

**Greater Renfrewshire and Inverclyde
Local Action Group
Community Led Vision and Business Plan
March 2023**

VOLUME 1



Greater Renfrewshire and Inverclyde Local Action Group Community Led Vision and Business Plan, March 2023 Volume 1

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1. Introduction

This is the Community Led Vision for the Greater Renfrewshire and Inverclyde Local Action Group (GRI LAG). It covers the rural areas of East Renfrewshire, Renfrewshire and Inverclyde Councils, who all participate in the LAG. The area has an estimated population of 94,000 people and stretches some 30 miles from Whitelee windfarm in the east to Wemyss Bay in the west. It was formerly the eligible area for LEADER funding.

The Vision has been prepared by the GRI LAG with these linked objectives:

1. For the LAG members, most of whom were recruited at the end of 2022 – the vision and its associated business plan provide a framework and direction for future LAG priorities and activities, whilst also, through its development, facilitating LAG members to work together and participate in the definition of the role of the LAG
2. For public sector supporters, stakeholders, partners and influencers – not just the three Councils, but also e.g. VisitScotland, Scottish Rural Network and Inspiring Scotland – it articulates the priorities and activities of the LAG while also defining the interrelationship with these bodies
3. Ultimately for the LAG's constituents, the residents and groups located within the area - to give certainty about the LAG's priorities and underpin the criteria the LAG will use to evaluate project funding for initiatives emanating from the area

The Vision follows the template and structure provided in Scottish Rural Network guidance on community led visioning for LAGs. We have adapted this however to include a business plan component, thus separating out:

- The policy context and priorities of the LAG (page 3 and 4 onwards); and
- The proposed mechanisms and procedures through which the LAG will deliver its Vision, including governance, partnership, staffing/ resourcing and finance (page 11 onwards);

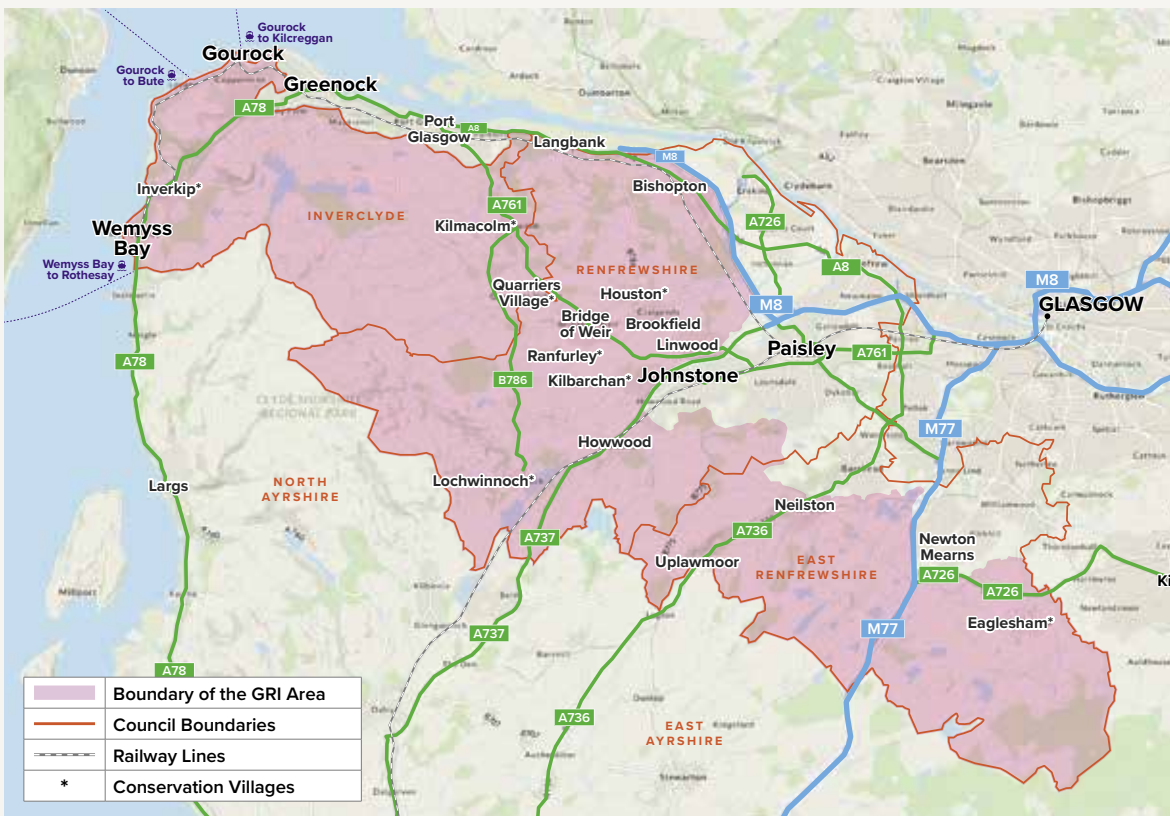
2. Background

There are 21 LAGs in Scotland. One has operated for the GRI area to manage the dispersal of LEADER funds between 2014 and 2020¹. The cessation of European funds and Scottish Government forward thinking about the role and vitality of rural areas has led to the push for strengthened LAGs to support rural areas articulate and deliver their ambitions and plans. The idea is that the LAGs should now be at the forefront of grassroots led decision making for rural development and regeneration, while also contributing directly to Scottish Government priorities.

While membership of the former GRI LAG, naturally reduced as its LEADER role ended, the Councils recognised the need to reinvigorate it to prepare for community led (through the LAG) articulation of local (rural) priorities and align these to national (Scottish Government) priorities.

Consequently a successful LAG membership recruitment programme was conducted in late 2022 to considerably strengthen and reinvigorate the GRI LAG. (The composition etc. is demonstrated below in section 1.2 and 1.3 of the Business Plan). The LAG successfully advertised and promoted funding opportunities for 2022/23 and evaluated and committed to projects in a very short time frame in late January with decisions at the 1st February LAG meeting.

Greater Renfrewshire and Inverclyde Local Action Group Boundaries



¹ The former LAG's priorities are found at Appendix 4

3. The Policy Context

The most immediate and specific policy context for the GRI LAG comes from the Scottish Rural Network², which is explicit that where LAGs are focusing on project delivery (as opposed to building LAG capacity) or funded activity, they must contribute positively to local people and local priorities, helping rural communities to thrive through community-led initiatives. This will help rural communities have the opportunity to try out different approaches to local community development; groups and organisations will build connections with the LAG network and the business sector and will work in partnership to make positive changes in their communities.

“To deliver this, our ambition is that these groups are strengthened to develop a much wider skillset, role and function in the next 2-5 years.”

Projects **must** demonstrate that they advance **inclusion, equality and diversity**, and support at least one of the overarching Scottish Government priorities from the list below, prioritising Scottish Governments top 3 goals as set out in this year’s budget (highlighted)³:

Scottish Government Priorities	
<ul style="list-style-type: none"> • Rural Poverty – especially child and fuel poverty • Net Zero and Climate Emergency • Covid recovery • Young Person’s Guarantee, Green Skills and Fair Work • Community wealth building • Local democracy and governance, community empowerment 	<ul style="list-style-type: none"> • Wellbeing Economy • Inclusive growth (includes Community-Led Tourism) • The National Islands Plan • Rural Entrepreneurial activity • Testing how the reach of the LAG network can advance the National Strategy for Economic Transformation and Regional Land Use Partnerships

There are several other policy contexts, which we summarise here but are found in detail at Appendix 2.

- The **European Context** remains pertinent, despite BREXIT – to build on successful long term rural development and funding programmes including LEADER.

² Part of Scottish Government, encouraging rural development
³ 2022/23

- **Community Led Local Development (CLLD)** derives from European rural development⁴ and is now an underpinning dimension to Scottish rural development. It's a bottom-up approach, building community capacity and stimulating social innovation, entrepreneurship and capacity for change by encouraging the development and discovery of untapped potential from within communities.
- **Scotland** – nationally, plans and strategies exist for food, the rural economy, tourism, carbon sequestration, transport, countryside access, digital and transport connectivity, mental health and more. Nationally, the most important policy contexts for the GRI LAG are:
 - Scottish Government's National Strategy for Economic Transformation⁵
 - Scottish rural policy – through the former Scottish Rural Development Programme⁶
 - Responding to the Climate Emergency and Securing a 'Just Transition' – Scottish Government's net zero emissions target by 2045 is echoed by the Councils targets
 - Land Management – to respond to climate change and biodiversity loss
 - Tourism and agritourism – through the national tourism strategy⁷ and the Scottish Agritourism strategy⁸
- **Local policies and priorities:** locally, the development plans for the three authorities set a broad context, reinforced and supported by plans for biodiversity, green spaces and corridors, wildlife and more again. In addition locality plans exist for many areas, prompted by community planning and the Empowerment Act obligation to facilitate local expressions of priorities, needs and opportunities.
 - **Glasgow City Region** – the GRI area and the three districts fall within this framework, which includes tourism for the area
 - **Local Development Plans** – all three Councils' development plans have common strands that are important to the GRI area i.e. green corridors, safeguarding the green belt, support outdoor activities and tourism and developments that are sensitive to the environments of rural settlements
 - **Open Spaces and Biodiversity** – all three Councils have well developed plans and proposals for protecting and capitalising on green spaces and green corridors
 - **Community Planning and Locality Plans** engage stakeholders and help inform participatory budgeting with Councils

4 Including LEADER

5 Delivering Economic Prosperity, published March 2022

6 Of which LEADER was a part

7 Scotland Outlook 2030, Responsible Tourism for a Sustainable Future

8 Scottish Agritourism - A Strategy for Sustainable Growth

4. Developing our Priorities - LAG Members, Consultations and Review of other LAGs' Priorities

Preparation of the GRI LAG Vision results from three components:

- Consultation with LAG members
- Review of the views of the three Councils and the VisitScotland representative
- Exploration of what other LAGs are prioritising.

Most LAG members are new to the LAG. One-to-one discussions were held to gather individual members' priorities for the LAG and thinking about the operations and procedures which it should adopt to deliver its Vision. In addition discussions at 3 LAG meetings in February and March 2023 focused on the Vision. Appendix 1 catalogues those consulted.

Discussion with officers of the three Councils sought their views on priorities and procedures, but in addition how Councils policies and programmes might mesh with the LAG's activities and whether or not funding leverage could be achieved.

The review of what other LAGs are prioritising is summarised in Appendix 3. At the time of writing few LAGs have fully articulated their visions, although Council submissions for 2022/23 funding⁹ provide an early indication of how LAGs' thinking was developing.

From Appendix 3, a wide range of themes and priorities can be discerned. For some of them priorities were expressed for 2022/23 funds but are likely to carry over into subsequent years.

Common strands amongst the LAGs are:

- Just Transition to Net Zero
- Address Wider Climate Change
- Capacity building
- Sustainable Tourism
- Addressing Inequalities and Social Inclusion
- Transport and connectivity
- Fostering Partnership Working

Only one LAG (Outer Hebrides in both cases) is explicit about:

- Building the LAG's capacity
- The support functions of administration and animation for the LAG

The concept of a Youth LAG (Cairngorms, Scottish Borders, Outer Hebrides) is interesting, with the work undertaken in the Cairngorms being a model that we understand is being followed elsewhere. Youth LAGs allow for specific measures to address young people and their needs as well as including them in policy and community development.

⁹ Community Led Local Development Funding - Programme 2022/23: Planning for your Rural Community Led Vision

5. The Vision, Objectives, Ways of Working, Priorities and Themes

Here we detail the vision for the LAG (its raison d'être), together with the objectives, ways of working and priorities for the GRI LAG and how these tie into Scottish Government priorities. We then demonstrate how these will impact the evaluation and support for projects applications.

5.1 Vision

Our vision for our Local Action Group for the Greater Renfrewshire and Inverclyde area is:

“To promote and improve the quality of life for the GRI rural area, building stronger, resilient communities by supporting and advocating investment in the quality of services and intervening ourselves to realise social, economic and environmental objectives, all the time working in partnership with communities and stakeholders.”¹⁰

5.2 Objectives

Our objectives for the LAG and the area are follows¹¹:

- To be an open and transparent organisation, trusted for our integrity and role in working with others in advocating the GRI area
- To build stronger, more self-reliant and inclusive rural communities
- To contribute to net zero emission targets by prioritising the 21st Century goal to meet the needs of all people within the means of the living planet¹²
- To attract levels of funding and generate leverage from other funds to make a significant difference across our community
- To address inequalities and foster social inclusion
- To support small and medium sized enterprises, micro-businesses, social enterprises and local groups, helping to build their capacity

¹⁰ For the purpose of comparison, the former LAG's overriding objective was “...to improve the quality of life in our rural areas by supporting local people and local businesses to realise the social, economic and environmental potential of their communities.”

¹¹ See section 5 for the objectives of the former LAG

¹² DEAL (doughnuteconomics.org)

5.3 Principles Underpinning the LAG

The following principles will govern the way that the LAG works with residents of the GRI area, communities, groups and stakeholders.

- **Generate trust** within the GRI area with communities, residents, groups and with partners and stakeholders (i.e. telling people what we are doing and working in partnership with them)
- **Operate in as inclusive a way as possible**, to engage and communicate with and respond to those representing diverse groups within the community (i.e. having the right mechanisms for communicating with groups – digital for instance for younger people – and encouraging projects that address inclusion, equality and diversity)
- Operate a **fair, open and transparent fund** and mechanisms for making decisions about fund applications (i.e. Minutes will reflect decisions and be publicly available)
- **Review and refresh the priorities** on an occasional basis and make changes, where possible, in response to the policy environment, communities and partners' views, to see if the LAG should be doing something differently (i.e. an annual review of priorities)
- **Be ambassadors for the GRI area**, advocating policies, investment and services that contribute to our vision of the area (i.e. working with public and private sector agencies to leverage additional funds for the area)
- **Be innovative** and be prepared to risk new approaches or initiatives that have not been tried before, to provide exemplars and to learn for future project and service delivery (i.e. new collaborations, learning from successes elsewhere e.g. in other LAGs)
- **Build the internal capacity of the LAG** to be able to manage its ambitions, communications with stakeholders and partners and initiate its own priority projects, as exemplars for others to learn from and reproduce

5.4 Priorities and Themes

The following are considered the key themes and priorities of the GRI LAG:



The themes and priorities are derived from members' views on what they consider the LAG should be focusing in upon, together with their substantiation.

LAG Key Themes and Priorities	Alignment with Scottish Government Priorities and Substantiation
<p>1. To encourage and support rural communities and villages to be strong, resilient, self-reliant and inclusive, so that they are attractive to live and work in and visit. The LAG will seek to contribute to maintaining the quality of life and the environment of the rural communities and villages while encouraging levels of services and facilities (transport, shops, level of services, businesses, jobs).</p>	<ul style="list-style-type: none"> • This theme permeates and underpins a number of Scottish Government priorities: addressing Rural Poverty, Covid recovery, the Wellbeing Economy and Rural Entrepreneurial activity and community wealth building, all relate to this objective. • The rural communities and villages are the heart of the GRI area and over time have been suffering from loss of services, reduction in public transport and degradation of their environment. There is a need for action in each community to address their defined priorities, to enhance residents' commitment to their villages and their mental health and wellbeing. Vibrant and energetic communities need barriers to be broken to encourage equal access to services, employment, entrepreneurial activity, skills and training, resources, transport and social inclusion, with the result being balanced communities that are attractive to live in.
<p>2. Address climate change, responding to the net zero challenge through action to support communities and projects that seek decarbonisation, carbon sequestration, sustainability, biodiversity, rewilding and other actions that support adaptation to and mitigation of climate change.</p>	<ul style="list-style-type: none"> • Net Zero/ Climate Emergency is one of the three highest priorities of Scottish Government as well as of all three Councils. • The National Economic Strategy aims to “build a nature positive economy designed to reverse biodiversity loss by 2030 and support international efforts to tackle the global nature crisis” Concerns about the climate and its impact on communities, land use and management, food production etc. and the way we live in a warming world are paramount and dictate the need for the LAG to play a significant role in helping mitigate and adapt to climate change.

<p>3. Increase and sustain local rural businesses, micro-businesses and social enterprises, encouraging start-ups, expansions and helping them sustain their activities in a way that adds value to communities, through jobs and where appropriate, community wealth building/ local ownership. Enterprises that prioritise rural tourism, creative and craft making, delivering rural services, local food production and distribution, transport initiatives, farm diversification and work that enhances the environment or helps address climate change will be eligible.</p>	<ul style="list-style-type: none"> • Inclusive growth (includes Community-Led Tourism), Rural Entrepreneurial activity and Community Wealth Building are three of Scottish Government’s priorities. • Developing and sustaining employment opportunities are integral to the LAG’s role – whether privately owned or social enterprises – delivering services to residents and communities and contributing to both the quality of life and attractiveness of the rural areas.
<p>4. Address inclusion, diversity and equality issues and help ensure that child, elderly, fuel and other forms of rural poverty are reduced by supporting (and inviting) initiatives that focus on these topics. Of particular importance will be seeking to support and include under-represented groups both in the work of the LAG and in external projects. All applications to the LAG for support will as a matter of course be invited to demonstrate how they meet inclusion, equality and diversity criteria</p>	<ul style="list-style-type: none"> • LAGs are advised that they and the projects they support must demonstrate that they advance inclusion, equality and diversity. In addition Rural Poverty – especially child, elderly and fuel poverty - is one of Scottish Government’s three top priorities.
<p>5. Create specific opportunities for young people to meet their needs and include them in policy making, community development, projects and services. Young people are excluded from these roles and the LAG aims to specifically address young people by potentially creating a Youth LAG where young people will have control and define their needs</p>	<ul style="list-style-type: none"> • Scottish Government prioritises young people (Young Person’s Guarantee, Green Skills and Fair Work) and Local democracy and governance, community empowerment, priorities which impact the inclusion of young people. • Focusing on young people will help address underrepresented groups across the LAG area while achieving social inclusion and potentially helping to create projects that address how to keep young people in the area. Affordable housing and jobs are key to doing this. • Young people are not currently represented on the GRI LAG¹³.

13 A programme leading to a Youth LAG might include youth representation on the existing LAG to start with

<p>6. Foster partnership working with groups, communities, public, voluntary and private stakeholders and influencers across the GRI area and beyond. This focus particularly relates to the LAG communicating throughout the community and working collaboratively with those whose own objectives align with the LAG, so that the LAG can influence resources to the area.</p>	<ul style="list-style-type: none"> • Local democracy and governance, community empowerment are priorities of Scottish Government. • The three Councils of East Renfrewshire, Inverclyde and Renfrewshire have policies that the LAG will wish to align with and partnership working will be important to identify and generate levered funding to maximise resources in the GRI area.
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Two further internal priorities were identified by LAG members, which relate to the way in which the LAG will work (see 5.2 above) and how it interrelates with stakeholders and partners:

- **Build the capacity of the LAG:** all the LAG members except two are new, including the representatives of the 3 Councils. The Chair is also new. They have only been in position since January 2023. LAG members have identified that they would welcome being coached and supported (e.g. external topic speakers or workshops) to both come together as a robust group and enhance their capability to fulfil their objectives, as defined above, and thus be able to support the GRI community.

As part of this aim, members have the ambition to originate and deliver possibly two self-generated projects, working with appropriate partners, to use these as exemplars for the area and help define other work areas that applications for funding might be invited for (e.g. carbon sequestration and other climate change initiatives to identify gaps/ opportunities; and develop plan to build community group capacity). Both for these self-generated projects, and to support the LAG develop its capacity, additional project officer or consultancy support is required. These elements are integrated in the cost plan, below at section.

- **External communications** – the process of inviting and evaluating applications for funding managed by the LAG needs to be brought into the digital age. The LAG needs to find ways to communicate with residents, groups and communities in the GRI, compatible with the digital age, where communication channels are dominated by social media (Facebook, LinkedIn, Twitter, Instagram etc.). A web site needs to be developed (as with the former LEADER programme and potentially managed by the lead Council. Plans for social media delivery require decisions about how these are managed and whether the volunteers on the LAG or an external specialist consultancy fulfils this role¹⁴.

¹⁴ The recruitment of LAG members in November/ December 2022 used an extensive social media campaign, with for instance Facebook posting reaching over 92,000 people through local groups and their Facebook pages and paid for social media adverts

5.5 Translating the Vision into Action

The table below shows how the vision and objectives could be translated into action by the LAG, through indicative actions. As a note of caution, the LAG needs to balance its aspirations with its initial capacity (commented further in section 3.2 and Milestones at 4.6 of the Business Plan, below).

Greater Renfrewshire and Inverclyde Local Action Group	
Aim and Vision	
<p>“To promote and improve the quality of life for the GRI rural area, building stronger, resilient communities by supporting and advocating investment in the quality of services and intervening ourselves to realise social, economic and environmental objectives, all the time working in partnership with communities and stakeholders.”</p>	
Strategic Priorities	Indicative Activities
<p>To encourage and support rural communities and villages</p>	<ul style="list-style-type: none"> • Encourage community driven applications • Establish an events fund for communities¹⁵ • Create a small grants scheme for local areas for them to conduct small scale works in villages • Ensure external communications programme targeted to communities and groups within communities
<p>Address climate change</p>	<ul style="list-style-type: none"> • Encourage applications and projects that support net zero challenge • Evaluate where carbon sequestration and other projects can/ should happen (LAG’s own project)¹⁶ • Encourage restore nature projects
<p>Increase and sustain local rural businesses, micro-businesses and social enterprises,</p>	<ul style="list-style-type: none"> • Encourage projects to support entrepreneurial training • Work with local food growers, tourism operators etc. to generate project applications • Work with employers and employers’ bodies to identify needs/ opportunities
<p>Address inclusion, diversity and equality issues and help ensure that child, elderly, fuel and other forms of rural poverty are reduced</p>	<ul style="list-style-type: none"> • Precondition of support is adherence to these principles • Communicate to local groups the receptiveness of the LAG to receive and respond to applications for disadvantaged groups • Targeted skills development, capacity building and enabling for individuals in the community

¹⁵ For existing and new events: this need was identified in the Community Led Tourism work conducted for the LAG area in early 2022

¹⁶ Making sure we tie in with Councils’ actions in this area

Create specific opportunities for young people	<ul style="list-style-type: none"> • Invite youth representation onto the LAG to plan for a Youth LAG • Create a Youth LAG • Allocate a sum for it to dispense as grants • Specific support for Youth LAG priorities
Foster partnership working	<ul style="list-style-type: none"> • Work with the Councils to align LAG policies and support projects aligned with Council policies • Leverage funding via Councils and others • Work with local groups to encourage applications and collaboration on policies and projects • Encourage project applications from communities • Facilitate others in the community to develop new partnerships • Work with relevant national agencies to encourage links with local groups/ communities
Build the capacity of the LAG	<ul style="list-style-type: none"> • Appoint part time project development officer¹⁷ • Develop two projects for the LAG to lead on, collaborating with others as needs be • Co-opt appropriate members to strengthen the LAG's representation • Invite guest topic speakers to meetings • Skills audit of LAG members
External communications	<ul style="list-style-type: none"> • Annual meeting in each Council area to explain the LAG's work, encourage applications and invite comment • Coaching programme for potential applicants on best ways to make applications • Briefing sessions with Councils to keep them up to date with LAG activities • Develop brand and web site • Social media programme

An indicative budget is provided for the LAG for 2023/24 at sections 4.4 and 4.5 of the Business Plan. The LAG should have the flexibility to be able to reallocate budget amongst budget heads subject to final allocations from Scottish Government and take up of grant allocations.

The LAG would want grant allocations to address more than one priority (e.g. projects to reduce food waste would also address poverty and climate issues) and it would be important to make sure that grants are not allocated against one or more priorities where they have negative effects on others (e.g. funding an enterprise which had a negative environmental impact). The balance being looked for will have to be articulated in the guidance to applicants .

¹⁷ Subject to Renfrewshire Council approval and processes

Greater Renfrewshire and Inverclyde Local Action Group

Community Led Vision and Business Plan March 2023

6. Business Plan

The Business Plan component of the GRI LAG Vision follows the template and structure provided in Scottish Rural Network's guidance on community led visioning for LAGs. The structure of the following is as follows:

- Section 1 - Governance and Legal Basis
- Section 2 – Key Responsibilities
- Section 3 – Scope of the funding
- Section 4 - Financial Arrangements

Section 1 - Governance and Legal Basis

In late 2022 only the representatives of the three participating Councils and two external members of the former LAG that managed LEADER funds were still in place. To strengthen the LAG and appoint new members, a recruitment campaign was launched in late 2022 resulted in ten applicants being appointed to the reinvigorated LAG with an independent chair and representation from across the GRI community¹⁸. This section addresses the LAG membership, the Chair and the partnership and legal structure for the LAG.

1.1 LAG Members and their Recruitment and Roles

In total 40 expressions of interest were received and 17 applications in the open recruitment process, from whom 10 applicants were invited to attend the first LAG meeting on 11th January 2023¹⁹, following a skills and experience scoring and selection process with Council representatives and the nominated consultant managing the recruitment process.

One candidate applied for the Chair's role and was appointed by the first meeting in January to take this role for an initial first year.

¹⁸ Council representatives also changed

¹⁹ One person has subsequently withdrawn

Currently the LAG is made up of the following representatives:

- 4 public²⁰:
 - 3 representatives, 1 from each of the 3 Councils
 - 1 representative from VisitScotland
- 1 private:
 - 1 representative from East Renfrewshire
- 8 community/ third sector:
 - 1 from East Renfrewshire
 - 1 from Inverclyde
 - 6 from Renfrewshire

1.2 Gender, Age, Ethnicity and Location Balance

New private, third sector and community members have a strong female balance, thus:

- Female 5
- Male 3

The three Council and the VisitScotland representative change the gender balance as follows:

- Female 9
- Male 4

The age balance of new members is as follows:

- 26 – 40 years 3
- 41 – 55 years 2
- 56 years or over 3

In terms of the recruitment programme, we failed to generate ethnic or new Scot applications and applications from those aged below 26 years of age. These target groups will be addressed both in future recruitment and targeted communications to invite appropriate applications for funding (see sections 1.8).

The balance of location of members also needs addressed and this is dealt with below (see section 1.8)

²⁰ The public sector representation must not exceed 49% of the make-up

1.3 Skills and Contributions of LAG members

The late 2022 recruitment was an open and non-discriminatory selection process with the skills asked of potential members well defined:

Skills, knowledge and personal characteristics of a LAG Member should include some (but not necessarily all) of the following²¹:
<p>General</p> <ul style="list-style-type: none">• Experience of, or with, bodies representing equality, diversity and inclusive objectives• Understanding of and commitment to the rural areas• High level of personal integrity• Ability to be resourceful and think creatively• Serving the public interest• Networking and working with and influencing stakeholders• Ability to contribute at a strategic level• The ability to develop or contribute to development of policy• The ability to make good, independent judgements• Ability to work effectively as a member of a team, communicate with other LAG members as required and to accept consensus decisions and act upon them• Ability to influence, empower and where necessary lead a team• Evidence of being a good collaborative team member• History of working in, or with, communities or on a volunteer basis
<p>Specific</p> <ul style="list-style-type: none">• Good understanding of the policy issues facing rural communities• Experience in volunteer engagement• Ability to assess performance• Public relations/ communication/ marketing
<p>Desirable</p> <ul style="list-style-type: none">• Awareness of young persons' issues

It is probably too early to assess and decide how the skills of LAG members will be applied in fulfilling the objectives of the LAG or in focusing on project-by-project evaluations (i.e. one member takes the lead in a topic area?). Suffice to say, the following representative skills can be found amongst private, third sector and community LAG members:

- Representation of local areas and communities
- Commitment to climate change and experience of sustainability, local food policy and production, rural tourism
- Commerciality and representation of employers' bodies (current and past presidents respectively of chambers of commerce)

²¹ From the application pack

1.4 LAG Members Roles

The role of each member in the LAG is yet to be determined. It might be that individual members lead on specific topics or objectives or on a project-by-project basis. As a group entity, the members will:

- decide on priorities of the LAG
- establish a fair, open and transparent fund
- talk to project applicants with potential site visits to understand the rationale behind and quality of applications
- adjudicate on project applications for funding
- distribute revenue (and potentially in the future) capital allocation to a range of projects
- determine whether additional members should be recruited or co-opted
- determine the direction and emphasis of future activities and objectives
- determine projects for the LAG to initiate (and why)
- drive external communications with communities, groups and residents
- review the LAG's role in advocating or promoting policies and/ or initiatives
- work with public agencies
- direct the staff resource (see section 2 below)

1.5 Expectations of LAG Members

The consultation exercise to prepare this vision, in February 2023, allowed individual members to express their ambitions and views on the LAG, in terms both of its objectives and governance. The ambitions of members were analysed and articulated in the objectives catalogued in Section 6.3 above. The rationale is also expressed in terms of relationship with Scottish Government priorities articulated in the guidance to LAGs from the Scottish Rural Network.

Members also expressed their views and ambitions about the governance and ways in which the LAG should operate. These are expressed in section 6 above (Vision, Objectives, Ways of Working and Priorities of the LAG). These in our view also align with Scottish Government and local authority priorities and policies – for which the policy context has been catalogued in section 3 above in the Vision and Appendix 2.

1.6 Period of LAG Membership

It is good practice to build into the rules of governance²² the renewal of membership. It is proposed that LAG membership is for a term of 3 years, with members being able to decide themselves whether to serve a second three-year term at which point they can stand for re-election. They would only be permitted to serve two, three-year terms, after which they cannot be re-elected.

22 A constitution is required that catalogues these

1.7 Future Members and Recruitment

An open, non-discriminatory and transparent selection process will be designed for the recruitment of new members at the three-year break point of membership. This would learn from the 2022 recruitment process that was predominantly conducted through a widespread social media campaign.

1.8 Addressing the Balance of Membership

The imbalance of geographical location, youth and ethnicity/ new Scots representation on the LAG will be addressed in 2023/24 as follows:

- Co-option of representatives of third sector facing bodies, especially CVS Inverclyde and Voluntary Action East Renfrewshire to represent these areas and, along with Engage Renfrewshire, initiate communication with groups representing young people and ethnic/ new Scots groups to identify people/ organisations who might usefully be co-opted short or long term to address any imbalances of membership.
- Action will be taken to communicate with the education/ community development functions of the three Councils to identify whether and how young people might be identified to hold a conversation about representation of young people on the existing LAG and potentially the development of a Youth LAG.
- This same conversation will also be held with the local representatives of the Scottish Youth Parliament²³ and the youth parliaments within each Council area.
- Communication will take place with the Scottish Refugee Council, BEMIS (the national Ethnic Minorities led umbrella body), and the ethnic minority officers of the three councils to identify ethnic or new Scot representation for the LAG.

1.9 Co-opted Members

In addition to the potential co-option of the third sector interface bodies, other co-options may be required to bring additional skills or perspectives to benefit the LAG. These may be time limited but will in any event not be longer than 3 years.

Co-options will be full voting members of the LAG.

Other individuals or representatives of organisations may be invited to advise the LAG on specific topics. They will not be voting members.

²³ There are six such representatives across the three Council areas

1.10 LAG Chair

A Chair has been appointed with a commercial background; she works for Dell Technologies, lives in the GRI area and was formerly President of the Glasgow Chamber of Commerce. She was the only applicant to apply for the Chair. The first meeting of the strengthened LAG in January 2023 endorsed her appointment for a year in the first instance.

Reviewing this appointment, it would be appropriate to have the Chair in position for at least two or three years to allow continuity in the activities of the LAG and communications with external bodies/ partners. However, an annual endorsement by the LAG on the Chair's appointment is appropriate, with the Chair demitting office at three years (at which point they can stand for re-election – see section 1.6 above).

In the future, the Chair will be nominated and elected from amongst the membership.

1.11 Appointment of Vice Chair

A Vice Chair will be appointed from amongst the membership. They will be appointed on the same basis as the chair with annual endorsement by the members and re-election as a member at three years after which they would need to stand for re-election and present themselves again for appointment by members.

The Vice Chair will support the Chair and may be a mechanism for maintaining continuity through structured succession.

1.12 Chair and Vice Chair Roles

Essential roles of the Chair (supported by the Vice Chair) will be to:

- Lead the LAG to success
- Guide and help generate consensus amongst members
- Manage and support allocated staff and direct their performance (working with the nominated Council)
- Be the public face of the LAG
- Be the main interface with public bodies and funders
- Collaborating, working with and influencing stakeholders
- Chair meetings of the LAG (with the Vice Chair substituting for the Chair if they are unavailable)

They may also help drive the thinking and actions that might need to be taken to fulfil members' ambitions for the evolution of the LAG.

The Chair and Vice Chair's characteristics will include those criteria linked to membership (above at 1.3) plus:

- High-level strategic leadership, thinking and planning
- Monitoring and evaluating performance in a not-for-profit organisation
- Experience of financial management
- Ability to evaluate, assess and manage risks
- Legal - for instance for the future, an understanding and acceptance of the legal duties, responsibilities and liabilities of Board Membership
- Governance and non-executive directorship experience

1.12 Suspension and Expulsion of Members

Members who fail to attend 3 consecutive meetings and fail to give an acceptable excuse (in the view of members) will be suspended and excluded from LAG membership. Members who act in an unreasonable and unacceptable fashion (in the views of members) will also be suspended, after having been given the right to explain their behaviour. Such behaviour might comprise unacceptable personal behaviour and/or failure to advise of conflicts of interest or failure to maintain professional standards with other members, applicants etc.

Consideration might be made to prepare a code of conduct for members²⁴.

1.14 LAG Decision Making Processes

Decision making by the LAG will be made at meetings that are quorate (see 1.15 below). If required the Chair can ask for a vote of voting members of the LAG to make decisions.

The LAG can establish subgroups, committees or advisory groups which may be authorised to take decisions as if they are the full LAG itself. The role and remit, terms of reference and operating procedures of these will be agreed by the full LAG. Their role and remit may be policy or project focused or themed (e.g. young people, rural poverty etc.) Decisions made by these bodies must be reported to the full LAG. They may be short or longer life.

Membership of these groups will be determined by the full LAG or may be delegated by the full meeting to the Chair or Vice Chair to decide. Advisors and other may be co-opted but decisions will remain the responsibility of voting members alone.

24 As through SCVO Meetings (scvo.scot)

1.15 Quorum

The quorum for LAG meeting will be 50% of the voting membership, of which Council voting members will not be more than 49%, in order to ensure the essential character of the LAG representing the community is not eroded. For pragmatic reasons, decisions can be made at inquorate meeting but have to be ratified or endorsed at the next full meeting.

1.16 The Legal Structure of the LAG

The legal structure of the LAG is an unincorporated association – where members come together for the benefit of the GRI area and not to make a profit.

The LAG enters into a partnership with Renfrewshire Council (see section 1.18 below) for it to take staffing, financial and other resource responsibilities.

1.17 Future Structure of the LAG

The option exists to review and plan in the future for incorporation of the LAG as a social enterprise or non-profit Community Interest Company or to develop a partnership arrangement with another body to deliver administration and financial management etc.

As an unincorporated association, individual members are personally responsible for any debts and contractual obligations, which is why a partnership is made with a Council, relieving the LAG of these responsibilities. If however the LAG wants to assume the resourcing responsibilities of the Council, it can in the future plan for incorporation and hand over of administrative, project development and financial arrangements.

1.18 Agreeing the Partnership Structure

It is proposed that an administrative and financial “Lead Partner” is nominated and that this be Renfrewshire Council. The purpose of this is to maintain continuity with the former LEADER programme “lead partnership” arrangement and benefit from the skills, experience, capabilities, processes and management structures already established within the Council to support and service the LAG through project evaluation, administration, financial management etc.

A Memorandum of Understanding (MOU) will be used as a basis for the partnership agreement, to help ensure everyone is clear about the partnership’s objectives and LAG members’ and the lead Council’s respective roles, responsibilities and obligations. (See Appendix 5).

1.19 Conflicts of Interest

The general rule is that members should declare their interest in projects and should not participate in decisions that concern them directly. This issue is dealt with in more detail below (section 3.10 and Appendix 6).

Section 2 - Key Responsibilities

LAG and Partner responsibilities are articulated in Appendix 5, the Memorandum of Understanding and Partnership Agreement between the GRI LAG and Renfrewshire Council, as the lead partner.

2.1 The Local Action Group Responsibilities

The LAG is the responsible partner for delivering the community led vision and associated business plan. It has the overall responsibility for the management and strategic direction of the Vision. The LAG will monitor the progress of the Vision, building on our value and capacity to bring local people together to generate ideas and co-produce projects which would not otherwise have happened - or would have been much more difficult to develop had the LAG not been there.

Specifically, the role and responsibilities of the LAG are to:

- Develop and deliver the community led vision
- Monitor progress of the vision
- Attract funding and seek to exert leverage funding to support investment in the rural areas
- Direct the strategy and operations related to the GRI Rural Community Led Funding Programme
- Devising appropriate guidelines and selection criteria for applications for funding
- Invite project applications
- Assess applications for funding support, and making decisions on awarding funding
- Monitor grants offered, taken up and the impacts of these
- Work in partnership with the community
- Work in partnership with the three Councils and other bodies as may be able to contribute to the LAG's objectives and priorities
- Specifically to work in Partnership with the lead partner, Renfrewshire Council, in the management of the project and the funds under the Rural Community Led Funding Programme
- Working with the Lead Partner, ensure sound financial management of the CLLD funding programme
- Develop and advocate policy and projects to enhance the quality of life in the community
- Communicate with residents, communities, groups and organisations located in or representing rural communities of interest

In addition, the LAG is keen to take on the role ascribed by Scottish Government to be an originator and contributor to meaningful policy change, to work with public bodies and Scottish Government to stimulate debate, experimentation and innovation in policy and project implementation in the GRI rural area.

The LAG is conscious that as a newly reinvigorated entity, it and its members need to develop the capacity to fulfil these roles, so we have identified milestones in section 4 below to demonstrate how we intend to progress.

The value of LAG comes from our skills, experience and local connections, plus our ability to take the initiative and demonstrate leadership and accountability. The LAG will be representative of the GRI area and its communities and groups as well as being transparent and accountable, both to local people and to funders.

The Local Action Group will:

- Manage funds allocated to the GRI LAG to reinforce and contribute to our objectives and priorities
- Seek to evaluate how such funds can be used to both understand and combat rural disparities
- Encouraging and foster partnership working to help generate cross-sectoral working and address thematic and place-based issues of importance to the GRI communities
- Identify mechanisms to support rural communities and groups to build their capacities and apply for funding, aligned with the LAG's objectives and priorities
- Contribute to Scotland-wide discussion and review of the efficacy and impact of LAGs and adopt good and best practice from elsewhere to contribute to the GRI LAG's enhanced performance.

2.2 Lead Partner Responsibilities

The GRI LAG has determined that it will remain as an unincorporated association, with a lead partner arrangement with Renfrewshire Council (see sections 1.16 to 1.18 above and Appendix 5).

The Lead Partner (Renfrewshire Council) will have the responsibilities assigned to it from the LAG in addition to delegated responsibilities agreed with Scottish Government via a Grant Award and the terms of a simplified agreement, to administer community led local development (CLLD) finances for the LAG.

The Council will be the Accountable Body for the delivery and implementation of the funding programme. It will also have the following delegated roles and responsibilities:

Lead Partner (Renfrewshire Council) Responsibilities	
<p>Strategic</p> <ul style="list-style-type: none"> • Support delivery of the community led development strategy, as articulated in the vision for the GRI LAG and the area, including piloting new approaches • Support alignment of LAG activity and priorities with Scottish Government's and the three participating Councils' priorities, policies and funding • Work closely with the LAG and Scottish Government to share relevant intelligence etc. • Enter into a Service Level Agreement with the Scottish Government which regulates the role, responsibilities and activities of the Accountable Body and gives it delegated authority to administer rural development finances 	<p>Animation</p> <ul style="list-style-type: none"> • Support the LAG to recruit or update membership where required • Work with the LAG and other community groups to foster new partnerships • Support the LAG in securing match funding and linking in with other funding opportunities for community groups • Development of the network locally, regionally and nationally • Support the LAG in its understanding of Scottish Government national priorities • Organise and host local capacity building events – training workshops, peer to peer networking etc. • Work with Scottish Rural Network to actively promote projects
<p>Fund Management</p> <ul style="list-style-type: none"> • To administer funds under the Rural Community Led Funding Programme • Put final project monitoring/ evaluation arrangements in place to ensure their independence • Seek to identify complimentary Council functions and budgets which align with and will help lever support and funds for GRI area projects 	<p>LAG Membership</p> <ul style="list-style-type: none"> • Renfrewshire Council will be a voting member of the LAG (and will remain so for the duration of the programme) • Offer and provide on an occasional basis, advisors on topics, themes or policies to support the LAG (these will be non-voting representatives)

Staffing and Resource Management

- Employ appropriate and line-manage funding programme staff for LAG administration and animation, providing them with accommodation, IT and other staff services of the Council
- Formally agree with the LAG the staffing structure and administrative procedures to assist the delivery of local funding together with any significant changes to this
- Report to the LAG on the activities of such staff
- Review with the LAG the performance of staff in the conduct of their duties on behalf of the LAG
- Follow the Council's own local audit and due diligence requirements
- Listen to and respond to the LAG to any concerns raised about the funding programme or staffing issues
- Advise the LAG, through its Chair, of any concerns about the LAG's performance regarding e.g. its spend profile, validity of decisions etc.

Administration

- Ensure appropriate financial management and administration of the programme funds
- Prepare costs schedules, timesheets, grant claim forms etc. for the Scottish Rural Network, as evidence of effective administration and for claims
- Support administration of LAG meetings

2.3 Eligible Costs

These are defined in the guidance from Scottish Government (along with examples of ineligible costs) and the LAG and Accountable Body (Renfrewshire Council) will adhere to these:

- Direct staff costs –via timesheets
- Staff travel – if directly related to the implementation of the vision
- Costs of premises - where clearly demonstrated these are directly related to the operation of the LAG
- Insurance of buildings, contents and for public liability
- Other eligible LAG costs – i.e. software, stationery, teaching materials, postage, photocopying
- Consumables and other reasonable costs, directly related and essential to the delivery of the LAG

Section 3 - Scope of the Funding

3.1 LAG Priorities

The vision and objectives for the LAG are detailed in section 6 in the Vision. The priorities are as follows²⁵:

- To encourage and support rural communities and villages
- Address climate change
- Increase and sustain local rural businesses, micro-businesses and social enterprises,
- Address inclusion, diversity and equality issues and ensure that child, elderly, fuel and other forms of rural poverty are reduced
- Create specific opportunities for young people
- Foster partnership working
- Build the capacity of the LAG
- External communications

LAG supported projects will contribute positively to local people and local priorities, helping rural communities to thrive through community-led initiatives. These criteria will be built into the criteria for project applications.

3.2 Capacity Building

We see two dimensions to capacity building:

- **Community Capacity** – this is important to ensure that there are new applicants engaging with the LAG, that project applications are not all from the same sources and that applicants align with LAG (and others’) priorities and themes. We are aware that many community organisations are volunteer dependent and not all have the experience of making applications for funding, as well as which volunteer churn (volunteers leaving and new arrivals) mean that continuity can be difficult to maintain. Both through the LEADER programme and again with the 2022/23 round of applications, the quality of applications was variable. LAG interventions in this area may include:
 - Workshops for project applicants
 - LAG members see project applicants on a one-to-one basis
 - Review with third sector interface organisations²⁶ the needs and solutions to developing community capacity

25 See section 5 for the objectives of the former LAG

26 CVS Inverclyde, Engage Renfrewshire and Voluntary Action East Renfrewshire

- **For the LAG itself:** - since the LAG has a majority of new members and has only been meeting in its new format since January 2023, we see the need for energy, resources and support to be directed inwards to build a cohesive entity, with a shared commitment to and prepared to experiment to find new ways of supporting the community. This in addition to fulfilling its role of mediating and determining funding applications expeditiously. We aim to develop our capacity through:
 - Inviting co-opted members, advisers and external speakers either on a topic basis or to bring additional skills and influences to the LAG
 - develop a coaching programme to help LAG members fully understand their roles and functions
 - implement a workshop programme to brief members on topics
 - visiting and talking to project applicants to appreciate what they are trying to achieve and understand how the LAG might help them
 - prepare a skills audit of LAG members to help determine skills gaps (for new co-options or new members) and how best to use members' skills to achieve the LAG's objectives

3.3 Initiating LAG Derived Projects

We support the principle of the LAG initiating a small number of projects itself, to use these as exemplars or demonstrations of what can be achieved and delivered in specific topic area(s) in tune with the needs of the area and aligned to our priorities. A small number of criteria govern the sorts of projects we will generate ourselves and what they seek to achieve:

- LAG generated projects will align with LAG priorities and the policies and priorities of the Councils and Scottish Government
- They will serve as exemplars or demonstrations of what could be achieved if researching, designing or delivering the projects, for others to copy and for the LAG to publicise
- The LAG will only generate its own project(s) if no-one else is working in the selected topic area
- The LAG will seek local partners to help develop and deliver the project(s) and may encourage them to be project leads and apply to the LAG for funding

The decision-making process is likely to be more complex, since the LAG will want to research, review and debate its role in moving forward. A subcommittee or advisory group may be set up to explore in more detail and make final decisions. In any event, the discussion and the decisions need to be accurately recorded in Minutes, to provide an audit trail.

3.4 Alignment with Scottish Government and Council Priorities

It is a matter of principle that the LAG will invite applications, evaluate them and initiate its own projects so long as they are aligned with Scottish Government priorities, as well as those of the three Councils.

As intimated in the Scottish Rural Network's guidance for LAGs, the GRI LAG would wish to experiment and be flexible in testing new approaches to enhancing communities and therefore needs flexibility in interpreting others' priorities.

3.5 Outcomes

The overarching fund outcomes for the LAG are expected to be as follows²⁷:

- Rural communities will have the opportunity to try out different approaches to local community development
- Groups and organisations will build connections with the LAG network and the business sector
- Rural groups and organisations will work in partnership to make positive changes in their communities
- A body of evidence, insights and learning will be collated to help inform ongoing rural Community Led Local Development policy and programmes.

These anticipated outcomes will be assessed alongside other outcomes, including:

- Specific alignment with LAG and Scottish Government priorities
- Number of projects, and their alignment to priorities
- Value for money
- Funding leverage
- Jobs created/ safeguarded
- Number of beneficiaries (i.e. people trained)
- Targeted areas
- Targeted demographic groups

3.6 Location of LAG Funded Expenditure

Allocations and expenditure in the three Council areas in the GRI will be monitored to ensure equity across the area and the ability to report back to the three Councils.

27 As articulated by the Scottish Rural Network guidance to LAGs

3.7 Making the Right Choices - Projects

Project selection procedures and decision-making processes to be employed for projects funded through the LAG must be “non-discriminatory and transparent.”

The guidance says that:

“This should clearly identify the sequence of events, the people involved at each stage, and it should ensure an adequate separation of responsibilities between the different elements in the process. LAGs will set out how applications can be decided either in writing or in person.”

The LAG will continue with the project invitation/ promotion and evaluation process employed formerly in the LEADER programme, with the following additions:

- Updating of the project application form to ensure it contains necessary guidance about alignment of objectives and criteria, and particularly to integrate the new objectives and priorities developed in this Vision
- Where necessary, the project officer will brief project applications on the nuances or potential improvement of their application to meet the criteria
- Development of a new cost and scoring matrix which will be used by LAG members involved in evaluating projects
- Project applications will be reviewed and discussed at LAG meetings, although these might be delegated to subcommittee meetings
- Minutes will summarise the discussion and will be treated as part of the audit trail
- Decisions will be communicated to project applicants by the project officer in writing
- Where projects are considered particularly important in making a contribution to the LAG and the achievement of the Vision (they might be more innovative, encompassing or address particular disadvantaged groups), the LAG may wish to offer more support and/ or propose that the LAG fund all or part of a project and/ or break the project into stages or parts

3.8 Communication with Applicants

Communication with applicants will be managed by the project officer, to ensure continuity in communications. Where members decide that site visits or speaking personally to applicants to understand their rationale and the detail of their application, these will be organised by the project officer.

3.9 Appeals

We will develop a clear and simple process for project applicants to appeal against decisions made by the LAG. This will comprise:

- A costing and scoring matrix against which projects can be assessed
- Discussion of the project at LAG meetings, that will be summarised in the Minutes
- The Minutes will include the reasons why projects are accepted, refused or offered funds less than applied for
- The Minutes and accompanying matrix will serve as part of the audit trail for decisions
- Decisions will be communicated to all applicants, including failed ones with the reasons for decisions
- Appeals will be made to the project officer in the first instance
- The applicant is invited to provide a written rationale for the appeal
- The project officer will advise the Chair
- The Chair will decide whether a written response is given or whether the full LAG or a subcommittee will consider the appeal
- Only in extreme circumstances will the appellant be asked to meet the Chair and/or sub committee

3.10 Conflicts of interest

The balance has to be found between encouraging engagement by members who are active in communities or organisations and making sure they are not dominating decision making in favour of “their” projects. The general rule, therefore, is that all members should declare their interest in projects and should not participate in decisions that concern them directly. Conflict of Interest Declarations must be recorded²⁸ and submitted to Scottish Government along with the final grant claim form.

As, recommended, the GRI LAG will prepare a register of LAG members’ interests and seek the explicit statement of conflicts, at meetings, which will be recorded in Minutes (see Appendix 6).

28 At present this is through the Minutes

Section 4 - Financial Arrangements

4.1 Revenue Funding

Advice from the Scottish Rural Network is that in 2023/24 only Revenue (operational) funding will be made available. In the past LEADER was allocated Capital (Capex) funds – the LAG, through Renfrewshire Council and the project officer will monitor the situation and allocations.

Feasibility studies for capital projects are not considered capital expenditure.

4.2 Staff and Administration Costs

Up to 15% of the allocation to each LAG can be used for staffing, administration and animation costs (addressed in section 3 above).

4.3 Offer of Grant and Claims

The GRI LAG specific allocation will be awarded via an Offer of Grant sent to the Council. This will normally detail the total amount of funding awarded with a breakdown of the amount of capital and revenue funding available, as well as the staffing support allocation.

Scottish Ministers will pay the allocated amount in arrears on receipt of a completed grant claim form as set out in the Grant Offer Letter. The management of claims is an essential role of the project officer employed by the Council.

4.4 Indicative GRI LAG Budget for 2023/24

The following table catalogues the indicative budget for the GRI LAG for 2023/24, subject of course to the Scottish Government allocation. The LAG should have the flexibility to be able to reallocate budget amongst budget heads subject to final allocations from Scottish Government and take up of grant allocations.

2023/24 Indicative Estimate of Costs	Revenue costs
Staff and administration costs 15% of total	£54,173
Build LAG Capacity <ul style="list-style-type: none">• Staffing – additional 2 days/ week for project development and LAG support = £15,000 (£150/ day)• External facilitation support 10 days at £500/ day - £5,000• Skills audit - £4,000• Coaching - 4 sessions X £500 = £2,000• Workshops – external speakers £500 X 4 p.a. = £2,000	£28,000

External Communications <ul style="list-style-type: none"> Develop communications plan (to determine balance of other activities) = £3,000 Develop brand = £1,500²⁹ Web site – update and optimise = £4,000³⁰ Social media (Facebook, Instagram, Twitter and LinkedIn) <ul style="list-style-type: none"> Photography = £2,000 Film/ video for social and web site = £2,500 LinkedIn – purchase of premium account, £90/ month = £1,080 Manage, include SEO, boost posts = £200/ month = £2,400 Briefing sessions with groups across GRI area (venue and set up costs) - £500 X 3 = £1,500 3 X public meetings p.a., for each Council area - £1,500 X 3 = £4,500 	£22,480
Youth LAG³¹ <ul style="list-style-type: none"> Recruit and build membership = £2,000 Coach/ support for youth members = £2,000 Small grants scheme (6 months in 2023/2) = £7,500 (£15,000 next year) 	£11,500
LAG Community Small Grants Scheme <ul style="list-style-type: none"> Develop criteria for operation (internal costs) Designed to help potential applicants with first steps Designed to help build capacity within local groups Local villages/ groups to access for small projects 	£30,000
Local Events Grants Scheme <ul style="list-style-type: none"> Develop Toolkit for local events (one off cost) = £5,000 Launch and publicise Events fund =£20,000 	£25,000
GRI LAG’s own projects (indicative) <ul style="list-style-type: none"> Map carbon sequestration and other climate change initiatives to identify gaps/ opportunities across area and way forward for external applicants and potential for phase 2 LAG ‘s own projects³² = £20,000 Develop plan to build community group capacity – what’s needed, how LAG can support etc. =£20,000 	£40,000
Main Grants Fund	£150,000
Total	£361,153

29 Could be substantially more, but assume £1,500

30 Managed and developed by Renfrewshire Council

31 The process will need to be tried and tested with the potential for developing a young person’s vision first

32 Potential to work with local partner(s). It is understood officers within Renfrewshire Council are initiating a similar project therefore conflict needs to be avoided

4.5 Allocation of Funds against LAG priorities

The table below is used to demonstrate how the funds would be allocated against the key priorities and themes (see above at section 5.4 of the vision). Staff costs are evenly allocated against all themes; the various grants schemes are allocated against specific priorities.

The LAG would want grant allocations to address more than one priority (as highlighted in the vision at section 5.5.) and it would be important to make sure that grants are not allocated against one or more priorities where they have negative effects on others. The balance being looked for should be articulated in the guidance to applicants .

2023/24 Project Breakdown - Priorities	Allocations	Main Grants Fund £150,000	Staff costs £54,173	Total and % spend
1. To encourage and support rural communities and villages	<ul style="list-style-type: none"> Small Grants Scheme, £30,000 Local Events, £25,000 LAG project - group capacity £20,000 		£6,772	£81,772 (23%)
2. Address climate change	<ul style="list-style-type: none"> LAG project £20,000 	£37,500	£6,772	£64,272 (18%)
3. Increase and sustain local rural businesses, micro-businesses and social enterprises,		£37,500	£6,772	£44,272 (12%)
4. Address inclusion, diversity, equality and rural poverty issues		£37,500	£6,772	£44,272 (12%)
5. Create specific opportunities for young people	£11,500		£6,772	£18,272 (5%)
6. Foster partnership working		£37,500	£6,772	£44,272 (12%)
7. Build the capacity of the LAG	£28,000		£6,772	£34,772 (10%)
8. External communications	£22,480		£6,772	£29,252 (18%)
Total³³				£361,153

33 Figures rounded up

4.6 Milestones

The capacity of the LAG is limited by the fact that most members are newly appointed and many (community, voluntary and business) representatives are acting in a voluntary capacity. With that in mind, we catalogue here the milestones for delivery of the 2023/24 programme – compatible with capacity - with some carry-over to delivery in 2024/25.

	2023/24 - quarters ³⁴				24/25
	1	2	3	4	
Build LAG Capacity					
Recruitment of additional staff resource	X				
Skills audit of LAG members	X				
Coaching - 4 sessions		→	→	→	
Workshops – external speakers		→	→	→	
External Communications					
Develop communications plan	X				
Develop brand	X				
Web site – update and optimise (Ren. Council)		X			
Social media actions		X			
Briefing sessions with groups across ³⁵	→	→	→	→	
Public meetings in each Council area			X		
Youth LAG					
Recruit and build membership for existing GRI LAG		X			
Coach/ support for youth members			X		
Launch small grants scheme for youth			X		
Launch Youth LAG					X
LAG Community Small Grants Scheme					
Develop criteria for operation			X		
Launch and publicise grants scheme				X	
Local Events Grants Scheme					
Develop Toolkit for local events			X		
Launch and publicise Events fund				X	
GRI LAG's own projects					
Review and plan for LAG's own climate change initiatives		→	→		
Develop plan to build community capacity		→	→		

³⁴ e.g. April/June 2023

³⁵ Subject to when funds are made available to the LAG