

# **Local Action Group**



## **Business Plan**

February 2010

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### Note:

**This Business Plan relates specifically to the Scottish Leader Programme where the Scottish Government specify a number of themes on which the strategy should focus. This will not be the case for EFF Business Plans.**

**This Business Plan is for illustration purposes only.**

## **1. DELIVERY PROCESS**

### **1.1 Administrative and Financial Lead Body**

The prospective Local Action Group (LAG) have agreed that the Local Authority will take responsibility for the function of administrative and financial lead body for the LAG. The Local Authority possess the appropriate capacity, experience and systems to administer large scale public funding programmes. They have considerable experience of the management and administration of public and EU Programme Funds. The Community Planning and Development Manager has direct experience of acting as lead officer for the Local Authority as accountable body for the LAG under the LEADER+ Programme.

The accountable body will be responsible for:

- Ensuring programme compliance and systems management;
- The financial accountability of the programme; and
- The employment and line management of programme staff on behalf of the LAG.

### **1.2 Community Planning Partnership Links**

The LAG will formally link with the Community Planning Partnership (CPP) which covers the rural area through the local authority in their role as LAG accountable body and their Community Planning statutory lead role. As such they will be responsible for ensuring effective communication between the LAG and CPP. Further links will exist through the extensive common membership by public sector and other organisations which will help to inform the work of both groupings.

It is intended that this linkage with the Community Planning process will be extended to include direct engagement with the local community structures involved. The Community Planning approach divides the area into eight parts with an area forum in each area, six of these lie wholly within the LEADER area. These provide a mechanism to engage local communities enabling them to provide community input to the process, the identification of local action priorities (within the Community Plan) and the means of addressing them. These area fora will be invited to promote LEADER within their area. They will be formally consulted in the project appraisal process as to the local needs, opportunities, demand and appropriateness of project applications in their area.

### **1.3 LAG Structure and Operation**

The LAG partnership intends to operate on a collective and non representative basis which is focused on the delivery of the strategy. Each partner organisation will have an equal voice in decision making; the partnership will seek to reach all decisions by consensus in so far as is practicable. Priority will be given to

optimising the LAG's networking potential with other partnerships and groups through members' wider involvement. LAG partner organisations will also be encouraged to involve colleagues with relevant connections, knowledge, skills or capacity as appropriate thus adding value to the partnership and the delivery of the strategy.

The LAG's principal responsibilities will be:

- Ongoing strategy monitoring and development;
- Promoting the programme locally;
- Driving the community engagement and participation process;
- Establishment and overview of financial and operational structures;
- Monitoring physical and financial progress and strategic outcomes;
- Effective liaison with the Community Planning Partnership to optimise complementarity for LEADER with other local plans and strategies; and
- Active liaison with the Regional Proposal Administration (RPA).

LAG members are committed to being directly and actively involved in the delivery of the programme and supporting the work of the LAG and staff in working with communities thereby adding considerably to the overall resource and development effort.

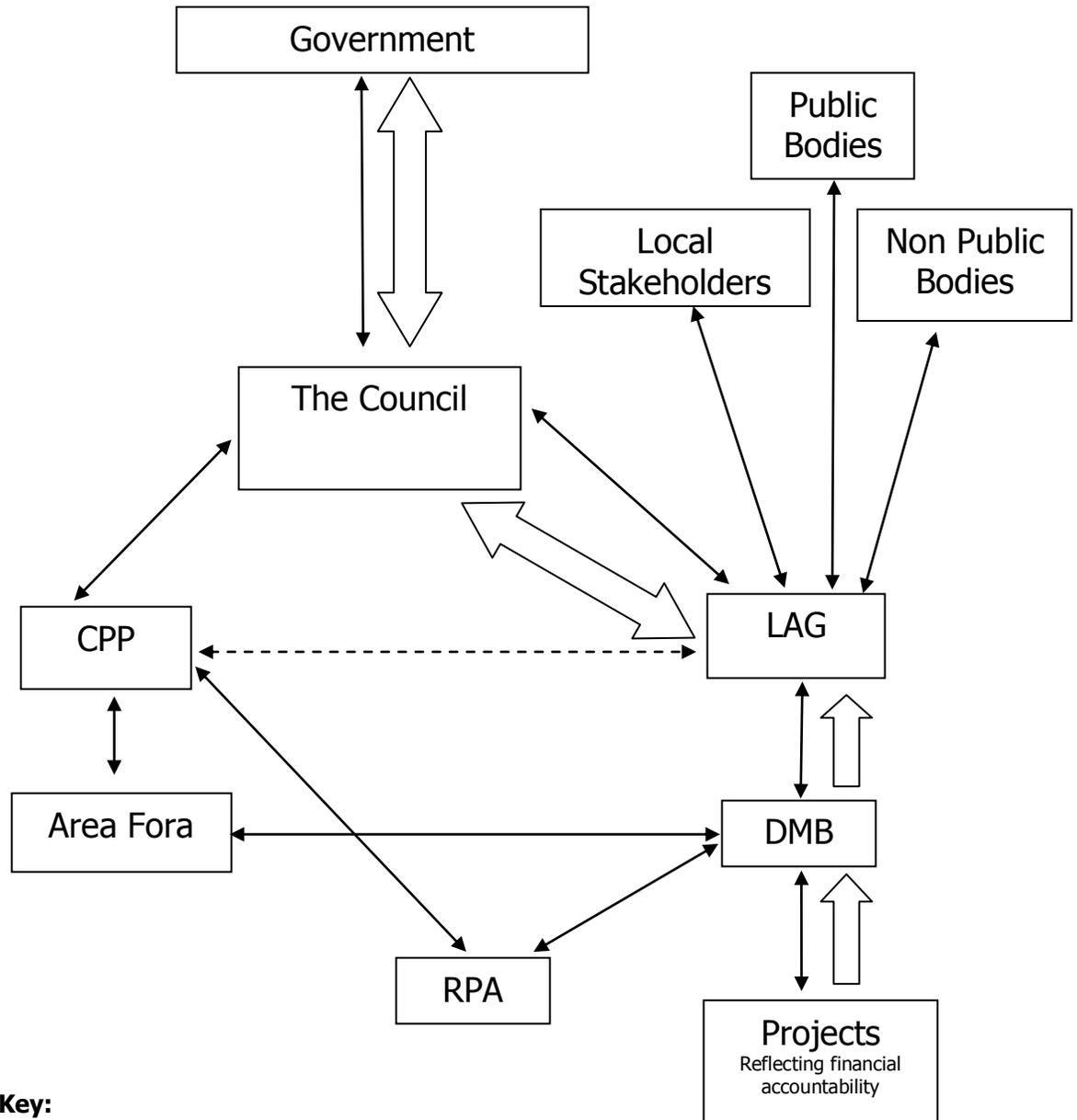
The diagram below, Figure 1 outlines this information flow and the other lines of communication and responsibility for the LAG.

Key to Figure 1 acronyms:

RPA –Regional Programme Administration  
LAG – Local Action Group  
DMB – Decision Making Body (see section 1.6)  
CPP – Community Planning Partnership

These are also relevant to the flow charts presented in Chapter 4.

**Figure 1: LAG Lines of Responsibility, Communication and Fit with Community Planning Structure**



Foot note: The LAG and CPP comprise members of Public Bodies, Non Public Bodies and Local Stakeholders.

## **1.4 Operational Complementarity**

LAG staff will work along with Community Planning Partnership, local authority and other relevant partner organisations staff providing direct support for the promotion and delivery of the programme in their respective areas. The operational links and lines of communication established with the Community Planning Partnership and the common membership will ensure that opportunities for complementarity with initiatives and funding streams delivered by partners in the area are identified and addressed and that this is monitored, performance optimised and a strategic overview is maintained.

Partnership Links will be established between the LAG, Community Planning Partnership and the SRDP Regional Programme Administration for the Grampian region through LAG partners who also sit on the Regional Programme Administration, specifically the Local Authority and Forestry Commission. At local level, relevant projects will be expected to take explicit account of the priorities set by the Regional Programme Administration for Axis 3 of the Scottish Rural Development Programme at the time of application.

Complementarity and demarcation with the Convergence programme and ERDF programme are of greatest relevance with respect to Priorities 1 and 2 of these programmes as there is common scope in relation to supporting business viability, more sustainable economic use of natural assets and addressing the community dimension to economic development. This has largely been addressed at a programme level to ensure that there is no overlap in eligibility and that there is full complementarity in the activities supported.

Similar arrangements are in place at the programme level for the Convergence programme and ESF programme particularly in relation to Axis 3 of the RDP. Specific complementarity is envisaged and tables of eligible activity have been developed to help optimise this.

The Local Authority Planning and Development Section will take specific responsibility for ensuring maximum complementarity and clear demarcation with the other EU funding programmes which apply in the LEADER area. This will include scrutinising other European programmes and funds such as Interreg IV to ensure maximum complementarity and benefit is achieved. Technical support and guidance will be provided to LAG staff with regard to State Aid compliance as required.

## **1.5 Community Fit**

The Community Planning Area Forums will be invited to nominate two members of their group to comment on the appropriateness of proposed projects in their area. This will be done at as early a stage in the project appraisal process as is practicable against set criteria and within a (short) given timescale, materials for their consideration will, in so far as is possible, be anonymised in the interests of

objectivity. This process applies only to projects seeking over £X,000 of LEADER funding.

Project applicants will be required to submit a concise summary as an expression of interest prior to completing a full application. This will outline the main elements of their proposed project, the objectives, the needs and opportunities which it seeks to address, the nature of the proposed project activity, the anticipated outcomes and the proposed method of project delivery.

This pre-application stage will aid the project development and selection processes in two ways. Firstly, this will encourage applicants to fully think through their application in order to explain clearly what is intended. Secondly, this will provide suitable material for the relevant Area Forum representatives to provide comment on the projects appropriateness. The feedback received will inform further project application development and the relevant decision making criteria applied by the LAG or other decision making mechanism.

## **1.6 Decision Making Body**

A sub-group of the LAG will be formed as a Decision Making Body (DMB) which will be responsible for making decisions on funding for projects up to a delegated threshold, the day to day overview of the delivery of the programme and its operational management.

The DMB will meet on a regular bi-monthly basis and will be chaired by the LAG Chair, the membership of this group will meet the essential LAG criteria in terms of balance and composition. It is anticipated that there will be at least eight members in this group. All members will be equally responsible for the delivery of the work of the group. All group members will be involved in the assessment of projects with two members assessing each project. The LEADER Programme Coordinator will be responsible for the technical appraisal of projects prior to members' assessments and will act as secretary to the group. As with the LAG, partners will be encouraged to involve colleagues where they can make a specific contribution to the work of the group.

The Local Authority Planning and Development Section will provide guidance to the LAG to ensure complementarity with other funding sources is achieved and that any duplication or overlap is avoided.

The LAG have agreed a two year rotation system with at least two member organisations from both public sector and the social and economic partners changing.

The principal responsibilities of this group will be:

- To make any necessary operational decisions essential for the continued effective delivery of the programme;

- The allocation of project applications to DMB members to conduct project assessments;
- Decision making on project applications (Large scale projects seeking over £XX,000 LEADER funding will be referred to the main LAG with a DMB recommendation);
- Oversight and monitoring of the physical and financial performance of the programme receiving and approving the Programme Coordinators monthly report on the operation of the programme;
- Proactively drive the pursuit of innovative solutions;
- Monitor the equal opportunities process and progress against target groups and make any necessary recommendations arising;
- Support strategic project development and coordination;
- Maximise the opportunities for operational and funding integration;
- Ensure complementarity with other programmes and funding streams; and
- Reporting to the LAG on the above.

Projects requesting very small amounts of LEADER funding will be dealt with through an accelerated process where two nominated members of the DMB will have delegated authority.

All reports will be prepared by the LEADER Programme Coordinator and submitted to the DMB for consideration and approval.

The operation of the DMB and all the decisions made including those made under delegated authority will be subject to monitoring by the full LAG and will be in accordance with operational procedures and the scheme of delegation set by the LAG.

Members of the DMB will be reminded of their responsibility to declare any interest in any of the projects put forward for support at the beginning of each meeting. The registration of such interests will be minuted for each case and members declaring such an interest will neither seek to influence nor take part in the decision making process.

Recommendations regarding quality thresholds for awarding LEADER support to projects will be developed by the DMB and then discussed and agreed at an early meeting of the full LAG. These will be subject to review following the first six months of operation and annually thereafter.

## **2. DISCRIMINATION, DIVERSITY, DISABILITY AND EQUALITY**

The LEADER LAG have agreed to adopt the Local Authority's policies in relation to discrimination, diversity, disability and equality, these are attached at Annex 1. The promotion of equality of opportunity within the LAG area irrespective of sex, race, colour, ethnic or national origin, marital status, disability, sexual orientation, religious beliefs or age will be reflected by the LAG in its membership, strategy, business plan and operational approaches. The LAG and DMB will respect these principles in so far as is practicable, both bodies will involve members with specific knowledge and expertise in equal opportunities.

All LAG members and staff will be offered training with regard to equal opportunities to help ensure that these are fully considered in the decision making process. Financial provision for the costs associated with this will be incorporated in the LAG administration budget. Such training will also be made available to groups promoting projects and, where appropriate, may be required as a condition of award of grant. The LAG will ensure the provision of guidance relating to equal opportunities for all project applicants.

Project assessment and audit procedures will specifically include consideration of whether equal opportunities have been effectively addressed, all LAG members, staff and the DMB are all charged with responsibilities in this regard. Where particular examples of good practice are identified this will be recorded and highlighted in local publicity and to the LEADER Network.

## **3. ADMINISTRATIVE AND FINANCIAL ARRANGEMENTS**

### **3.1 LAG Staff**

A full time staff team of two will be employed by the Local Authority as administrative and financial lead body on behalf of the LAG to support the operation of the LAG and the delivery of the programme. The Programme Manager will be supported by a project and administration co-ordinator. LAG staff will have direct operational responsibility for the programme. Their work in the field will be supported and complemented by relevant staff from partner organisations on a reciprocal basis thus strengthening the operational development resource.

The **Programme Manager** will be responsible for the day to day management of the programme and the delivery of the strategy. This will include the key roles of animating and facilitating community involvement and project development. Other key responsibilities include:

- Liaison and communication with rural communities and strategic partners including LAG partners, Community Planning Partnership, RDP delivery staff and the Regional Programme Administration;
- Management of the LEADER team;
- Promotion and publicity relating to the programme;
- Responding to general and specific enquiries;
- Providing advice and guidance to project promoters;
- Delivery of briefings or training sessions for groups of LEADER project promoters on eligibility criteria and the preparation of applications;
- Project technical and eligibility appraisals including the value for money, realism and deliverability of all project proposals;
- Checking the complementarity and additionality of project applications against other relevant programmes and schemes
- Ensuring compliance with relevant State Aids regulations;
- Identification of additional funding sources;
- Cooperation and networking with other LAGs and areas;
- Managing Authority liaison;
- Accountable body liaison;
- Management of programme's physical and financial reporting;
- Management of any delegated authority schemes;
- Reporting to the DMB, LAG and accountable body (Local Authority); and
- Project monitoring.

This post, graded **Grade 9 £XX,XXX - £XX,XXX** is anticipated to commence during August 2008.

The **Programme Coordinator** will also be responsible for elements of facilitation and animation with projects and communities. Other key programme co-ordinator responsibilities include;

- Responding to enquiries;
- Providing advice and guidance to project promoters;
- Providing assistance in project planning and monitoring;
- Project technical appraisals;
- Project monitoring;
- Issuing of letters of offer of grant as instructed by the LAG or DMB;
- Checking and processing projects claims and raising payments through Local Authority's Finance Section;
- Liaison with LAG partners and appropriate staff;
- Maintaining programme physical and financial management records and project files;
- Assist in the collation of statistical information for the evaluation of associated projects in accordance with agreed outputs / targets;
- Providing administrative and secretarial support to the LAG; and
- The sourcing and collation of information and materials for inclusion in programme publicity and the website.

This post, graded **Grade 6 £XX,XXX -£XX,XXX** is also anticipated to commence during August 2008.

Draft job descriptions are attached at Annex 2.

The Local Authority as the accountable body will provide the necessary financial administration and human resource support covering:

- Approval and recording of all transactions;
- Reconciliation of project claims (following checking by LAG team);
- Preparation of financial reports and internal auditing; and
- Human resource management and the provision of training.

### **3.2 Finance**

The administrative and financial accountable body, the Local Authority will act as banker for the LAG and hold all delegated funds from the Government. The Local Authority will establish the appropriate IT and other financial systems necessary and ensure due diligence in relation to accounting and audit procedures. Payments to successful project promoters will be issued by the Local Authority in line with instructions made under delegated authority provisions, by the Decision Making Body or LAG. This process will be subject to checks on the eligibility of individual projects by the Local Authority's finance team. The raising of cheques for payment, in line with the LAG approvals will be carried out by the Programme Coordinator. This Coordinator will be responsible for keeping a record of all grants allocated, claimed and paid to projects, to enable the Programme Manager to report to the LAG on a regular basis.

Payments to projects will be made in arrears once the Programme Coordinator has received evidence of the project. All relevant receipts, invoices, evidence of contributions in kind and formal timesheets for any staff or eligible volunteer time committed will be required and checked before payment is released. In the case of staff or volunteer time justification of the requirement for those entered in contributing to the success of the project will be required.

### **3.3 Levels of Approval**

There will be an accelerated decision making process for small projects seeking LEADER funding of between the minimum threshold and £X,XXX to reduce demands on finite applicant and LAG capacity. Such projects will be appraised by the LAG coordinator before being passed to a nominated panel of two DMB members, one public sector and one social and economic partner for assessment and a decision. Membership of this panel will rotate on at least an annual basis.

The DMB will make decisions on all approvals for projects seeking between £X,XXX and £XX,XXX of LEADER funding.

Large scale projects seeking over £XX,XXX LEADER funding will be appraised by the DMB and recommendations developed, these will then be referred to the full LAG for final decision making.

In all cases decisions are subject to scrutiny by the LAG who hold ultimate responsibility.

All references to LEADER funding are understood to apply equally to Convergence funds.

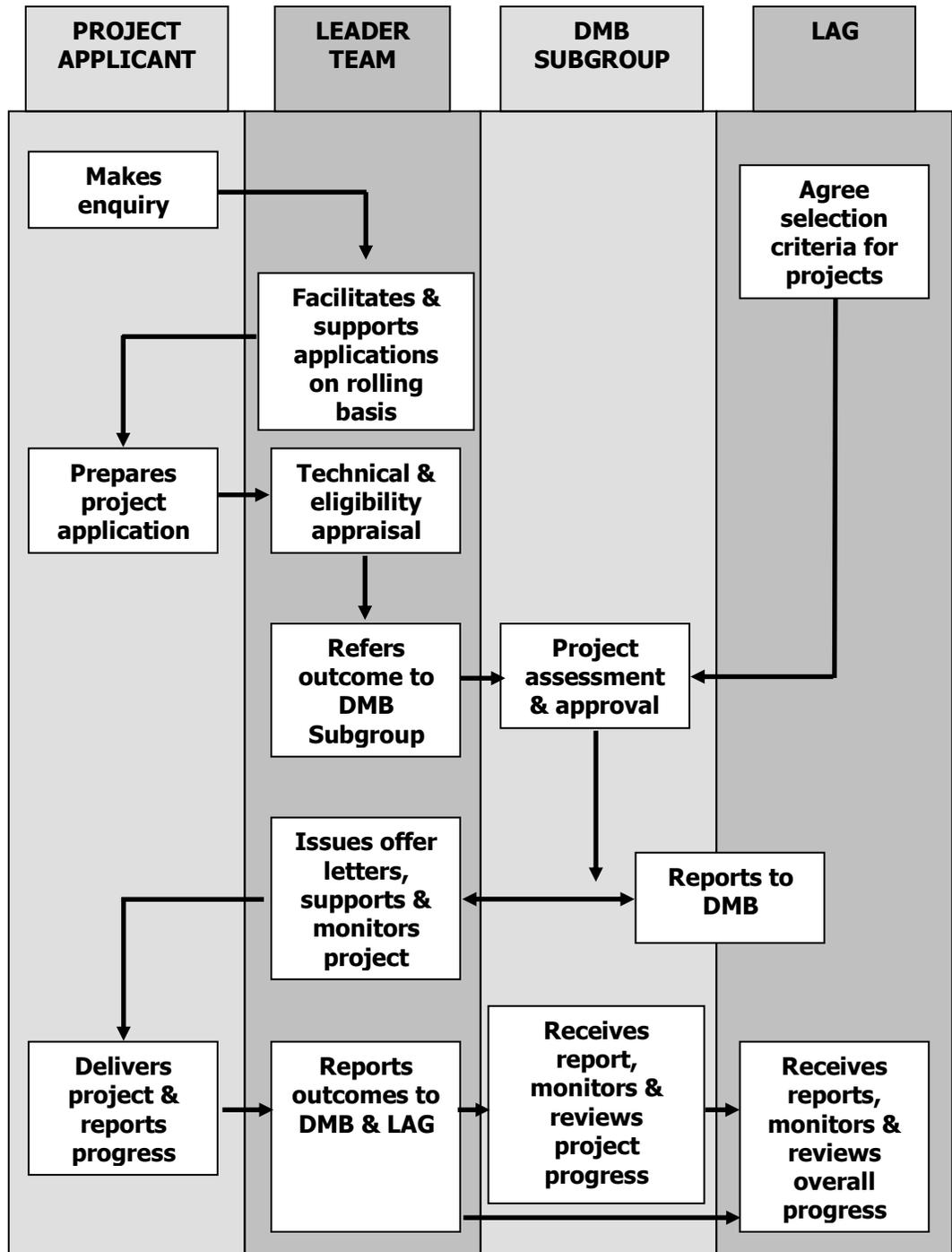
### **3.4 State Aids**

The LEADER Manager will have specific responsibility for ensuring compliance with State Aid regulations; this will form an essential element of the project technical appraisal process. The LEADER Manager will be supported by the Local Authority's Planning and Development Section and where necessary will be expected to liaise directly with relevant Government experts seeking advice as required. Appropriate training in State Aids will be identified and accessed for staff involved.

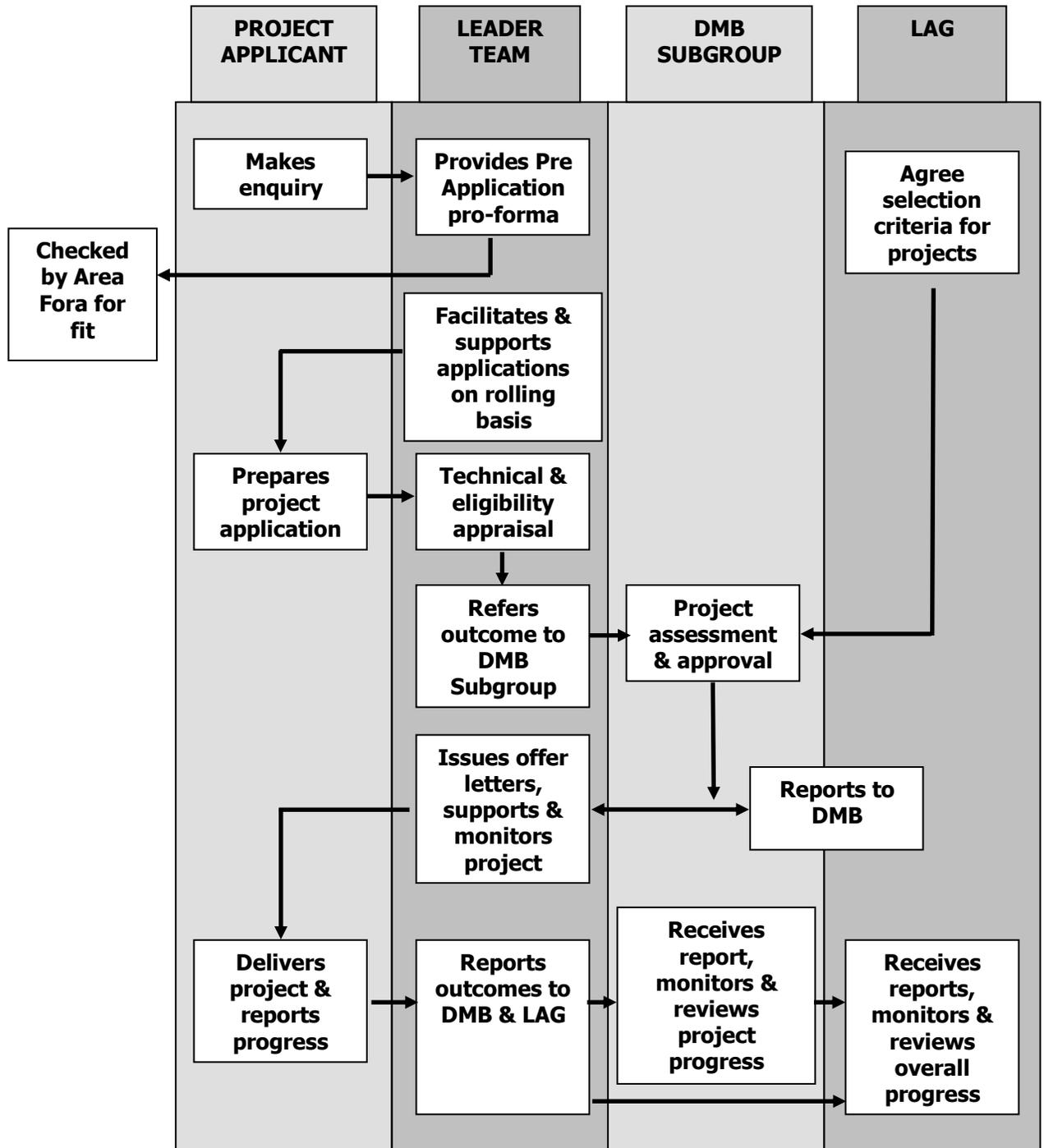
## 4. PROJECT DEVELOPMENT AND APPROVAL PROCEDURE

The three following diagrams provide a schematic representation of the three levels of LEADER project development and decision making procedure.

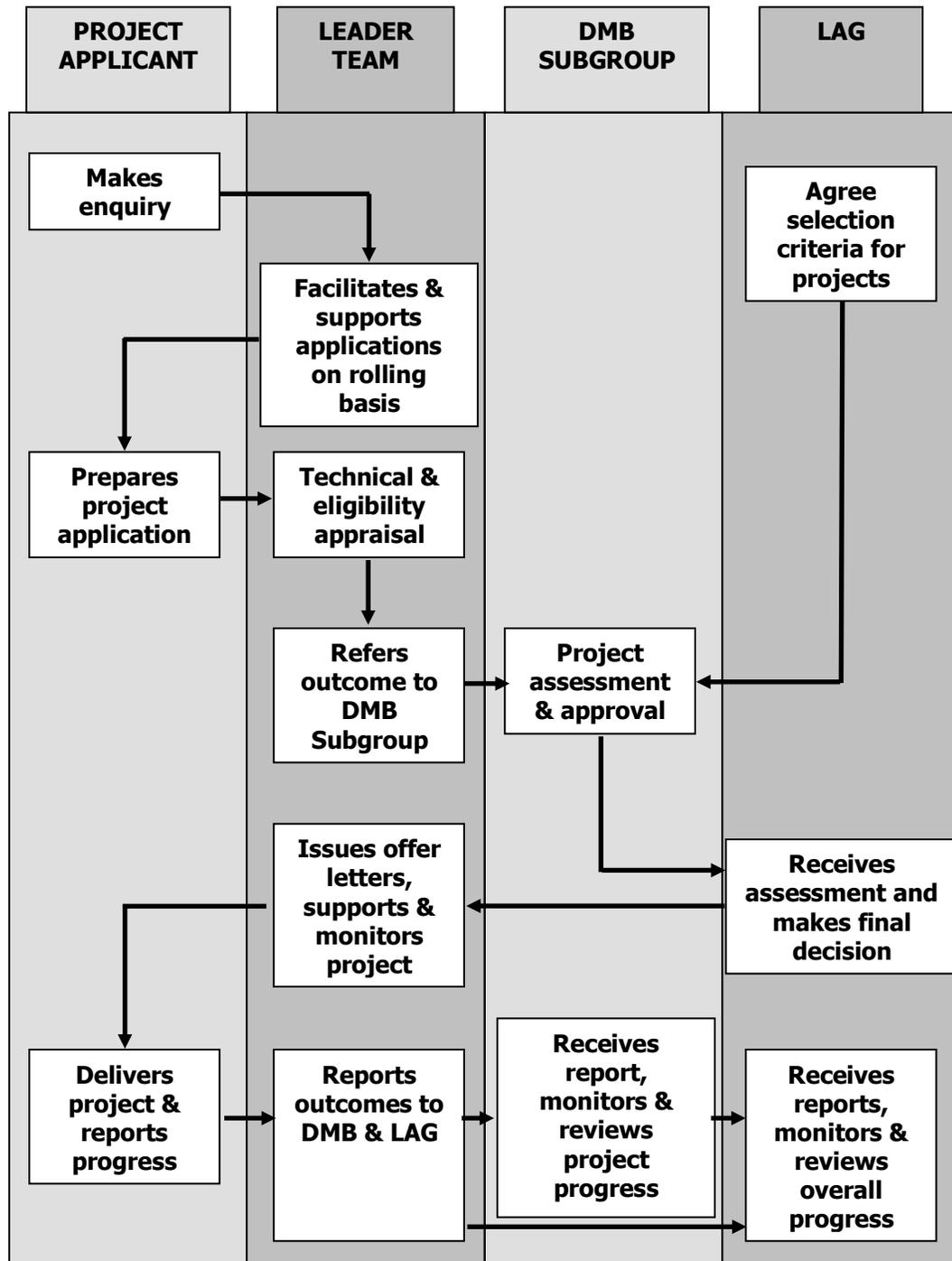
### Project Development and Approval Procedure: £X,XXX of LEADER Funding



**Project Development and Approval Procedure: £X,XXX - £XX,XXX LEADER Funding**



**Project Development and Approval Procedure: Over £XX,XXX LEADER Funding**



Similarly Table 1 below summarises the principal elements of the delivery mechanism and where the associated responsibilities lie.

<b>TABLE 1: SUMMARY OF MAIN DELIVERY RESPONSIBILITIES</b>	
<b>DELIVERY MECHANISM ELEMENTS</b>	<b>MAIN RESPONSIBILITY</b>
Preparation of strategy and business plan for programme	LAG and Rural Development Task Group supported by consultants
Ongoing development of LAG operational strategy and action plan	LAG and LEADER staff team
Development of project quality appraisal standards	LAG and Decision Making Body
Support for the development of projects that fit with the above strategy and criteria	LAG partners and LEADER staff team
Managing and administering the application process	LEADER staff team
Pre appraisal of community fit of projects	Area Forum supported by LEADER staff team
Liaison with RDP delivery staff	LEADER staff team
Technical appraisal and eligibility check including State Aids issues	LEADER staff team (appraisal & assessment separated to meet audit requirements) supported by Local Authority
Monitoring and ensuring complementarity with wider programmes and strategies	LEADER staff team, LAG, CPP, Local Authority and Regional Programme Administration
Assessment process, scoring recommendations	LEADER staff team, DMB (or subgroup) & LAG (appraisal & assessment separated to meet audit requirements)
Monitoring implementation of equal opportunities policy	LAG Manager, DMB and LAG
Project approval	DMB, DMB subgroup & LAG
Issuing of formal offer letter with attached conditions	LEADER staff team
Formal letter of acceptance of grant offer and the associated conditions	Project applicant
Managing and administering the project claims process - financial information and physical progress	LEADER staff team and Local Authority finance team
Issuing payment of LEADER grant to applicants	Local Authority finance team
Programme monitoring through detailed tracking of individual project performance	LEADER staff team and LAG members
Programme level review of performance against strategy	LAG supported by LEADER staff team and Local Authority

#### **4.1 Location and Rationalisation**

The LEADER LAG have agreed that in the first instance the programme staff should be collocated with Local Authority at their premises in XX. There are four principal reasons for this. Firstly XX is the most readily accessible centre for the area covered and for the majority of the rural population. Secondly, the Local Authority has XX wide responsibility and offers strong links to Community Planning, a fundamental of the approach. Thirdly, as part of their contribution to the programme the Local Authority are providing support services for the LAG and LAG team, the use of these services will be optimised through collocation and the costs kept to a minimum.

The final reason relates to the rationalising of the provision of support and services to rural communities in the area which was a key consideration for the LAG in deciding the location of the staff team and office base. Within this the importance of LEADER having its own clear identity is recognised and steps will be taken to maintain this. Current uncertainties over a number of organisational structures militates against collocation with them e.g. Business Gateway and the Local Authority location is therefore thought to offer the best current and potential future fit here.

The team base will be in XX however it is intended to make extensive use of outreach facilities in the rural area such as community halls and other public and community facilities to aid coverage of the rural area. This will include drop in sessions, roadshows and formal meetings and will involve both LAG staff, LAG members and staff from partner organisations.

## **5. COMMUNICATIONS ACTION PLAN**

### **5.1 Introduction**

This section outlines the information and publicity plan for the XX LEADER Programme. It follows guidance produced by the European Commission, and fully addresses the requirements of the Regulation.

### **5.2 Aims**

The aim of the XX LEADER Communications Action Plan is to increase the engagement with and involvement of the potential beneficiaries of the Programme. This will be achieved by raising awareness of the opportunities for such involvement in LEADER and in the development of innovative solutions to local issues and opportunities. The plan further seeks to ensure that the general public is aware of the Programme and the beneficial results and impacts which are being generated for the rural area.

### **5.3 Target Groups**

The following stakeholders will be targeted:

- Regional and local authorities, and other competent bodies;
- Economic and social partners;
- Community and voluntary groups and residents of the Programme Area (particularly those working with women and young people);
- Trade and business organisations (specifically including agriculture, tourism and small and micro business organisations);
- Social enterprises, community facility managers and associated organisations;
- Non-governmental organisations, especially bodies to promote equality;
- Bodies working to protect and improve the environment; and
- Project operators and promoters.

It is essential that these groups be informed of the opportunities made available by the LEADER Programme and also that they be regularly informed of any changes to procedures and practices. In addition, these groups should be informed of the progress the Programme is making towards realising its objectives.

The programme requires that the general public be made aware of the activities and initiatives funded by the Programme, including raising the awareness of the important role played by European Union and RDP support.

## **5.4 Activities**

The following promotion and communication activities will be undertaken:

- The production of a XX LEADER newsletter and web-site;
- Workshops, seminars and conferences;
- The production and distribution of papers and reports, including LAG and DMB reports; and
- The production of press releases and organisation of press briefings.

## **5.5 Transparency**

There will be a presumption that all LAG minutes will be publicly available, except where confidential or sensitive information is involved. Wherever possible, papers will be placed on the LAG web-site to ensure ease of access.

## **5.6 Finance**

The Communications Action Plan will be supported through the allowance for administration. Adequate resources will be allocated to ensure that the objectives of the Communications Action Plan can be achieved.

## **5.7 Lead Officer**

The LAG will take overall responsibility for information and publicity and the Local Authority's Community Planning and Development Manager is nominated as the lead partner. Day to day implementation of this policy will be the responsibility of the Programme Manager who will be supported in this by the Programme Co-ordinator and by the Community Planning and Development Manager.

## **5.8 Applicant Information**

The XX LEADER LAG Communications Action Plan shall ensure that the following information is made available:

- A description of the LAG and its decision making structures, including the membership of any committees and sub-committees;
- A description of the funding application procedures;
- A description of the project application scoring and appraisal system employed; and
- Information and guidance to assist organisations to apply for support.

Information provided will include contact details, names, addresses, email addresses and telephone numbers for the LEADER Team together with LAG contacts and contacts in local, regional and national public, private and voluntary organisations who can explain how the programme operates.

The LAG will seek to involve partner organisations out with the LAG such as vocational training bodies, bodies concerned with employment, business and trade groups, and other non-governmental organisations to ensure that appropriate channels are developed to make potential beneficiaries aware of the opportunities offered by Programme sponsored activity.

## **5.9 General Public Information**

Information aimed at the general public will include:

- Acknowledgement of the role of LEADER funding on all publications, materials and signs associated with projects supported under the Programme;
- Actions to make beneficiaries aware that they are participating in an operation part-financed by the European Union;
- Actions to make the general public aware of the contribution of the European Union LEADER Programme and the RDP; and
- Information on successful project case studies.

## **5.10 LAG**

The LAG will ensure that adequate information is made available about its work and decisions. This will include keeping the media informed of important decisions and progress with the overall implementation of the Programme.

## **5.11 Networking and Cooperation**

All information and materials will be prepared with a view to enhancing the role of the LEADER LAG in cooperating with other LAGs and areas and in participating in LEADER Networks in the UK and overseas.

## **5.12 Publicity Material**

All publicity material will make full reference to the contribution made by the European Union, in line with the Guidance produced by the Commission. Project promoters will be advised of the requirement to contribute to Programme publicity which is associated with the granting of LEADER support.

## **5.13 Initial Programme**

In the first year of LEADER operations the focus of this plan will be on publicising the programme and the opportunity to be involved. This will be undertaken through a programme of workshops and events and through the development of specific publicity and communications mechanisms, website, materials and projects as noted in section 6.

## **6. PLANNED LAG ACTIVITIES**

### **6.1 Immediate**

Following the submission of this strategy and business plan the Rural Development Task Group will continue to work towards the implementation of the new LEADER LAG partnership in XX. The new LEADER programme will be radically different in scale and scope from the previous LEADER+ Programme. As such there will be a requirement to establish this new funding, policy and rural partnership context in the area and the associated processes and systems which this will demand.

There are three key elements of community engagement and involvement associated with this. The first of these will be maintaining, strengthening and building on the demonstrably high level of engagement with rural communities in the area, enhancing communication links, informing them of progress and preparing them for the new programme. The second element will be working to ensure continuity in so far as is possible in ensuring that existing capacity and momentum built under the previous programme can be sustained and potential built upon. Finally through this work it is intended that the role and capability of the partnership will develop further and that its engagement with the rural area will be strengthened.

### **6.2 The Subsequent Stages**

Following the approval of the XX strategy and the formal establishment of the LAG, a three stage and progressive development process is anticipated for the implementation of the programme and the progressive development of the LEADER approach and the associated innovation activity.

- Year 1 will focus mainly on three priorities;
  - further developing the organisational infrastructure, resources and systems which the new programme will require;
  - continuing to build rural development capacity, community engagement and connections, publicising the programme and animating project development activity; and
  - implementing priority pilot and commissioned strategic projects to address immediate needs and priorities, build momentum, demonstrate success and motivate community engagement, involvement and innovation.
  
- Years 2 and 3 will concentrate on;
  - the further development of pilot and strategic projects such as those commissioned by the LAG;
  - continuing support for and animation of community led projects in pursuit of the Area strategic objectives; and

- supporting the development, implementation and delivery of such community led projects and initiatives.
- Years 4, 5 and 6 will see further development of the approach to become more accepted as a natural and mainstream rural development approach in the rural area. A major element of this will be pursuing and supporting increased community involvement in the governance and development of sustainable community led approaches for the post 2013 period.

### **Year 1**

Year 1 activity will concentrate on further developing and extending the implementation of the LEADER programme and method in the area recognising the very substantial changes in scale, scope and management arising by comparison the previous programme and the associated requirements thereof.

Key actions will include:

- Developing the new LAG infrastructure, systems, staffing, establishment and operational model for the new programme;
- LAG staff recruitment and associated induction programme and training;
- Further developing and maintaining liaison and interaction with the LAG partners, the Community Planning Partnership, Regional Programme Administration and associated staffs;
- Further development of operational links with new and existing partner organisations thereby contributing to complementarity and cooperation;
- Identifying and addressing partnership needs associated with the new programme and implementing a programme of LAG induction training in relation to the specifics of the new approach and for those who are new to the programme;
- Project assessment training for new and existing LAG members;
- Project appraisal training for new LAG staff;
- Equality training for LAG members and staff;
- Development of project quality assessment criteria by the DMB for agreement by the LAG;
- Developing a distinct and proactive approach for the LAG to the promotion of innovation;
- Developing the approach to cooperation along with neighbouring LAGs;
- The continued development and extension of effective mechanisms for securing and supporting community engagement and participation;
- Facilitating the mentoring of new or inexperienced community groups who wish to participate by those with stronger experience;
- Working with those groups and communities to support the initiation, development and implementation of projects;
- Identifying and implementing those key pilot and strategic projects which the LAG prioritise; and
- Implementing the publicity and communications strategy, developing the website and other means of communication.

<b>TABLE 2: SUMMARY OF PLANNED LAG ACTIVITIES</b>		
<b>When</b>	<b>Planned Activity</b>	<b>Lead Responsibility</b>
May 08	Strategy and Business Plan submitted	XX LAG
May 08 to July 08	Designing the new LAG infrastructure, systems, staffing, establishment and operational model	XX LAG, Rural Development Task Group
May 08 to July 08	Rolling programme of LAG partnership development, strengthening partnership and community links, liaison with Regional Programme Administration, CPP and staff	XX LAG, Rural Development Task Group and LEADER staff team once appointed
May 08 onwards	Development of operational links; LAG partners and with other organisations	XX LAG, Rural Development Task Group
July 08 onwards	Rolling programme of growing community awareness and engagement through attendance at events etc and specific roadshows etc.	XX LAG, and LEADER staff team once appointed
July 08	Approval of Strategy and Business Plan	Scottish Government
June/July 08	LEADER staff team recruitment	The Local Authority and LAG
July 08	LEADER team induction programme and training	The Local Authority
July 08	Establishment of LAG infrastructure and operating systems	The Local Authority and LAG
July/August 08	Establish operational procedures and systems to run, monitor and evaluate Programme	The Local Authority and LEADER staff team
July 08 onwards	Implement community group mentoring	LAG, LEADER staff team
August 08 – September 08	Project assessment training	LAG and LEADER staff team
September 08 – October 08	Establish project quality assessment criteria	DMB and LAG
August 08 – October 08	Project appraisal and equality training	LAG and LEADER staff team
August 08 – October 08	Developing XX LAG approach to innovation	LAG, DMB & LEADER staff team
August/September 08	LEADER programme launch event	LAG, The Local Authority & LEADER staff team
August 08	Communications Strategy implemented, website development and other communications means initiated.	LEADER staff team
August 08 onwards	Commission pilot and strategic projects	LAG, partners and DMB
August/September 08	Programme opens for direct project applications	LAG and LEADER staff team
August 08 onwards	Project animation with communities, groups, organisations and businesses	LAG and LEADER staff team
September 08 onwards	Instigate programme of regular meetings with neighbouring LAGs to identify cooperation potential and monitor activity	DMB and LEADER staff team
June 09	LEADER event/events to report on progress and promote programme, strategy and action plan	LAG and LEADER staff team

A considerable proportion of this activity will take place under Action 3 of the Programme and will contribute to the RDP outcome Enhanced Development of the Rural Community.

The tables at Section 7 highlight the proposed areas of project activity which it is expected will be addressed in the early stages of the programme.

## 7. ACTIONS PROPOSED

The following tables highlight those early project activities proposed at present which will take place under Actions 1 and 4 and under Action 2, the target groups concerned and the RDP outcomes to which they contribute. These are based on the priorities highlighted through the consultations and LAG discussions. The majority of project actions will emerge as applications in response to the operational strategy and the themes therein. The following specific early actions are proposed at present.

<b>Table 3: Indicative Project Action</b>			
<b>ACTIONS 1 and 4:</b>			
<b>Areas of Project Activity</b>	<b>Indicative Projects</b>	<b>LEADER Theme</b>	<b>SRDP Outcome</b>
Making the best use of community capacity.	Strengthening connections between sectors Rural women’s business network Local identification of skills gaps Project development training Project feasibility Training and workshops on projects natural heritage implications Coordinating and providing advice on local development resources Developing and resourcing a capacity support network	Revitalising Communities	Enhanced Development of the Rural Community Enhanced biodiversity and landscape
Strengthening community facilities.	Local transport projects Innovative local approaches to renewables Social enterprise training through social enterprise network Projects delivering services through community facilities Developing community ownership and management of resources Best practice exchange networks	Revitalising Communities	Enhanced Development of the Rural Community; Business Viability Enhanced biodiversity and landscape
Improving social participation by young people.	Extending the scope and reach of the youth council	Revitalising Communities	Enhanced Development of the Rural Community

LEADER Business Plan

	<p>Developing new opportunities for youth participation as a horizontal element of project development and management</p> <p>Actions which target the involvement of the young in natural heritage initiatives</p>		<p>Enhanced biodiversity and landscape</p>
<p>Increasing value-added in local enterprise.</p>	<p>Cooperative marketing development e.g. textiles and local products</p> <p>Local brand development and marketing linked with local supply chains</p> <p>Trail development linking locations and businesses</p> <p>Diversification and product development research and feasibility</p> <p>Local implementation of a community food initiative</p>	<p>Progressive Rural Economy</p>	<p>Enhanced Development of the Rural Community</p> <p>Business Viability Enhanced biodiversity and landscape</p> <p>Business Viability</p>
<p>Strengthening local services.</p>	<p>Social enterprise training through social enterprise network</p> <p>Development of local service delivery through social enterprise approaches</p> <p>Explore financial engineering solutions to social enterprise development</p>	<p>Progressive Rural Economy</p>	<p>Enhanced Development of the Rural Community</p> <p>Business Viability</p>
<p>Improving economic participation by young and older people.</p>	<p>Intermediate labour market approaches such as engaging young people with agriculture and the natural heritage</p> <p>Skills mentoring projects</p> <p>Business mentoring</p>	<p>Progressive Rural Economy</p>	<p>Business Viability</p> <p>Enhanced Development of the Rural Community</p> <p>Enhanced biodiversity and landscape</p> <p>Business Viability</p>
<p>Supporting economic and environmental actions linked to tourism and leisure.</p>	<p>Sanquhar loch enhancement</p> <p>Path network development and enhancement</p> <p>Watercourse and catchment enhancement and regeneration projects</p> <p>Micro generation linked to tourism initiatives</p>	<p>Progressive Rural Economy</p>	<p>Enhanced biodiversity and landscape</p> <p>Business Viability</p>

<b>ACTION 2 Support for Cooperation between Rural Areas</b>			
<b>Areas of Project Activity</b>	<b>Indicative Partners</b>	<b>LEADER Themes</b>	<b>SRDP Outcome</b>
Developing cross border and transnational initiatives in relation to <ul style="list-style-type: none"> <li>• Tourism</li> <li>• Young people</li> <li>• Micro-enterprise/entrepreneurship</li> <li>• Social enterprise approaches e.g. to service provision</li> </ul>	Aberdeenshire LAG Ayrshire LAG Cairngorms LAG West Lothian LAG South Devon Coastal LAG Scottish Borders LAG Carmausin Des Caussetet du Segala	Progressive Rural Economy	Business Viability Enhanced Development of the Rural Community
Projects based around the common or linked natural and cultural heritage of the area e.g. <ul style="list-style-type: none"> <li>• Coastal communities and marine heritage</li> <li>• Land based industries and culture</li> <li>• River catchments</li> <li>• Outdoor activities</li> </ul>	Aberdeenshire LAG Ayrshire LAG Cairngorms LAG South Devon Coastal LAG	Revitalising Communities  Progressive Rural Economy	Enhanced Development of the Rural Community Business Viability Enhanced biodiversity and landscape
Projects which explore, exchange and transfer best practice and innovation between cooperating areas e.g. in relation to <ul style="list-style-type: none"> <li>• Rural service provision</li> <li>• Rural skills development</li> <li>• Health and natural heritage links</li> <li>• Sustainable community facilities, renewables use and waste management</li> </ul>	Aberdeenshire LAG Ayrshire LAG Cairngorms LAG West Lothian LAG South Lanarkshire LAG	Revitalising Communities  Progressive Rural Economy	Enhanced Development of the Rural Community Business Viability Enhanced biodiversity and landscape
Explore and develop opportunities which arise through similar and complementary initiatives and designations e.g. <ul style="list-style-type: none"> <li>• Transition towns</li> <li>• National Parks</li> <li>• Areas of special scenic or landscape designation</li> </ul>	Aberdeenshire LAG Ayrshire LAG Cairngorms LAG South Devon Coastal LAG South Lanarkshire LAG	Revitalising Communities	Enhanced Development of the Rural Community Business Viability Enhanced biodiversity and landscape

## 8. PROJECT SELECTION CRITERIA

All projects will be subject to a **technical appraisal** by the LEADER team covering issues of eligibility, state aids, competence and realism. Specific criteria to be assessed will include:

- Whether there is a clear and logical description of project objectives, performance indicators and milestones;
- The specificity and realism of targets, indicators and milestones;
- The financial viability of the project, i.e. is the funding package sound, the applicant financially stable, and the costs reasonable?
- Have all necessary permissions and consents been obtained?
- Is the match funding eligible for this purpose (EU Funding regulations);
- Is the match funding supported by evidence of commitment?
- Whether there is a clear project management plan supported by evidence of appropriate skills, experience or track record;
- Whether the applicant has considered the risks and variables which might influence the delivery of their project;
- Whether there is any form of sensitivity analysis i.e. have they taken account of the impact of change;
- Whether the projected benefits are proportionate to the risks; and
- Whether there is clear demonstration of the need for grant aid.

Those responsible at the appropriate level of approval will **assess** all projects against the following selection criteria.

- Strategic coherence: how strongly the project relates to the themes of the strategy and evidence of direct links to local, national and European priorities
- Targeting: whether the project is consistent with the strategy in terms of the target groups and appropriately targeted in the local rural community and strategic plan context;
- Local appropriateness: consistency with local needs, opportunities, demand and appropriateness
- Consistency with Business Plan: whether the scale of the project is appropriate in the context of the development plan with regard to the balance of inputs and outputs and the overall budget;
- Complementarity and strategic integration: the extent to which the project contributes to key local policy themes and integrates or complements activities covered by other relevant initiatives;
- Need: the extent to which there is an identified need for the project, social, environmental or market;
- Demand; the extent to which the project can demonstrate evidence of community, market or business demand, now and in the future;
- Community involvement; the nature and extent of community involvement in the development, delivery, monitoring and evaluation of the project.

- **Additionality:** the extent to which the project would proceed without LEADER support; the extent to which the proposed activity is genuinely additional to the status quo;
- **Displacement:** the extent to which the project is likely to displace existing activity in the area;
- **Leverage:** the financial and other forms of leverage demonstrated by the project;
- **Value for money:** whether the contribution the project makes to the strategy and business plan objectives and performance targets is consistent with the level of assistance sought;
- **Project management:** extent of ability to deliver project and deliver outcomes;
- **Innovation:** the degree of innovation the project demonstrates either in its focus or methodology circumventing barriers to development;
- **Equal opportunities:** the extent of full and equal participation of individuals and social groups by means of relevant policies and methods;
- **Sustainability:** the extent of the projects contribution to sustainable development and evidence of continuing benefit;
- **Environmental impact:** the extent to which the project enhances or protects the environment;
- **Transferability:** the extent and nature of the potential and plans for transferability which has been demonstrated; and
- **Mainstreaming:** the potential of the planned activities for mainstreaming in the local and wider context.

The DMB will refine criteria for the assessment of project quality during the first year of the programme.

## **9. MONITORING AND EVALUATION**

### **9.1 Indicators**

The relevant performance indicators relating to the Actions and selected strategic themes are provided in sections 5.3.1 and 5.3.2 of the strategy. The LAG are aware of the work underway at the time of writing to prepare a common and consistently defined and applied set of core indicators and targets for the programme and will apply these once they are made available. A key role for the LAG and DMB will be the development of further specific indicators which will complement the core indicators and through which the effects of the XX LEADER programme may be more fully captured, demonstrated and understood.

### **9.2 Monitoring**

The XX LEADER programme will monitor the achievement of the physical and financial targets at both project and programme level. Programme monitoring activity will utilise the relevant baseline information and aggregated project performance in terms of the programme output and result indicators (once

agreed). This monitoring information will inform the LAG in the ongoing management, further development and prioritisation of the Programme. LAG members have further agreed that each project should have a monitoring visit from a LAG member, this will inform the overall monitoring process and will contribute to developing the LAGs knowledge and understanding of the supported activity. Reference is made to **Table 1** which outlines the structures which will be employed in this process.

Monitoring of Programme performance will include the following elements:

- An initial review of the development and delivery of the programme undertaken by the LAG at the end of the first 6 months;
- A programme of full annual reviews will be undertaken thereafter by the LEADER manager on behalf of the LAG;
- The preparation of quarterly progress reports to the local Regional Programme Administration and the Government Rural Directorate;
- The LAG will commission an independent mid term review at the end of year 3 of the programme;
- Annual reports will be prepared based on the annual reviews, these will be posted on the local programme website and will be made available to the LEADER Network;
- The Community Planning Partnership will be consulted after the first 12 months of operation, and annually thereafter, as to the impact of the Programme at the community level and the value which has been added to the Community Planning approach; and
- The Regional Programme Administration will be similarly consulted as to the extent to which the programme is seen to have complemented their regional approach to the RDP.

Project monitoring procedures and activities will include the following:

- Specific conditions relating to commitment to and methods of project monitoring will be included in all letters of offer of grant, this will include specification of the appropriate performance indicators to be applied;
- Arrangements for monitoring project physical and financial performance will be required in all applications;
- The LAG Manager and Programme Coordinator will monitor project delivery and outcome reports including project performance against the specified performance indicators;
- As the administrative and financially accountable body the Local Authority will monitor all claims for grant;
- The LEADER Manager and members of the LAG will undertake a programme of spot check monitoring visits on a rolling basis. Each project will be visited at least once during its lifecycle;
- Project promoters will submit interim and final project reports to the Programme Manager as specified in the letters of offer to projects; and

- The LEADER Manager will prepare regular reports on this activity for the DMB and the full LAG. This will be incorporated in the programme review and reporting process.

In the event of any significant variation or discrepancy in either physical or financial performance from the basis of the offer of grant this will be subject to a formal report to the LAG (via the DMB in the first instance) and the Local Authority as the administrative and financial lead body. Where necessary this will then be referred to the Government Rural Directorate.

## 10. FINANCIAL INFORMATION

### 10.1 Sources of Match Funding

The LAG have agreed that a common intervention rate should apply to support delivered under LEADER and Convergence funding delivered through LEADER. EAFRD LEADER funds are co-financed by the Scottish Government, each Pound of LEADER funding awarded to the LAG will comprise 35% EAFRD and 65% Scottish Government co-finance. As Convergence funding is not similarly co-financed by the Scottish Government local public co-finance is required, each Pound of Convergence funding will therefore comprise 35% EAFRD and 65% local public co-finance. Local public sector co-finance for Convergence funding is predicated on substantial resources being made available through Common Good Funds in the Convergence eligible area. This funding remains to be confirmed. There are a total of five common good funds in the LEADER eligible area.

Project applicants will then be expected to provide match funding for projects submitted under both LEADER and Convergence funds on a Pound for Pound basis. Match funding for the programme at this level will be drawn from public, private and community resources. A level of in-kind match funding contribution is anticipated within this which will be quantified, approved and reported within the eligibility parameters specified by the Scottish Government.

Total public sector match funding for projects is estimated at £X,XXX,XXX. The Local Authority will provide the single largest component of public match anticipated by way of a core contribution. This will comprise a £XXX,XXX cash contribution per annum together with an estimated further £XXX,XXX of total in-kind contributions. The main components of this will be provision of senior management and financial administration support, office accommodation and services. The balance of public sector match funding is expected to arise on a project by project basis. The Local Enterprise Company have already identified a total of £XXX,XXX which will be committed to two of their priority areas of work where projects are expected to come forward early in the programme period. Other partners consulted were unable to commit themselves beyond this. The figures provided are therefore indicative but are thought to represent a realistic estimate of the available project match. A full breakdown of potential match funding contributions is provided at Table 5.

The split between Action 1 and Action 2 is indicative at this stage and assumes that X% of total LEADER project costs will arise under Action 2. This is believed to be realistic based on previous experience, the increased budget and scope of the programme, the level of interest and the identified potential. This balance will be subject to review in the light of annual performance.

Administration costs are set at X% of the total programme budget.

## 10.2 Section D: Financial Information

The following funding tables assume that the requested allocation of EAFRD under the Convergence strand is fully matched on a 65/35 basis by local public funds available from Common Good Funds in the eligible area. The average grant rate shown is therefore that which applies at the project level.

**Table 1**  
**Total Eligible Costs £000's**

<b>Cost Profile</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>total</b>
<b>Indicative Project Cost Action 1</b>							
<b>Indicative Project Cost Action 2</b>							
<b>Indicative Admin Cost Action 3</b>							
<b>Total</b>							
<b>Average grant rate %</b>							

**Table 2**  
**Sources of funding for eligible costs £000's**

<b>Funding Profile</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>Total</b>
<b>Leader Funding</b>							
<b>Public Sector Match Funding (Local Authorities, LECs etc)</b>							
<b>Private Sector Match Funding (Private businesses, loans, trusts etc.)</b>							
<b>Total</b>							

**Table 3 Funding Profile £000's**

	<b>Total Eligible Expenditure (a)</b>	<b>Proposed Average Rate of Grant (b)</b>	<b>LEADER Budget Bid ( = a x b)</b>
<b>Local projects (Action 1)</b>			
<b>Cooperation (Action 2) 1 within Scotland 2 Within UK 3 International</b>			
<b>Admin Costs (Action 3)</b>			

**ANNEX 1**

## LOCAL AUTHORITY

### EQUAL OPPORTUNITIES IN EMPLOYMENT POLICY

#### 1.0 INTRODUCTION

- 1.1 The Local Authority believes in and is committed to the principle of equality of opportunity. The Local Authority recognises its responsibilities as an employer to encourage the fair treatment of all employees and job applicants and the benefits this brings to the Local Authority and its employees.
- 1.2 Whilst it is recognised that deep rooted misconceptions and prejudices are difficult to change, the policy will enable the Local Authority to follow through this commitment and go above and beyond the relevant employment legislation.
- 1.3 The policy applies to all managers, employees and prospective employees of the Local Authority and is fully supported and endorsed by both the elected members and Chief Executive.

#### 2.0 POLICY STATEMENT

- 2.1 ***We are committed to ensuring the fair and equal treatment of all employees and job applicants.***
- 2.2 We aim to ensure:
  - No-one receives less favourable treatment on any grounds including age, sex, marital status, colour, race, political or religious belief, disability, sexual orientation;
  - There is no discrimination in employment and that decisions on recruitment, promotion, training and development, and terms and conditions are based solely on job related ability and merit;
  - All Managers and employees accept their responsibilities for good equal opportunities practices and work together towards a positive approach and a culture of fairness and equal treatment for all.
- 2.3 ***We oppose all forms of discrimination, direct or indirect, and aim to eliminate discriminatory practice and promote measures to combat its effects***

#### 3.0 RESPONSIBILITIES

- 3.1 **The Local Authority as an employer will:**
  - Promote equal opportunities in all aspects of employment;
  - Ensure that all managers and employees are trained in their responsibilities regarding equal opportunities;
  - Fully investigate all complaints of discrimination;

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- Monitor the effectiveness of the policy and identify practices that maybe discriminatory.

### 3.2 **Employees of the Local Authority must:**

- Adhere to the Local Authority commitment to equality of opportunity in their work;
- Work together towards a culture of fairness and equal treatment for all;
- Not themselves or encourage others to practice discrimination;
- Advise management if they suspect that discrimination is taking place;
- Not victimise anyone who makes a complaint or aids a complainant.

## 4.0 **CLAIMS OF DISCRIMINATION**

4.1 The Local Authority will deal promptly and effectively with all allegations of discrimination in employment. All complaints must be addressed to the Personnel Services Manager. Assistance may also be available from a Trade Union Official, the Commission for Racial Equality or the Equal Opportunities Commission.

4.2 ***All complaints of discrimination will be taken most seriously and disciplinary action may be taken against any participant***

## 5.0 **RELEVANT LEGISLATION**

Sex Discrimination Act (1975)

Race Relations Act (1976)

Disability Discrimination Act (1995)

Rehabilitation of Offenders Act (1974)

Equal Pay Act (1970)

## **ANNEX 2**

**LEADER PROGRAMME - JOB DESCRIPTION****(1) JOB IDENTITY**

<b>POST TITLE:</b>	Programme Manager	<b>DEPARTMENT:</b>	Chief Executive
<b>SECTION:</b>	Chief Executive	<b>LOCATION:</b>	Local Authority HQ
<b>REPORT TO:</b>	Community Planning and Development Manager		
<b>GRADE:</b>	Grade 9	<b>POST NO:</b>	

**(2) JOB PURPOSE AND WAY OF WORKING**

Employed through the Chief Executive's team the LEADER Programme Manager will have a key responsibility for delivering the aims and objective of the LEADER Strategy and Business Plan on behalf of the Local Action Group (LAG). The Programme Manager will be supported by the Project Co-ordinator and will work closely with and support the LAG.

The LEADER Programme, an EU funded initiative, is a partnership approach to rural development which seeks to engage and involve communities and develop their capacity to deliver an area based rural development strategy. It is based on a bottom up approach to rural development and values innovation and risk taking.

The post holder will be directly responsible for the day to day management of the programme and the delivery of the strategy. The Programme Manager will be required to develop and drive rural development activity in the area.

**(3) MAJOR TASKS**

- 3.1 To provide animation and facilitation of community involvement and aid in dynamic project development.
- 3.2 To manage the LEADER Programme on behalf of the Accountable Body and the LAG.
- 3.3 Liaise with Partners and other relevant organisations.

**(4) REPORTING RELATIONSHIPS** This job is indicated by \*

Chief Executive  
|  
Community Planning and Development Manager  
|  
LEADER Programme Manager \*  
|  
LEADER Programme Co-ordinator

***SIGNATURES AND ADMINISTRATION ONLY***

<i>Author's Signature:</i>	<i>Validator's Signature:</i>	<i>Date:</i>
<i>Postholder's Name:</i>	<i>Signature:</i>	<i>Date:</i>
<i>Supervisor's Name:</i>	<i>Signature:</i>	<i>Date:</i>

**(5) DUTIES TYPICALLY INCLUDE:****5.1 To provide animation and facilitation of community involvement and aid in dynamic project development.**

- 5.1.1 To provide advice and support to project promoters.
- 5.1.2 To provide animation for communities and promote and publicise LEADER throughout the area.
- 5.1.3 To respond to enquiries regarding potential project ideas
- 5.1.4 To identify and maximise additional funding sources.

**5.2 Liaise with Partners and other relevant organisations.**

- 5.2.1 To liaise and communicate with rural communities, strategic partners including the Regional Programme Administration (RPA), The Local Authority (TLA), Community Planning team and Local Area Fora.
- 5.2.2 To liaise with the Accountable Body.
- 5.2.3 To liaise with the Managing Authority.
- 5.2.4 To take part in Co-operation and Networking both locally and nationally.

**5.3 To Manage the LEADER Programme on behalf of the Local Action Group**

- 5.3.1 To monitor the physical and financial performance of the Programme and report on the progress to the Decision Making Body (DMB) and the LAG.
- 5.3.2 To manage any Delegates Authority Schemes.
- 5.3.3 To manage the physical and financial reporting of the Programme
- 5.3.4 To technically appraise Project applications.
- 5.3.5 To monitor projects and attend monitoring visits.
- 5.3.6 To measure and review the progress on an annual basis.
- 5.3.7 Management of the LEADER Team.

**6. Undertaking duties and generally acting in the best interest of the Local Action Group and the Local Authority (Appendix A) in accordance with its stated aims.****7. The above is an indication of the duties which will normally be expected of this post. However, it is not an exhaustive list and the post holder may be required to undertake other duties, which are within the scope of the post. The post may develop with changing work methods and to address service priorities, therefore the duties detailed will be subject to reasonable change. There is a requirement that all employees work flexibly and co-operatively to ensure that service priorities are met.**

**The above is intended to provide a clear but concise statement of the present MAJOR TASKS and ACTIVITIES of the job. It is not an exhaustive list of all its detailed duties.**

### **Principal Responsibilities**

- To undertake duties and generally act in the best interests of the Local Action Group and the Local Authority.
- Organising and prioritising workload in an efficient manner and completing tasks satisfactorily within prescribed time periods.
- Acting properly, honestly and courteously and in the best interests of the Local Action Group, Department and the Local Authority at all times.
- Adopting helpful, positive and friendly communication methods when dealing with all contacts (orally, by telephone and in writing).
- Carrying out all tasks in a competent satisfactory level and to strive continually to improve personal effectiveness by maintaining and enhancing a knowledge of the appropriate key elements of the post including relevant legislation, precedent and best practice elsewhere.
- To take a positive approach to the professional and technical aspects of the job.
- To comply with Departmental and Local Authority personnel welfare and Health and Safety procedures.

**LEADER PROGRAMME - PERSON SPECIFICATION**

**Post:** LEADER Programme Manager

**Department:** Chief Executive

**Date Specification Completed:** 8<sup>th</sup> May 2008

**Prepared By:** Community Planning and Development Manager

**Note:** Any disabled applicant who meets the essential criteria for the post is guaranteed an interview.

<b>ATTRIBUTES</b>	<b>ESSENTIAL</b> <i>The minimum acceptable levels for safe and effective job performance</i>	<b>DESIRABLE</b> <i>The attributes of the ideal candidate</i>
<b>(1) Experience</b>	<ul style="list-style-type: none"> <li>• Knowledge and experience of operating in community economic development;</li> <li>• Experience of working with public, community economic development;</li> <li>• Knowledge and understanding of project match funding requirements;</li> <li>• An understanding of issues and opportunities facing rural communities;</li> <li>• Financial Management at a Programme level;</li> <li>• Project Development skills</li> </ul>	<ul style="list-style-type: none"> <li>• Local knowledge of local or immediate area;</li> <li>• Team management;</li> <li>• Experience in managing / delivering grant aid schemes.</li> </ul>
<b>(2) Education and qualifications*</b>	<ul style="list-style-type: none"> <li>• Educated to Degree level in a relevant subject area or have exceptional work experience.</li> </ul>	<ul style="list-style-type: none"> <li>• Rural / Economic Development Qualification.</li> </ul>
<b>(3) Skills/abilities</b>	<ul style="list-style-type: none"> <li>• Excellent oral and written communication skills;</li> <li>• Good management and motivational skills;</li> <li>• Ability to work in partnership as part of a team and individually;</li> <li>• Commitment to partnership working</li> <li>• Ability to take ownership of diverse workload;</li> </ul>	<ul style="list-style-type: none"> <li>• Presentation skills</li> </ul>

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<b>ATTRIBUTES</b>	<b>ESSENTIAL</b> <i>The minimum acceptable levels for safe and effective job performance</i>	<b>DESIRABLE</b> <i>The attributes of the ideal candidate</i>
	<ul style="list-style-type: none"> <li>• Demonstrate flexible and innovative approaches to working with communities and partners.</li> </ul>	
<b>(4) Inter-personal and social skills</b>	Be able to communicate to people from all walks of life	Good sense of humour
<b>(5) Health and physical attributes</b>	Full driving licence.	General good health.
<b>(6) Integrity</b>	Where appropriate be able to respect confidentiality of information entrusted.	Completely trustworthy and discrete.

**LEADER PROGRAMME - JOB DESCRIPTION****(1) JOB IDENTITY**

**POST TITLE:** Programme Co-ordinator    **DEPARTMENT:** Chief Executive  
**SECTION:** Chief Executive                      **LOCATION:** Local Authority HQ  
**REPORT TO:** LEADER Programme Manager  
**GRADE:** Grade 6                                      **POST NO:**

**(2) JOB PURPOSE AND WAY OF WORKING**

The post holder will report to the Programme Manager and work as part of a team to provide a comprehensive administration support service to the LEADER Programme and the Local Action Group (LAG)

The LEADER Programme, an EU funded initiative, is a partnership approach to rural development which seeks to engage and involve communities and develop their capacity to deliver an area based rural development strategy. It is based on a bottom up approach to rural development and values innovation and risk taking.

**(3) MAJOR TASKS**

- 3.1 To provide first point of contact for the LEADER Programme.
- 3.2 To provide comprehensive administration support to the LEADER Programme Manager and the LAG.
- 3.3 To develop and maintain key information and quality systems.
- 3.4 Liaise with other relevant departments and organisations.

**(4) REPORTING RELATIONSHIPS** This job is indicated by \*

Chief Executive  
|  
Community Planning and Development Manager  
|  
LEADER Programme Manager  
|  
LEADER Programme Co-ordinator \*

*SIGNATURES AND ADMINISTRATION ONLY*

<i>Author's Signature:</i>	<i>Validator's Signature:</i>	<i>Date:</i>
<i>Postholder's Name:</i>	<i>Signature:</i>	<i>Date:</i>
<i>Supervisor's Name:</i>	<i>Signature:</i>	<i>Date:</i>

**(5) DUTIES TYPICALLY INCLUDE:****5.1 To provide first point of contact for the LEADER Programme**

- 5.1.1 To respond promptly to all enquiries.
- 5.1.2 To provide advice and guidance to potential and project promoters.
- 5.1.3 To appraise submitted projects in terms of eligibility, relevance and strategic fit
- 5.1.4 To provide assistance in project planning and monitoring

**5.2 To provide comprehensive administration support to the LEADER Programme Manager and the LAG.**

- 5.2.1 To provide secretarial support to the LAG, comprising compilation and circulation of agenda, preparation of papers, taking minutes of meetings etc.
- 5.2.2 To assist in the collation of statistical information for the evaluation of associated projects in accordance with agreed outputs / targets.
- 5.2.3 Issuing of offer letters of offer of grant as instructed by the LAG or DMB.
- 5.2.4 The sourcing and collation of the information and materials for inclusion in programme publicity and the web site.

**5.3 To develop and maintain key information and quality systems**

- 5.3.1 Administer and record Project Claims ensuring prompt payment.
- 5.3.2 To construct a framework for monitoring physical and financial performance of projects, ensuring a robust audit trail.
- 5.3.3 Maintain programme physical and financial records and project files.

**5.4 Liaise with other relevant departments and organisations**

- 5.4.1 To liaise with the Local Authority Community Planning Partnership team.
- 5.4.2 Liaison with LAG partners and appropriate staff.
- 5.4.3 To work in partnership with other organisations to promote the objectives of the LEADER Programme.
- 5.4.4 From time to time carry out specific tasks as directed by the LEADER Programme Manager.

**6. To be responsible for elements of facilitation and animation with projects and communities.****7. Undertaking duties and generally acting in the best interest of the Local Action Group and the Local Authority (Appendix A) in accordance with its stated aims.****8. The above is an indication of the duties which will normally be expected of this post. However, it is not an exhaustive list and the post holder may be required to undertake other duties, which are within the scope of the post. The post may develop with changing work methods and to address service priorities, therefore the duties detailed will be subject to reasonable change. There is a requirement that all employees work flexibly and co-operatively to ensure that service priorities are met.**

**The above is intended to provide a clear but concise statement of the present MAJOR TASKS and ACTIVITIES of the job. It is not an exhaustive list of all its detailed duties.**

APPENDIX A

**Principal Responsibilities**

- To undertake duties and generally act in the best interests of the Local Action Group and Local Authority.
- Organising and prioritising workload in an efficient manner and completing tasks satisfactorily within prescribed time periods.
- Acting properly, honestly and courteously and in the best interests of the Local Action Group, Department and the Local Authority at all times.
- Adopting helpful, positive and friendly communication methods when dealing with all contacts (orally, by telephone and in writing).
- Carrying out all tasks in a competent satisfactory level and to strive continually to improve personal effectiveness by maintaining and enhancing a knowledge of the appropriate key elements of the post including relevant legislation, precedent and best practice elsewhere.
- To take a positive approach to the professional and technical aspects of the job.
- To comply with Departmental and Local Authority personnel welfare and Health and Safety procedures.

**LEADER PROGRAMME - PERSON SPECIFICATION**

<b>Post:</b>	LEADER Programme Co-ordinator
<b>Department:</b>	Chief Executive
<b>Date Specification Completed:</b>	8 <sup>th</sup> May 2008
<b>Prepared By:</b>	John Ferguson, Community Planning and Development Manager

**Note:** Any disabled applicant who meets the essential criteria for the post is guaranteed an interview.

<b>ATTRIBUTES</b>	<b>ESSENTIAL</b> <i>The minimum acceptable levels for safe and effective job performance</i>	<b>DESIRABLE</b> <i>The attributes of the ideal candidate</i>
<b>(7) Experience</b>	<ul style="list-style-type: none"> <li>Competent knowledge of Microsoft packages Word and Excel;</li> <li>Good knowledge of local district.</li> </ul>	<ul style="list-style-type: none"> <li>2 – 3 years experience in similar position;</li> <li>An understanding of the issues facing rural communities;</li> <li>Knowledge of community economic development;</li> <li>Knowledge of funding procedures and match funding concept.</li> </ul>
<b>(8) Education and qualifications*</b>	<ul style="list-style-type: none"> <li>Standard Grade in English and Arithmetic or equivalent.</li> </ul>	
<b>(9) Skills/abilities</b>	<ul style="list-style-type: none"> <li>Good communication skills both written and oral;</li> <li>Ability to work calmly and efficiently under pressure;</li> <li>Confidence and ability to work with a minimum of supervision;</li> <li>Effective time management skills;</li> <li>Team worker.</li> </ul>	<ul style="list-style-type: none"> <li>Financial management skills.</li> </ul>
<b>(10) Inter-personal and social skills</b>	Be able to communicate to people from all walks of life	Good sense of humour
<b>(11) Health and physical attributes</b>	Full driving licence.	General good health.

LEADER Business Plan

<b>ATTRIBUTES</b>	<b>ESSENTIAL</b> <i>The minimum acceptable levels for safe and effective job performance</i>	<b>DESIRABLE</b> <i>The attributes of the ideal candidate</i>
<b>(12) Integrity</b>	Where appropriate be able to respect confidentiality of information entrusted.	Completely trustworthy and discrete.