Cairngorms Local Development Strategy 2014-2020
Themes and Outcomes

theme	outcome
1. Build community capacity to facilitate and support local development through partnership working	1. Communities and businesses are more sustainable through innovation and knowledge sharing by 2020
	2. Community members are more active in determining what happens in their communities by 2020.
2. Grow the economy of the park by strengthening existing business sectors, supporting business start usp and diversification, and increasing the number of workers employed in the Park.	3. More training, jobs and employment opportunities for people living and/or working in the National Park by 2020.
	4. A growing and more diverse economy in the Park by 2020.
	5. Improvement in the basic wages in the National Park and less seasonality in employment by 2020.
3. Attract, support and retain young people in the National Park	6. There will be a sustained increase in attracting and retaining young people living, leaning and working in the National Park 2020.
	7. Increased access to training opportunities and for Park residents, including further and higher education
4. Improve transport, connectivity and service provision.	8. There will be an increase in the community service provision by 2020.
	9. People have access to improved affordable transport networks by 2020
	10. Communities have equality of access to next generation 24 meg plus broadband by 2020.
5. Protection and enhancement of the National Park landscape, wildlife and local heritage.	11. Communities gain skills and knowledge to engage in preserving and enhancing the Park landscape, wildlife, local heritage and wider environment by 2020.
	12. Reduction of the carbon emissions of the National Park by 2020.
6. Excellence in sustainable tourism and recreation to enhance enjoyment of residents and visitors.	13. A more resilient, competitive, better quality and diverse tourism sector benefitting all communities by 2020.
	14. the Park's recreation opportunities will improve the health and enjoyment of residents and visitors
	15. Improve equality of access to opportunity, support and services for all individuals and communities by 2020.

LEADER BUSINESS PLAN

2014- 2020

This template should be read in conjunction with the supporting guidance. Please complete the required sections providing supporting data where necessary in an Annex at the back the template. The purpose is to collect information to ensure the requirements of EC 2013/13 are provided as part of the Business Plan.

The Cairngorms Local Action Group
Contact: Alice Mayne
Grants Manager
Cairngorms Local Action Group
Cairngorms National Park Authority
Direct line: 01479 870515
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Please provide **in the box above** the **LAG name**, and **contact details** for feedback on the Business Plan (include main e-mail contact).
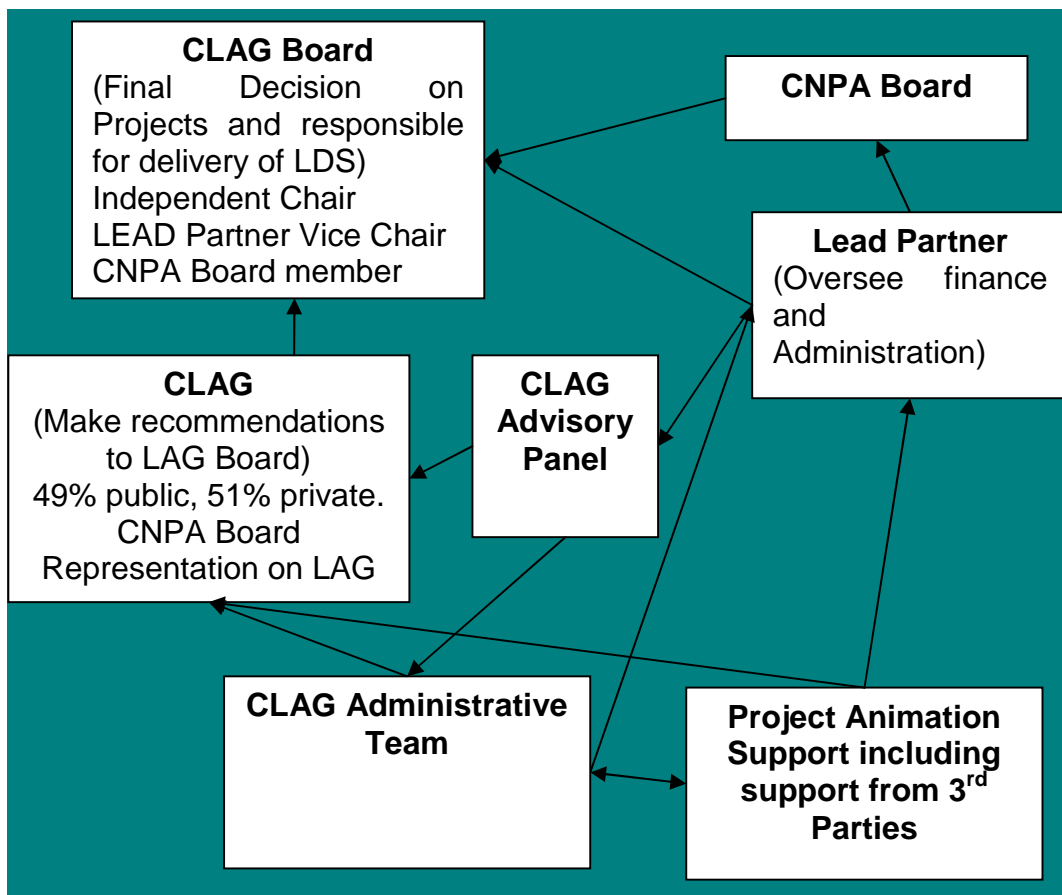
Governance

- Outline below the proposed procedures that will deliver the aims and objectives of your LDS. This should outline information on the Lead partner and include a delivery model and any process maps(which can be in an Annex)

- Outline the proposed operational structure of the LAG and staffing structure including job descriptions.

- Set out below the **proposed decision-making procedures, including the use and role of subgroups or advisory groups**

Detail here -

The Cairngorms National Park LEADER area has agreed new procedures to enable delivery of the aims and objectives of the 2014-2020 Local Development Strategy (LDS) as effectively as possible. These procedures have been widely consulted on and signed off by the shadow Cairngorms Local Action Group (CLAG). They have been designed in

response to feedback gathered through an external evaluation of the previous programme, widespread stakeholder consultation, and feedback from previously funded organisations. They are also a response to the Scottish Government's desire to see programmes operating in more strategic ways than in the previous programme.

It is proposed that the CLAG establishes an incorporated body with a constitution and a board, with the Cairngorms National Park Authority (CNPA) acting as Lead Partner. This structure is shown in the diagram below and further described later in this section.

Formal governance for the LEADER programme 2014-2020 will be the responsibility of a CLAG Board, i.e. the Board of the incorporated body. Decisions taken by the board will be informed by recommendations made by the CLAG through which the operations of the LEADER programme will be focused. The Lead Partner will host the CLAG administrative team responsible for day-to-day delivery of the programme. The roles and responsibilities of each of these bodies are described below.

Terms of reference for the CLAG, the CLAG Board and Lead Partner are contained in Appendix 1.

CLAG Board

The CLAG Board will consist of a sub-set of CLAG members who will take on the role of Directors of the incorporated body. The Board will include the CLAG chair as chair of the CLAG Board and the responsible Director of the lead partner as Vice Chair to ensure

strong linkages between the CLAG, the Board of its incorporated entity and the supporting lead partner.

A final decision on the incorporation of the entity, and form of incorporation, will be taken by the end of 2014 to allow for further feedback from Scottish Government and the lead partner.

The CLAG Board will have final approval and decision making on award of grants and will oversee all aspects of LEADER activities. Key responsibilities will include setting and monitoring operating budgets, resolution of disputes, monitoring and evaluation of LDS delivery and commission of projects to support LDS delivery.

CLAG

The 2014-2020 LEADER programme will continue to have its operations focused through the CLAG. This grouping brings together representatives of the key stakeholders who have been active in developing the Local Development Strategy (LDS) and who retain a key interest in its successful delivery.

The CLAG is charged with fulfilling the requirements of Article 34 of EU Regulation 1303/2013 [the Common Provisions Regulation] amongst which are:

- proactive identification of the forms of activity required to deliver the LDS and of potential delivery agents;
- coordinating and funding animation activity to help ensure these activities take place;
- considering funding priorities, including bids for challenge funds and allocation of budgets to more targeted, non-challenge fund delivery areas.

To be effective, the CLAG operation retains a need for widespread buy-in and broad based participation. A skills matrix has been established to help identify the range of skills, knowledge and representation required on the CLAG to deliver the LDS and to support recruitment processes for the CLAG throughout the programme period.

Further information on the CLAG members and responsibilities are in Appendix 4.

CLAG Advisory Panel

The CLAG Advisory Panel will operate alongside the CLAG and will comprise a range of specialist experts whose assistance and input can be called on to support the work of the CLAG. This mechanism will give the benefit of additional expertise without their need to commit to being full-time CLAG members and associated responsibilities. The membership of the advisory panel will not be limited, and may grow or shrink depending on the needs of the programme. It is not anticipated that this panel will meet on a regular basis, if at all, nor indeed necessarily function as a group but rather a selection of individuals who are expert advisors to the programme.

Composition of the advisory panel will be regularly reviewed by the CLAG and the process of appointing new members will also lie with the CLAG.

LEAD PARTNER - CNPA

The CNPA will act as lead partner and will be responsible for the receipt and effective stewardship of all Cairngorms LEADER resources made available by Scottish Government as the Managing Authority. The CNPA will supply cash flow financing for the CLAG and provide support on financial and management accounting, creditor payments, and grant disbursements. As detailed below the CNPA will be the employing organisation for any staff required by the CLAG. In addition the CNPA will deliver any specific services and provide such facilities as are set out in a service level agreement (SLA) between the Managing Authority and Lead Partners.

The CNPA will appoint a Director as the responsible senior manager for oversight and discharge of its obligations as lead partner. The nominated Director will have lead oversight of delivery against SLA requirements and will liaise as necessary between the CLAG and lead partner in effective discharge of the SLA. The nominated Director will take lead responsibility on behalf of the lead partner and CLAG for liaison with the Managing Authority and will be Vice Chair of the CLAG and a member of the CLAG Board.

CLAG Administrative Team

The CNPA as lead partner will be responsible for overseeing the administration of the Cairngorms LEADER Programme. It will act as employer for and host all staff required by the CLAG. The CNPA will also provide all office and support facilities, working capital/cash-flow finance, creditor payments and other financial support functions.

The CLAG Administrative Team will have responsibility for administering applications and claims, liaising with potential applicants and funded projects, monitoring progress, undertaking development work and training, implementing the communications plan, administering funds and servicing the CLAG and CLAG Board. This staff team will be managed by the CLAG to deliver the Cairngorms LEADER Programme within the context of the Cairngorms Local Development Strategy and to monitor delivery of the Cairngorms Local Development Strategy. The administration function will comply with audit requirements set at EU and SG level and deliver against the lead partner Service Level Agreement responsibilities.

The CLAG will be responsible for ensuring that the administration is carried out to implement the Cairngorms LDS. The administrative team will provide management information on all aspects of monitoring and evaluation of the programme, to support the CLAG in ensuring that the LDS is being delivered.

The CLAG administrative team will support initiatives which deliver the LDS with LEADER investment and any other funds administered by the CLAG, such as a small grants scheme or administration of donations received, pursuant to the CLAG's delivery of the LDS.

The CLAG will delegate responsibility for the appointment of an appropriate staffing resource to administer the programme to the Lead Partner, according to EU and SG requirements and in accordance with the Service Level Agreement set by Scottish Government as the Managing Authority. However, the CLAG will monitor administrative implementation of the programme and will requests changes to the structure and resource

available accordingly. Based on previous programme experience and guidance issued from the Scottish Government for administration and animation staffing initial requirements have been identified for the project design, initiation and implementation as detailed in appendix 3.

The administrative team will undertake due diligence work to ensure that delivery is compliant with EU, SG and Lead Partner audit requirements. This will include scrutiny of applicant governance arrangements, administration systems, capacity to deal with any planned project staffing, capacity to measure and report on performance and ability to deliver outputs and outcomes according to the project plan.

The administrative team will be able to access specialist advice from the lead partner in undertaking its role.

Administrative costs will be part funded under the administrative element of the Cairngorms LEADER allocation and part funded by CNPA.

LAG Membership

- Outline below the membership of the LAG including the legal structure of the LAG

- Outline below the selection process for LAG members, how members will/ have been recruited, how long for, and what will be expected of LAG members- skills and experience and link with LDS

Detail here

During the transition process to the LEADER 2014-2020 programme the Cairngorms Local Development Strategy Working Group, comprising members of the CLAG 2007-13 and additional stakeholders, drew up a skills matrix. This skills matrix took account of a range of critical factors including thematic expertise and specific skills and attributes. These included: community development experience; experience of partnership working and networking; financial management; knowledge of funding; business planning experience. The full skills matrix is in Appendix 2.

The Cairngorms Local Development Strategy Working Group nominated a sub-group to oversee the transition period, form the basis for the CLAG and recruit members to complete the CLAG for the 2014-2020 programme. These initial CLAG members represent key stakeholders and bring elements of essential knowledge and experience, both aspects of which help fulfil some elements of the CLAG skills matrix. The recommendation is for a minimum of 12 members in the CLAG.

Opportunities to join the CLAG will be widely publicised, including through the Cairngorms LEADER webpage, through the Cairngorms National Park Authority, and Cairngorms Local Development Strategy Working Group (CLDSWG) Networks, and a range of other routes. A few specific strategic partners and bodies that are felt could provide specialist input may also be approached directly to gauge interest and to nominate individuals to the

CLAG or advisory panel. The initial members of the CLAG will oversee promotion of the opportunity to join the new CLAG and evaluate applications based on the skills matrix and taking account of the need for a maximum of 49% public authority representation.

Membership will be for the duration of the programme with the potential for them to continue to be involved in future programmes, subject to a selection process, if the CLAG deems this to be necessary and appropriate. CLAG membership will be reviewed regularly throughout the programme period, with the option to recruit new members as the programme progresses, and as additional needs are identified.

The CLAG chair will be appointed from within the CLAG and will be independent of the Lead Partner (CNPA). The role of vice-chair will be filled by the CNPA's lead Director on the CLAG to support effective liaison between CLAG and lead partner. This arrangement has proven to be effective over the course of the 2007-2013 programme. The chair and vice-chair positions are permanent and both will also hold positions on the CLAG Board (incorporated entity).

Conflicts of interest

Members of the CLAG will be required to declare any interests at each meeting. These will be recorded in a register of interests which will be maintained by the LAG Administrative team. Where CLAG members have an interest in an organisation which is applying for funding and under consideration by the CLAG, the CLAG member will be required to leave the room for the duration of the discussion. Fuller guidelines on governance and conflict of interest for CLAG members will be put in place prior to active commencement of the programme.

LAG Procedures

- Where an accountable body is proposed, an explanation above 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

Detail here -

Accountable body
The accountable body for the LEADER 2014-2020 programme will be the CNPA, which was the accountable body in the previous programme. The external evaluation of the previous programme confirmed the effectiveness of the CNPA as the accountable body and partners in the area are clear that the CNPA has both the structures, resources, experience and reputation to undertake this role effectively in future.

The CNPA will be responsible to the CLAG Board and the CLAG and will support the operation of the LEADER programme. It will employ the CLAG Administrative team on behalf of the CLAG and its staff will work for and report to the CLAG.

As noted previously, the CNPA will be represented on the CLAG Board, and the lead Director acting on behalf of the CNPA as lead partner and accountable body will hold the Vice Chair position on the CLAG, ensuring continuity, consistency and effective communications between all elements of the programme and with Scottish Government as the Managing Agent.

Animation
Animation of the programme will be carried out by Project Management Support Officers, dedicated thematic development officers and agencies according to the priorities identified in the LDS. Enterprise and Youth are identified as hard to reach groups within the equalities impact assessment (EQIA) and therefore organisations which work closely with these sectors will be engaged to provide animation activity to stimulate strands of activities which can be developed into projects. Development officers and animation organisations will both support the development of ideas and signpost for possible funding to support these initiatives including Cairngorms LEADER funding.

Animation support requirements may change throughout the course of the Programme and as such contracts will be developed to allow for changes. Contracts and MoUs will outline the requirements and expectations of the CLAG in terms of animation delivered by development officers and organisations. The Administrative team will be responsible for management of contracts and MoUs on behalf of the CLAG. The CLAG will approve contracts and MoUs according to their requirements.

Animation costs will be part funded under the administrative element of the Cairngorms LEADER allocation and part funded by CNPA and other partners with similar requirements.

Structures and resources will differ depending on the individuals and organisations engaged to delivery animation and the requirements of the programme.

Community Capacity Building
The CLAG is determined to ensure that sufficient capacity building takes place in this new programme to ensure that organisations and members of the community who want to be involved in LEADER, can be. The purpose of the community capacity building element is to support community sectors to become more active in determining what happens within their communities through Community Action Planning, consultation, cross sector meetings and events, training programmes and community development work.

This will be carried out by Community Organisations and Development Agencies. In order to animate ideas within certain stakeholder groups it may be necessary to conduct focused capacity building (e.g. community volunteers, young people, business). Capacity building will be focused on delivery of the Cairngorms LDS Themes including Theme 1 which is specifically about strengthening the ability of groups to identify their needs and gain the skills to work with other stakeholders to deliver activities to meet their needs. Investment in capacity building will be made against the capacity needs to deliver the Cairngorms LDS

and will focus on specific actions. Community Capacity Building will be funded under the projects element of the Cairngorms LEADER allocation.

Capacity building activities are already undertaken in the territory which will be complimented with additional actions specific to the delivery of the LDS. Where specific actions are identified to deliver the Cairngorms LDS, the CLAG will provide project support.   However the CLAG will not provide support for existing capacity building undertaken for the benefit of specific communities within the territory.

Decision-making procedures

Expressions of Interest will be submitted to the CLAG Administrative Team where they will be checked for eligibility for funding. On acceptance of an Expression of Interest an applicant will complete and submit a full application to the Administrative Team who will conduct technical checks for eligibility and fit with the programme's themes, outcomes and indicators (see Appendix 5). Where required the Administrative Team will follow up with the applicant for any missing information prior to the application being considered by the CLAG. All applicants will be encouraged and, where appropriate, supported to submit online applications through the LEADER Actions in Rural Communities system (LARCS). Systems will be put in place to facilitate offline applications in special circumstances as approved by the CLAG.

All eligible expressions of interest and applications will be sent to CLAG members prior to application review meetings, in order to give them time to consider these. A scoring matrix will be developed and signed off by the CLAG and CLAG Board prior to the review of the first round of applications.   The scoring matrix will be based on clearly identified investment criteria (draft criteria are set out in Appendix 6). The CLAG will make recommendations on projects that they consider suitable for funding to the CLAG Board which will take final decisions on which projects are approved.

If at any stage, CLAG members require additional expertise in considering proposals, they will have the option of contacting, or inviting to their meeting, members of the CLAG Advisory Panel.

Timing of calls for applications

Prior to the roll out of the programme the CLAG will prepare a calendar for call for applications and criteria for submission of speculative expressions of interest. These will be disseminated as a key part of the communications plan and programme start-up. Calls for applications may be open, geographic or thematic and will be informed by CLAG priorities and the monitoring and evaluation position of the LDS at any given point.

The roll out and promotion of the programme will start within one month of the signing of the Service Level Agreement (SLA) with a first round of decisions taking place within four months of SLA signature.

Appeals Process

It will be the responsibility of the CLAG Board to resolve any disputes arising from CLAG funding decisions as the final point of appeal on any LEADER funding decisions. The appeals process will be drawn up and approved by the CLAG Board and will be clearly outlined to applicants.

Cooperation Projects
A cooperation group has been formed consisting of representatives from neighbouring LAGs and local authorities to build the basis for increased cooperation projects. The group will meet regularly to develop ideas, share experiences and ensure strong linkages between neighbouring LAG areas.

Initial ideas for possible cooperation projects include:
- Youth Initiative
- Rural leadership programme
- Skills and training relevant to regional economic needs
- Social Return on Investment study

The CLAG will also actively pursue opportunities for at least one trans-national project where this is feasible and appropriate to enhance delivery of the LDS.

Monitoring and Evaluation Plans

> **See section in guidance and offer supplementary proposals around local monitoring and LDS aims**

Detail here -

The CLAG recognised that there were inherent weaknesses both in the national and local area's approach to monitoring and evaluation in the previous programme, due in part to systems that were not sufficiently robust to enable rigorous monitoring and many of the projects funded were low capacity and struggled to undertake the level of evaluative activity required for the CLAG to properly understand the impact the projects were having.

A monitoring and evaluating strategy has been developed for the LEADER 2014-2020 programme which is in Appendix 7. The purpose of evaluating the programme is to gather effective management information; to improve programme implementation; and to measure the impact of the LEADER programme 2014-2020. It will be the key means of ensuring that the operational targets are being achieved and that Cairngorms LEADER investment makes a positive contribution to the national targets for LEADER established by Scottish Government as the managing authority.

The CLAG will ensure that monitoring and evaluation is addressed rigorously in the 2014-2020 programme and the strategy sets out the principles and approaches to achieve this. Whilst it focuses on programme-level monitoring and evaluation, it also sets the context for funded organisations to evaluate the impact of their projects.

The CLAG is committed to provide support to applicants and grant holders to build their capacity for monitoring and evaluation and to ensuring that the monitoring data collected is sufficient to

enable the CLAG to assess progress accurately, and take informed decisions about future funding priorities.

The strategy also takes account of the need to disseminate the lessons that are learned from monitoring and evaluating.

Financial Arrangements
(i) Administration (ii) Programme Budget

- Further information will be provided on budgets and allocations by SG **but any data on match funding, funding profile, investors, etc that can be detailed now please provide below.**

- Also provide, administrative budget Plans for the LAG's operational base, equipment and support services (new LAGs should prepare realistic costed proposals for the physical establishment, equipping and running costs of their offices and staff), and;

- A breakdown of proposed headline employment costs and the other costs associated with the delivery of the programme; All posts need to be detailed and costs set out as part of the LDS preparation. Delivery costs should be profiled over the planned period of the LAGs operation.

Detail here -

Initial headline costs have been developed based on information available to date. These will be expanded into a full working budget and forecast following receipt of allocation and prior to the award of any grant agreements. Below is a broad overview of anticipated costs:

Indicative Allocation:

LEADER	£2.8m
SME	£1.0m
Lead Partner	£0.4m (cash match over 6 years; excludes in kind support)
Total	**£4.2m**

Breakdown of allocation:
- Cooperation – min 10%
- Animation and administration – max 25%
- Enterprise – min 10%
- Enterprise: farm diversification – min 10%
- Total expenditure on enterprise, business diversification and start up will as a minimum equal the allocation made through the additional SME funding stream.

Annual budget for year 1 administration and animation - £240,000

Requested annual contribution to costs from CNPA and other organisations for animation = £70,000

Communications Plan

- Please set out below the proposed arrangements for communications

Detail here –

During the LDS development the VOiCE (Visioning Outcomes in Community Engagement) tool was used to ensure high standards of communication and involvement. The CLAG is committed to ensuring that the level and quality of communication which has taken place during the development of the new strategy is retained during the new programme.

A number of key audiences have been identified:

- Local communities
- Local stakeholders and agencies
- The business community
- Scottish Government
- Other LAGs
- Community Planning Partnerships

Communications will have a number of purposes including:

- Continuing to consult with the community to ensure that we meet need and that LEADER activities connect with expectations
- Communication in the form of promotion to attract new applicants
- Sharing good practice
- Demonstrating the impact we are having
- Providing learning opportunities based on our experiences

Communication activities we anticipate being included in the full communications plan include:

- Development and dissemination of good practice case studies
- Regular promotion of the impact of LEADER on the local area through local newspapers, radio and other media such as third sector newsletters etc as this becomes available
- Promotion of the programme (including calls for applications, dissemination of lessons learned, and notification of events) through social media outlets such as Facebook and Twitter. We anticipate setting up both a Facebook and Twitter account for the new programme
- CLAG newsletter
- CLAG website

- A series of learning events held regularly throughout the programming period for applicants, potential future applicants, and funded organisations
- Regular participation in partnerships and networks both within and outwith the Cairngorms area.

A full communications plan will be developed with the support of the lead partner communications department during the programme initiation. The plan will be regularly reviewed to ensure it is meeting the needs of the CLAG and the target audiences.

Equality Statement

- Please set out below your equality statement

Detail here -

The CLAG promote best practice in the advancement of equality of opportunities through our own activities and encourage all project stakeholders to do the same. All grant applicants will be required to complete equalities information which will be used to identify gaps and think about innovative ways of targeting appropriate activities.

Equality of opportunities will be monitored throughout the programming period and the information gathered used to review and revise project activities.

A variety of tools, partners and methodologies will be used to advance equalities throughout delivery. Furthermore, grant management processes will be simplified where possible to encourage a broad range of applicants.

Through the programme we will promote relations between groups through encouraging delivery of projects by organisations working in partnerships.

The CLAG will be a diverse group of skilled people representing a wide variety of sectors and organisations enabling relationships to be built between individuals and the groups they represent. It will also function as an enabling organisation promoting good practice in equality to partners involved in strategy delivery.

An Equality Impact Assessment (EQIA) on the LDS is being conducted and will be signed off when the LDS is finalised. The draft EQIA can be found in Appendix 7.

JULY 2014

Document Version Control

Version	Comment
0	**Draft Versions**
0.0	Received from Blake Stevenson 30 July
0.1	Reworked by JM following LAG discussion 31 July
0.2	Review and minor amendments / additions DC
1	**Scottish Government Submission**
1.0	Version submitted to Scottish Government

Business Plan Appendices

Appendix 1: CLAG and CLAG Board Terms of Reference

Appendix 2: Not Included

Appendix 3: Administrative Team

Appendix 4: LAG Role

Appendix 5: Not Included

Appendix 6: Not Included

Appendix 7: Not Included

Appendix 8: Not Included

Appendix 1:

ROLES AND RESPONSIBILITIES – OUTLINE

LOCAL ACTION GROUP (LAG) TERMS OF REFERENCE

<u>Purpose</u> of CLAG

These terms of reference of the Cairngorms Local Action Group (CLAG) are made in accordance with, and to ensure delivery of, Article 34 of EU Regulation 1303/2013 [the Common Provisions Regulation].

The CLAG shall take lead responsibility for delivery of the Cairngorms LEADER business plan and ensuring delivery of that plan makes a meaningful, valuable contribution toward the Cairngorms Local Development Strategy and, through that, the Cairngorms National Park Partnership Plan.

<u>Key responsibilities</u> of Cairngorms LEADER Local Action Group are:

- have oversight of the Local Development Strategy (LDS) and business plan, ensuring that LEADER investments are made commensurate with the LAG business plan to achieve the outcomes in the LDS;

- ensure appropriate arrangements are put in place to "animate" (encourage / support / make happen) community led local development in line with the LDS and to be proactive in commissioning specific community support for Cairngorms communities where gaps in that animation support are identified;

- define funding and project selection criteria commensurate with the requirements of the Local Development Strategy and Cairngorms LEADER business case;

- prepare and publish calls for project proposals and procedures for project submission and evaluation;

- consider community led development ideas and project proposals and determine whether they are eligible for and merit funding from Cairngorms LEADER finances;

- consider development of regional, national and / or international partnership and collaborative activities that can bring real benefit to community development within the Cairngorms' communities (a minimum 10% of LEADER funding allocation must be spent on such activities);

- ensure the LAG, as responsible body for investment of LEADER funding, is maintaining appropriate relationships and communications with other key stakeholders interested in community led development in the Cairngorms;

- monitor the delivery of the LDS and LEADER business plan in terms of investments made and delivery of outcomes as assessed against adopted key performance indicators;

- commission project delivery and specific outcomes where monitoring of LDS and LEADER

business plan delivery indicated there are significant gaps in delivery from community led projects coming forward;

- support the LAG chair and lead partner's lead Director in ensuring appropriate administrative and technical support is in place to support effective operations of the LAG;

- undertake regular reviews of governance and technical arrangements for delivery of the Cairngorms LEADER programme, ensuring CLAG membership remains appropriate to needs and that recruitment and appointment to the CLAG is undertaken in a transparent manner;

- establish such sub groups of the CLAG as are deemed necessary to support effective and efficient delivery of the Cairngorms LEADER business plan and Local Development Strategy, ensuring that any sub groups created have clear terms of reference and levels of delegated authority agreed by the CLAG.

- establish appropriate onward reporting mechanisms to ensure CLAG decisions are clearly communicated to any superior accountable body to support any final verification of eligibility and / or approval for funding prior to commissioning.

CAIRNGORMS TRUST (or whatever incorporated entity is to be called)

The following section covers provisional terms of reference for an incorporated entity which may act as the body taking on final responsibility for verification of eligibility of proposals and taking on accountability for the operation of LEADER within the Cairngorms. A final decision on whether to establish such a body will be taken by the end of 2014.

The Cairngorms Trust (CT) as a formally incorporated legal entity will take on the legal identity of all Cairngorms LEADER operations (and any additional responsibilities that the Directors of the Trust may accept). The Directors of the Trust will consist of a sub-set of the Cairngorms LEADER LAG members, to include the Chair of the CLAG and the responsible Director of the lead partner. The key responsibilities of the Trust will be to:

- Monitor the income and expenditure position of Cairngorms LEADER and set operational budgets for the CLAG to operate within;

- Resolve any disputes arising from CLAG funding decisions as the final point of appeal on any LEADER funding decisions;

- Ensure that adequate action is taken to monitor and evaluate the delivery of the Cairngorms Local Development Strategy and Business Plan;

- Ensure appropriate and effective control arrangements and operating procedures are in place to meet any regulatory and technical requirements of the Trust's activities;

- Take forward, as the responsible legal entity, the direct commissioning of any project activities in delivery of the LDS and business plan, considering recommendation of the wider LAG in finalising any such direct commissions;

- Oversee any required financial, audit and legal returns required of the entity in discharge of its legal status ensuring such returns;

LEAD PARTNER: CAIRNGORMS NATIONAL PARK AUTHORITY

The Cairngorms National Park Authority (CNPA) as lead partner for the Cairngorms LAG is responsible for the receipt and effective stewardship of all LEADER resources made available by Scottish Government as the Managing Authority (MA).   The CNPA supplies cash flow financing for the CLAG and provides support on financial and management accounting, creditor payments, and grant disbursements.

The Lead Partner also acts as the employing organisation for any staff required by the LAG and Trust in discharge of their responsibilities. As such, the Cairngorms LEADER team are all effectively CNPA employees, with access to the standard terms and conditions of the CNPA, while being directed for 100% of their time on LEADER operations.

The lead partner must also deliver any specific services and provide such facilities as are set out in a service level agreement (SLA) between the Managing Authority and Lead Partners. The nominated Director will have lead oversight of delivery against service level agreement requirements and will liaise as necessary between the CLAG and lead partner in effective discharge of the SLA.

The CNPA as lead partner will appoint a Director as the responsible senior manager for oversight and discharge of its obligations as lead partner to the CLAG. The nominated Director will be a member of the CLAG as a Vice Chair and will take lead responsibility on behalf of the lead partner and CLAG for liaison with the Managing Authority. The nominated Director will also typically be a Director of the Trust.

This CNPA's appointed Director will be the Director taking lead responsibility for fulfilment of the terms of the Service Level Agreement between the lead partner and Scottish Government (or equivalent agreement). The Director's primary role will be to offer technical advice on matters such as governance, finance, audit and human resources and will, as far as possible, be independent of the delivery and policy elements of the CNPA in order to protect the independence of the operation of the CLAG.

The Lead Partner Director, along with the Programme Manager, will be responsible for ensuring the CLAG is aware of key matters relating to national management of LEADER across Scotland and any consequences this may have for the Cairngorms LEADER programme.

CAIRNGORMS NATIONAL PARK AUTHORITY BOARD

As the organisation with statutory responsibility for coordinating development and delivery of the National Park Partnership Plan (NPPP) for the Cairngorms National Park, the Board of CNPA has a significant interest in the operation of the CLAG given its significant contribution to meeting the aims of the National Park and the priorities set out within the NPPP. The Board will therefore have the capacity to nominate an appointee to the CLAG, in addition to the Lead Partner Director, to ensure there are effective linkages in place between these two bodies.

The CNPA Board also accepts responsibility as the corporate body for all responsibilities placed on the organisation as a consequence of its role as lead partner.

PROGRAMME MANAGER AND LEADER TEAM

The Programme Manager will be line managed by the lead partner's nominated Director. The Programme Manager will also receiving operational directions from the CLAG Convenor. The nominated Director must therefore liaise on a regular basis with the CLAG Convenor on the direction given to the Programme Manager and LEADER Team to ensure consistency of instruction.

The planned roles and responsibilities of the LEADER team, in fulfilment of the expectations for staff support structures set out in the LEADER Programme business plan guidelines, are set out separately within the "Implementation Plan for Cairngorms LDS and Cairngorms LEADER Programme" document.

Version	
0	Drafting Stage
0.1	Draft Submitted to LAG meeting 31 July
1	Business Plan
1.1	Draft included in business plan submission to Scottish Government

Appendix 3: Administration and Animation

Draft and Confidential
Implementation Plan for Cairngorms LDS and Cairngorms LEADER Programme

1. **Roles**

   LAG
   Responsible body for the implementation of the Cairngorms Local Development Strategy and the Cairngorms LEADER Programme.

   Administration
   Staff team managed by the Local Action Group to deliver the Cairngorms LEADER Programme within the context of the Cairngorms Local Development Strategy and monitor delivery of the Cairngorms Local Development Strategy. Administration must comply with audit requirements set at EU and SG level and deliver against the lead partner Service Level Agreement responsibilities. Delivery of the programme includes the following:
   - Promotion of the Cairngorms LEADER Programme
   - Support for LAG
   - Project technical checks and due diligence
   - Financial record keeping and reporting
   - Claims processing
   - Monitoring, Evaluation and Reporting of the programme
   - Project development and implementation support

   Animation
   Support the development of identified needs within the context of the Cairngorms Local Development Strategy into activities which could be developed into projects to put forwards for LEADER support and other financial support including signposting.

   Community Capacity Building
   Support community sectors to become more active in determining what happens within their communities through Community Action Planning, consultation, cross sector meetings and events, training programmes and community development work.

2. **Implementation Approach**

   LAG
   Proposals for implementation of the Cairngorms LAG are contained within the LAG Governance Paper approved by the CLDSWG and the 2007-13 LAG. It is proposed that the LAG becomes an incorporated body with a constitution and a Board. The Cairngorms National Park Authority will act as Lead Partner.

LAG costs will be funded under the administrative element of the Cairngorms LEADER allocation.

Administration

The Cairngorms National Park Authority will act as Lead Partner and will be responsible for overseeing the administration of the Cairngorms LEADER Programme. The LAG will be responsible for ensuring that the administration is carried out to implement the Cairngorms Local Development Strategy.

The LAG will delegate responsibility for the appointment of an appropriate staffing resource to administer the programme to the Lead Partner, according to EU and SG requirements and in accordance with the Service Level Agreement set by Scottish Government as the Managing Authority. However the LAG will monitor administrative implementation of the programme and will requests changes to the structure and resource available accordingly.

The administrative team will ensure that the LDS is being delivered and will support initiatives which deliver the LDS with LEADER investment and any other funds administered by the Cairngorms Local Action Group.

The administrative team will undertake due diligence work to ensure that delivery is compliant with EU, SG and Lead Partner audit requirements. This will include scrutiny of applicant governance arrangements, administration systems, capacity to deal with any planned project staffing, capacity to measure and report on performance and ability to deliver outputs and outcomes according to the project plan.

Administrative costs will be part funded under the administrative element of the Cairngorms LEADER allocation and part funded by CNPA.

Animation

Animation of the programme will be carried out by Project Management Support Officers, dedicated thematic development officers and agencies according to the priorities identified in the LDS. Enterprise and Youth are identified as hard to reach groups within the EQIA and therefore organisations which work closely with these sectors will be engaged to provide animation activity to stimulate strands of activities which can be developed into projects. Development officers and animation organisations will both support the development of ideas and signpost for possible funding to support these initiatives including Cairngorms LEADER funding. Animation support requirements may change throughout the course of the Programme and as such contracts will be developed to allow for changes. Contracts and MoUs will outline the requirements and expectations of the LAG in terms of animation delivered by development officers and organisations. The Administrative team will be responsible for management of contracts and MoUs on behalf of the LAG. The LAG will approve contracts and MoUs according to their requirements.

Animation costs will be part funded under the administrative element of the Cairngorms LEADER allocation and part funded by CNPA and other partners with similar requirements.

Community Capacity Building

This will be carried out by Community Organisations and Development Agencies. In order to animate ideas within certain stakeholder groups it may be necessary to conduct focused capacity building (e.g. community volunteers, young people, business). Capacity building will be focused on delivery of the LDS Themes including Theme 1 which is specifically about

strengthening the ability of groups to identify their needs and gain the skills to work with other stakeholders to delivery activities to meet their needs.

Investment in capacity building will be made against the capacity needs to deliver the Cairngorms Local Development Strategy and will focus on specific actions. Community Capacity Building will be funded under the projects element of the Cairngorms LEADER allocation.

3. Structures and Resources

LAG

The LAG will be an incorporated body with a decision making Board. The LAG will seek technical advice from the administrative team, the Lead Partner and the Advisory Network.

Administration

The expected typical Administrative requirement over the programming period, with some additions or reductions to suit the programme needs and delivery cycle.

1.0 FTE   Programme Management
1.0 FTE   Programme Supervision including Financial and Technical compliance
1.0 FTE   Project Development and Support Officer (this role may start early in 2014)
0.3 FTE   LAG Administrative/PA Support
0.3 FTE   Promotion and Engagement
0.6 FTE   Project Management Support Officer
0.4 FTE   Cairngorms Trust Administrator

Proposed structure
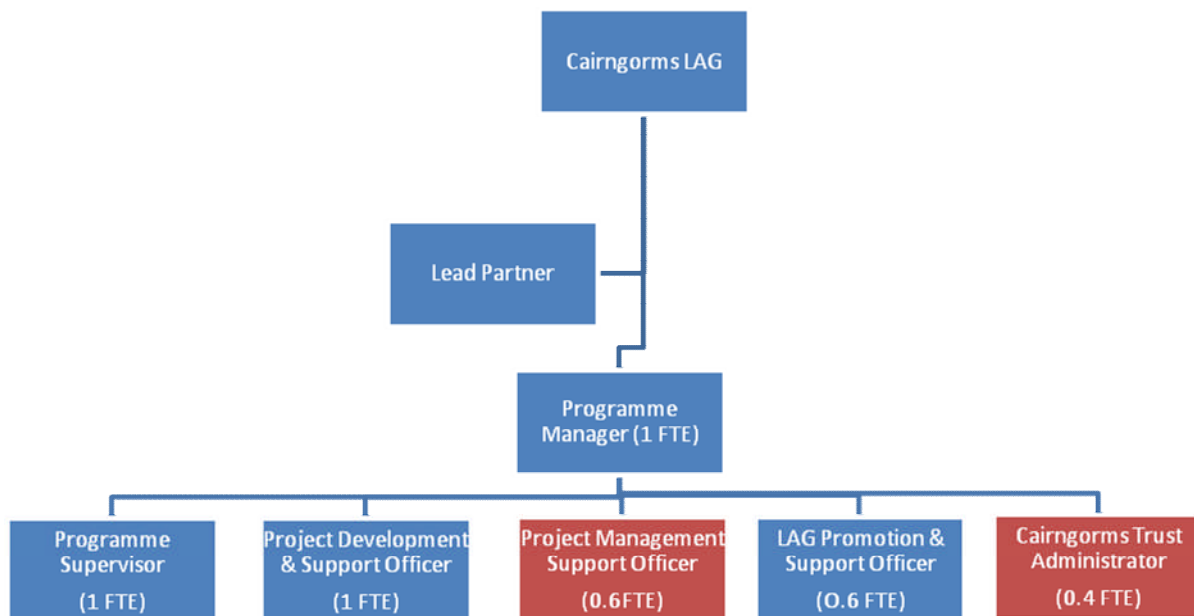
These two roles could be combined to create 1FTE pending Board decision regarding Cairngorms Trust on 12th September 2014

Requirements will change according to the stage of programme delivery and in response to monitoring and evaluation of effectiveness of LDS delivery.

Animation and Capacity Building

The planned team structure will aim to complement animation and capacity building activities set out in the business case.

Appendix 4: LAG Role
LAG Role

New LAG Members for 2014-2020:
AoCC, Scottish Land and Estates, SNH and CNPA.

Remaining slots on the LAG will be filled through more open recruitment.

Key responsibilities of Cairngorms LEADER Local Action Group / member:

• have oversight of the Local Development Strategy (LDS) and ensure that investments are made commensurate with the LAG business plan to achieve the outcomes in that strategy.

• ensure appropriate arrangements are put in place to "animate"(encourage/ support/make happen) community led local development in line with the LDS and to be proactive in commissioning specific community support for Cairngorms communities where gaps in that animation support are identified.

• consider development of regional, national and/or international partnership and collaborative activities that can bring real benefit to community development within the Cairngorms' communities (a minimum 10% of LEADER funding allocation must be spent on such activities).

• ensure the LAG, as responsible body for investment of LEADER funding, is maintaining appropriate relationships and communications with other key stakeholders interested in community led development in the Cairngorms.

• consider community led development ideas and project proposals and determine whether they are eligible for and merit funding from Cairngorms LEADER funding.

• monitor the delivery of the LDS and LEADER business plan in terms of investments made and delivery of outcomes as assessed against adopted key performance indicators.

• commission project delivery and specific outcomes where monitoring of LDS and LEADER business plan delivery indicated there are significant gaps in delivery from community led projects coming forward.

• support the LAG chair and lead partner's lead Director in ensuring appropriate administrative and technical support is in place to support effective operations of the LAG.