.00</b>	<b>£141,835.00</b>	<b>£854,275.00</b>
<b>Estimated staff costs subject to job grade assessment - scale point progression included - % pay award has not been built in</b>							
	<b>Annual Salary</b>	<b>NI</b>	<b>Pension</b>	<b>Total</b>	<b>Pro rata</b>	<b>Total</b>	
LG11	£0.00	£2,715.00	£6,260.00	£43,752.00	FT		
LG10	£30,014.00	£2,220.00	£5,403.00	£37,637.00	15/hr/s wk	£15,574.00	
LG9	£27,009.17	£1,907.00	£4,862.00	£33,778.00	FT		
LG7	£20,696.32	£3,725.00	£1,251.00	£25,672.00	FT		
LG3	£14,440.17	£2,599.00	£600.00	£17,639.00	22/hrs/wk	£10,705.00	

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*EMFF Priorities, Indicative Actions & Indicative Costs*

Priority	Objective	Ideas	Indicative costs
Adding value, creating jobs, and promoting innovation at all stages of the fisheries and aquaculture seafood supply chain	To enhance the efficiency and effectiveness of the current fleet	Construct a pontoon in the outer harbour at Arbroath. This would: Provide easier and safer berthing Improving security and reducing winter theft Creating additional marina space in the inner harbour	£300,000
		Creating a managed 'box pool' on behalf of the fleet to: Improve box management and hygiene Create better quality assurance Save time and money for individual boat owners.	Not yet costed
		Creating keep tanks at Arbroath harbour to replace harbour bottom cages. Improves harbour management and appearance and improves storage quality.	Not yet costed
	Improve local use of produce and add value	Attract more visitors through enhancing and promoting the local fisheries related food offer	£25,000
Supporting diversification within the fisheries and aquaculture sectors	Adding value by building on local processing techniques	Specialist smoking and marinading	£25,000 for market research, processing capacity and marketing
	Increasing customers for local fisheries related restaurants and processed fish	Promoting the coastal path and linking to local communities for stayovers and meals	£25,000 for marketing
	Attracting more visitors and related spend	Developing fisheries related trails and interpretation linked with coastal path and fisheries related buildings such as Bellrock Lighthouse	£50,000 for interpretation, marketing and signage
	Increasing business numbers and jobs through supporting fisheries related enterprises	Developing leisure fishing and sealife tourism, drawing on fishing skills and heritage	£25,000 for marketing and business development
Supporting lifelong learning and job creation in fisheries areas	To support new businesses related to fisheries linked initiatives and help them recruit appropriate skills	Provide appropriate support for businesses related to EMFF priority actions Provide specialist HR support to help fisheries related microbusinesses to grow Help microbusinesses take on MAs	£25,000 for specialist support

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## Section 6: Communication Plan

### 1. Introduction

The Angus LAG has a clear, transparent and accessible process and guidance for project development, applications and on-going reporting. It will ensure that clear and concise messages reach communities throughout Angus about the Angus LDS and LEADER, the support it can provide and the strategic purpose of the Programme. The communications plan sets out how the LAG will ensure that awareness of the Programme is high across the area, sustain engagement in LEADER and promote the programme using a range of actions, media and technology

The review and consultation process identified the challenges that LEADER has presented to local communities, which limit its accessibility and potential to fulfil its main objectives. Community capacity was identified as key to delivering a successful LDS. While some communities and stakeholder groups have the capacity to successfully access the Programme, others do not and subsequently have been excluded from the benefits of the LEADER Programme.

It is therefore vital that the communications process is designed to reach every community and stakeholder group within the rural and coastal areas of Angus, especially those that are most vulnerable and excluded.

### Two Way Interaction and Dialogue

Communication is more than information: it helps establish a relationship and initiates a dialogue with the community that listens to what people have to say about their concerns and their proposed solution.

The communications plan will seek to enable this interactive two way approach, rather than a one-way approach. It will be user-friendly, appropriate and accessible and will enable feedback loops through social media, customer care surveys, video footage and interviews, local and area wide events as well as the monitoring process & evaluation process.

The communications process will target particular groups and communities, especially those that have previously not engaged with LEADER. Awareness raising will be an on-going activity, and will take place at regular intervals throughout the life of the programme. It will include: promoting awareness of the programme, its possibilities, inspirational good practice examples and links to information and support sources including the Scottish Rural Network

### 2. Aim

The aim of the communications plan in Angus is to raise awareness of the funding opportunities available to support rural community development and to encourage local communities, businesses and organisations to make the best use of the LEADER Programme

### 3. Objectives

The objectives are to:

- Promote and support the implementation of the 2014-2020 CLLD programme throughout the rural and coastal communities of Angus
- Build on the work ongoing with the charette process in rural Angus which aims to intensively engage communities to identify regeneration, social innovation, skills, training, infrastructure and overall creating a more sustainable economy.

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- Support a **strategic approach** by enabling effective communication between strategic and local players and aligning messages between local and Angus levels.
- Enable a **locally driven approach** – by promoting the Programme through a wide range of community and service networks and prioritising those communities most at risk of continuing decline.
- Provide a framework for **community capacity building and animation** - by providing access to information, advice, connections, community links and good practice.
- Ensure an **accessible and user-friendly approach** – to improve the awareness, understanding, reach and inclusivity of the CLLD programme by appropriate, inclusive and effective communications Identify & develop best practice
- Enable and encourage ongoing engagement with stakeholder & beneficiaries
- Identify & promote develop best practice and gather feedback from beneficiaries and other stakeholder to help improve the delivery of the programme and outcomes
- Acknowledge and publicise the EU intervention

### 4. Audiences

Audiences for LEADER in Angus include:

- Local businesses and representative organisations/networks
- Rural and coastal communities, including, groups and organisations
- Specific groups such as :young people (16-25),vulnerable groups, Small communities at risk, micro businesses
- Farming community Local farmers
- Community councils
- The wider public in rural and coastal areas
- Community Planning Partnership members
- Local stakeholders both public and private
- National Stakeholders both public and private
- Media (who can help with the spreading of messages)
- European Commission

### 5. Content

The content of the communications work will include development of the following key elements:

**Key messages** will be developed to explain the focus, context, scope, strategic links and opportunities of the CLLD Programme.

**Communication channels** will include community and service networks, press and media outlets at regional and local levels, local community publicity outlets, LAG member networks. This will be supported by the communications at Angus Council

**Website and social media interfaces:** A dedicated website linked to the Scottish Rural Network will be established for the Programme, with linked social media – twitter and Facebook. This will carry information about LEADER in Angus the application process, projects, case studies and news as well a link to the LARC IT system and other LEADER SRDP information/websites.

**Promotional materials for publicity and information:** A range of publicity materials will be developed for wide dissemination and use at events. This is likely to include: publicity leaflets, posters and good practice guides as well as promotional items for use at awareness raising events. Newsletters will be produced to provide an overview of the Programme as it develops and highlight projects and new information. These will be distributed to for example libraries, community facilities, partners' organisations as well as to project applicants both in hard copy and electronically. Display stands



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will be acquired for use at events. Logos to be used on dissemination materials will include the LEADER, EAFRD and Scottish Government logos.

**Publicity:** Local media and other outlets will be used, as appropriate, to publicise the work of the Programme to the target audiences. It will be a condition of grant that each project acknowledges LEADER funding and use the LEADER logo or EMFF as appropriate. 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, especially young people, to be involved.

**Stakeholder Events Local and inter-territorial:** 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 projects being supported. These will include: initial 'roadshow' events throughout Angus, taking part in other funding event meetings and an annual showcase event at which individual projects would be recognised and feedback on the programme invited. In addition, the LAG will seek to attend events being held by partner organisations. There will also be opportunity to explore annual events with neighbouring LAGS to showcase projects, spread best practice, and receive feedback on the programme from stakeholders and to explore new ideas for cooperation

**Inter-community links and best practice:** Full advantage will be taken of the Scottish Rural Network to and the European Network for Rural Development to communicate good practice examples, and establish inter-community links, both locally, across Scotland and internationally. Through creating a single portal for the Scottish LEADER programme we will also have a streamlined and effective promotions tool for local groups. This will provide best practice and ensure a coordinated approach to delivering the LEADER message.

**Communications monitoring and evaluation system** of the communications plan will be undertaken by staff, the LAG and beneficiaries and website analytics will be monitored.

### **6. Implementation and resourcing**

The LAG will be responsible for the overall implementation of the communications plan. The Programme Coordinator and Assistant Coordinator 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. Monitoring meetings are an opportunity for beneficiaries to feedback on the LEADER processes and the programme

#### **EMFF**

The FLAG will be a partnership organisation covering the areas specified in the Angus LDS and the xxx LDS. The ANGUS LAG will work in partnership with the XXX LAG through the respective accountable bodies and joint representation. The joint communication plan will be developed and will be delivered through the principle partner SLA contract

# COMMUNITY LED LOCAL DEVELOPMENT: ANGUS LOCAL DEVELOPMENT STRATEGY BUSINESS PLAN

## Section 7: Equal Opportunities commitment

### POLICY STATEMENT

#### 1.1 Statement of Intent

The Angus LAG recognises that certain groups of people face discrimination. It is opposed to this situation and is positively committed to challenging and changing it.

#### 1.2 Equal Opportunities Statement

The Angus LAG is committed to the development of positive policies to promote equalities in its activities regardless of a person's sex, marital status, race, colour, ethnic origin, nationality, sexuality, age, employment status, responsibility for dependents, disability, religious belief, political belief, trade union activity, HIV status or past criminal convictions.

#### 1.3 Recruitment Policy

We will ensure that we are recruiting the best staff through recruitment procedures which are fair, transparent and free of discrimination.

#### 1.4 Project Selection Policy

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.

#### 1.5 Training & Development Policy

We recognise that the major asset in any organisation is its people, therefore the planned development of staff and LAG members is crucial to its development.

### IMPLEMENTATION STRATEGY

#### 2.1 Recruitment

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.

#### 2.2 Project Selection

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.

#### 2.3 Training

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.