Rural Tayside LEADER Programme
2007-2013

RURAL TAYSIDE

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Foreword

Rural Tayside is renowned for the splendour of its scenery, its historic towns, the quality of its produce and the hospitality and creativity of its people.

The area comprises hill areas leading to the Grampian Mountains to the north, coastal areas on the Firth of Tay and North Sea to the south and east, and farming areas in the middle and south. Rural Tayside's countryside is valued for its distinctive environment, the attractiveness and diversity of its landscape, and its small, close-knit rural communities.

The Rural Tayside LEADER Programme 2007-2013 was established to support people living or working in rural Tayside to develop a more diverse and enterprising rural economy, build stronger and more inclusive rural communities and enhance the natural and cultural assets, by offering grant assistance to help people fulfil their aspirations locally.

The Programme supported a wide range of projects that have helped realise local aspirations and make a tangible difference to people's lives: from improved community facilities and services to celebrating and protecting the cultural and natural heritage, developing skills, building capacity and contributing toward the local economy.

The vision and dedication of local people and locally based organisations has made this happen. People have devoted time and resources and voluntary commitment to achieve what they set out to do – to make a difference and improve their communities for the benefit of all. Their efforts have been supported by the LEADER Team and the Rural Tayside Local Action Group.

As the programme comes to a close we have undertaken a review to look at the processes and outcomes of the programme so that we can draw out lessons for the future. In particular we have used a logic model approach to undertake and present eight projects that demonstrate the impact LEADER has made and outcomes achieved and commissioned a short film so we can hear directly from the beneficiaries about what they did and the difference it made locally.

My thanks go to all who have been involved in delivering the Rural Tayside LEADER programme 2007-2013 and to those who have helped with the review.

Serge Merone, Chair, Rural Tayside LEADER Local Action Group

Executive summary

Background

In December 2013 the Rural Tayside LEADER Local Action Group commissioned Rachel Green, Community Engagement Officer at Angus Council to review the Rural Tayside LEADER Programme 2007-2013 using a logic model approach and to help assess the delivery and impact of the Programme.

The LEADER Programme is part of a bottom-up EU rural regeneration programme that aims to capitalise on local skills and knowledge to effect change. LEADER is one strand of the Scottish Rural Development Programme (SRDP) and is delivered throughout rural Scotland by 20 Local Action Groups who each implement a Local Development Strategy (LDS).

The Rural Tayside LEADER Local Action Group (RTLAG) had 14 members representing 14 organisations during the duration of the Programme. The RTLAG focused on delivering projects around two themes: revitalising rural communities and progressive rural economies. The Rural Tayside Local Development Strategy (LDS) had three strategic objectives centred on the local economy; community development and enhancing the natural and cultural heritage and prioritised four target groups: women, migrant workers, the economically inactive and young people.

Methodology

The review was structured around a self-evaluation tool - RADAR and gathered quantitative and qualitative intelligence by analysis of:

- Rural Tayside LEADER Programme database
- Feedback from applicants at the final monitoring visit
- Applicant survey through the customer care form
- Project visits and interviews with volunteers and beneficiaries
- Local Action Group survey

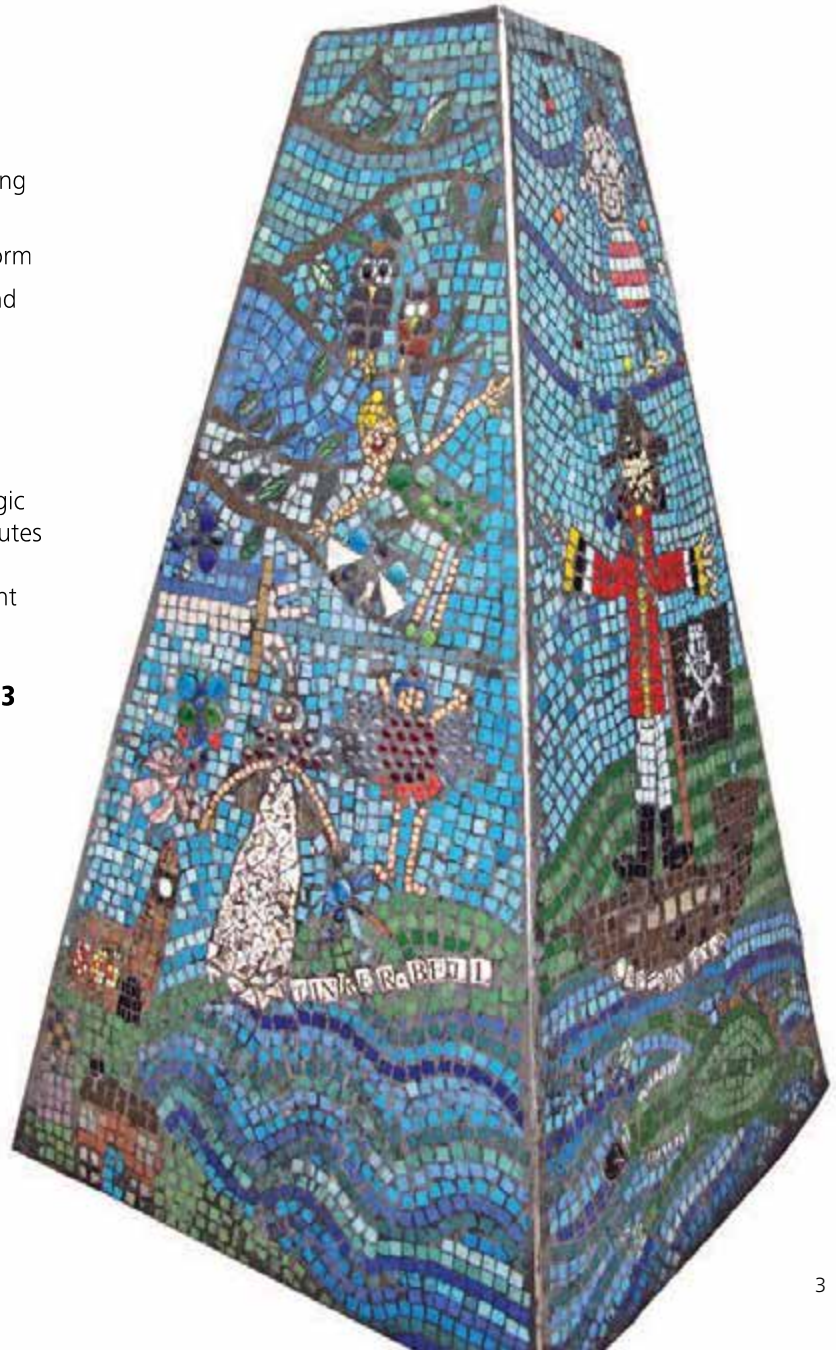
Logic models have been used to show a graphical depiction of the relationship between activities, outputs and outcomes of eight projects. These logic models also demonstrate how the project contributes to local involvement, community benefit, equal opportunities, innovation, sustainable development and sharing best practice.

Rural Tayside LEADER Programme 2007-2013

Between 2008 and 2013 Rural Tayside LEADER funded 125 projects. Projects were categorised under one of the strategic objectives by determining the principle nature of the activity. It is however recognised that many projects also contributed to the other strategic objectives simultaneously and all projects delivered multiple outcomes and benefits. 54% of the projects were categorised as community development, 24% as natural and cultural heritage and 22% as local economy.

The Rural Tayside LEADER Programme funded a diverse range of projects; from improvements to community facilities

Mosaic - Hill Enhancement, Kirriemuir



Historic churchyards project East Perthshire, Enhancement of Collace Mort House

Developing hazel coppice managed woodland in Perthshire

Guthrie Village Hall - Extension

and services, cultural festivals and events, restoration of historic buildings and the control of invasive species to marketing and promotional campaigns, business mentoring and support and counselling services.

LEADER funding reached most areas of rural Perth & Kinross and Angus. 64% of projects were delivered in Perth & Kinross accounting for 51% of the total grant funding approved. 31% of projects were delivered in Angus accounting for 41% of the total grant funding approved. Grants approved ranged from £1,485 to £176,973. This review is based on the amount of LEADER grant approved by the LAG and not the final amount paid.

The Programme delivered projects aimed at particular target groups; young people, migrant workers and the economically inactive as well as cooperation projects across more than one LAG area, but it is recognised that this is an area that could be strengthened.

Impact

The LEADER Programme has delivered numerous tangible and intangible benefits to communities across rural Tayside. The most reported outcomes are; the improvement to local facilities and services, collaborative working and improving community capacity, with improved visitor experience and the local economy and local skills next. Enhanced natural and cultural heritage and social enterprise are least reported.

Involvement in LEADER funded projects also led to other beneficial changes including increased community spirit, cohesion and confidence, better collaborative and partnership working and increased community and individual capacity. More tangible improvements include knowledge and skills development, employment and volunteering opportunities, project management experience, new buildings, facilities, services and equipment.

The LEADER approach and processes

Applicants to the LEADER programme ranged from community groups with little experience of funding applications and project management to highly skilled professional fund raising teams with paid staff to undertake claims and reporting. There was a wide variation in the capacity of groups to manage and deliver projects and consequently the level of support required varied considerably.

Successful applicants were generally satisfied with guidance, application forms and support as well as with the decision making process and correspondence. More people reported less satisfaction with the claims and monitoring processes, feeling that claims were at times slow, monitoring excessive, and that retrospective funding presented difficulties with managing cash flow.

The majority of projects were visited at the post approval and pre-final payment stage. These visits were useful to establish a line of contact and support, to inform applicants about the claims and monitoring process, to reflect on the project process and achievements and verify that the project was completed in line with the application.

The Local Action Group (LAG) members represented a cross section of interests. The individuals worked well together and brought personal experience and expertise to the assessment process. Challenges were identified around consistency of attendance, underestimation of the time commitment required of volunteers, lack of engagement in animating the Programme and the difficulties of recruiting young people to the LAG. The Programme was well run at the Rural Tayside level, however it emerged that the Scottish Government technical guidance was inadequate in terms of audit requirements.

Murton Community Farm - Tearoom

Learning and recommendations

The review concluded that there are lessons to be learnt that could help improve the delivery of the next Programme

- Tailored support should be available to applicants to help them with the LEADER processes: project planning & management, claims and monitoring
- Administrative processes and forms could be simplified and better aligned with the Local Development Strategy and a fully supported on-line application process introduced
- Establishing a complementary but separate loan scheme could help address cash flow issues
- The Local Action Group should represent a wide range of interests and have access to training and ongoing support to facilitate their engagement in the animation process and delivery of the programme
- Introducing a common framework for an outcomes-based approach to evaluation would ensure more meaningful evidence was collected to demonstrate the difference made by projects and the impact of the Programme
- Providing opportunities for LAG members and project promoters to share best practice and ideas would help consolidate LEADER as a rural development programme and foster a LEADER community of practice
- Opportunities should be taken to develop co-operation projects in Scotland, the UK and in Europe to help further the local development agenda

Next steps

Given the opportunity for community led local development to deliver multiple European funds and to integrate LEADER and European Maritime and Fisheries Funds Axis 4 for the period 2014-2020 and the desire to help realise the Scottish Government's Statement of Ambition with regard to Community Planning, the LAG decided that it would be advantageous to develop two distinct LAGs for rural Perth and Kinross and the rural and coastal communities of Angus. This will enable each LAG to develop synergy between their area's Community Planning Partnership's Community Plan and Single Outcome Agreement and its own Local Development Strategy.

Fire and Ice Festival

SECTION 1

- Introduction and context overview of LEADER
- Rural Tayside LEADER Development Strategy 2007-2013

Rural Tayside LEADER Programme 2007-2013

Introduction and context overview of LEADER[1]

"LEADER encourages rural territories to explore new ways to become or remain competitive, to make the most of their assets, and to overcome the challenges they face."

European Commission, 2006, (Source: The Leader Approach, 2006)

The European Union has supported Leader Programmes since the 1990's to help promote rural regeneration. These programmes incorporated a bottom-up, localised partnership based approach to rural development. LEADER 2007-2013 was a European Union and Scottish Government funded Programme supporting innovative and sustainable local rural development projects that promote economic and community development in rural areas.

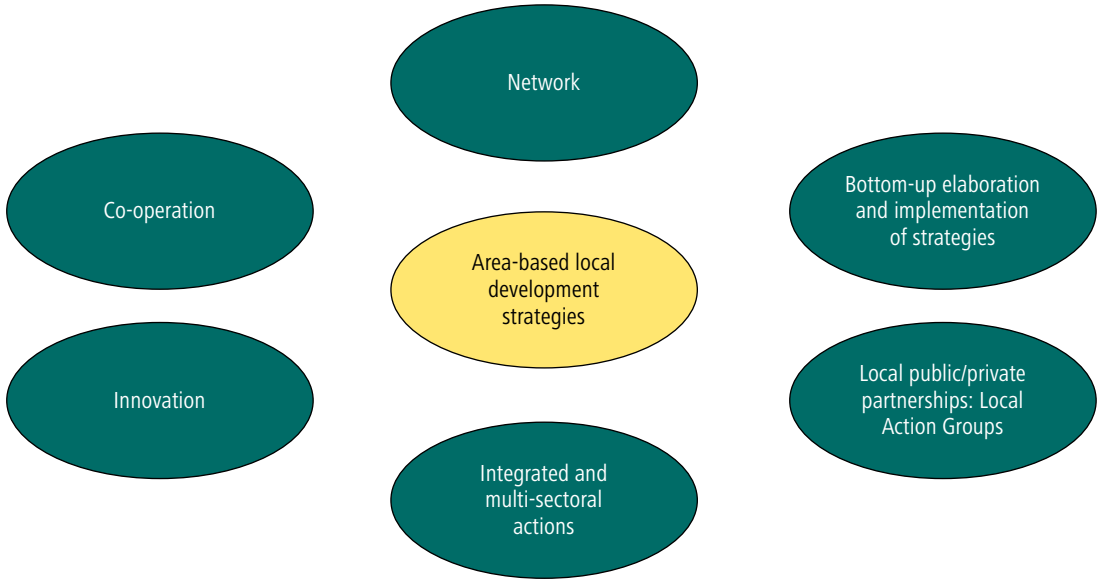
LEADER was part of the Scottish Rural Development Programme (SRDP) 2007-2013 and represented about 6% of the £1.6 billion programme of economic, environmental, and social measures designed to develop rural Scotland. LEADER was also part of the Common Agricultural Policy (CAP) falling under the fourth axis of the second pillar of CAP.

The LEADER approach recognises that local people and groups are often best placed to identify integrated and innovative local solutions to local issues and to be more responsive to local needs. LEADER aims to increase the capacity of local rural community and business networks by building knowledge and skills, and encouraging innovation and co-operation.

The LEADER focus is therefore on supporting small-scale community-driven projects that tackle local development objectives and demonstrate local involvement, community benefit, equal opportunities, innovation, sustainable development and sharing best practice.

Figure 1 shows the LEADER approach characterised by seven key principles. One of these principles is the creation of a Local Action Group (LAG) that is responsible for developing and implementing their Local Development Strategy. LAGs are partnerships of public, private and third sector members representing rural communities and their interests.

FIGURE 1: Characteristics of the LEADER approach



[1] Liaison Entre Actions de Development de L'Economie Rurale -Links between actions for the development of the rural economy

Rural Tayside LEADER Local Development Strategy 2007-2013

Rural Tayside Local Development Strategy - The Vision

"identify, develop and implement potential solutions to enable sustainable economic development in rural Tayside".

The Rural Tayside LEADER Programme 2007-2013 aimed to support people living or working in rural Tayside to develop a more diverse and enterprising rural economy, build stronger and more inclusive rural communities and enhance natural and cultural assets by offering grant and funding assistance.

Rural Tayside comprises hill areas leading to the Grampian Mountains to the north, coastal areas on the Firth of Tay and North Sea to the south and east, and farming areas in the middle and south. Rural Tayside's countryside is valued for its distinctive environment, the attractiveness and diversity of its landscape, and its small, close-knit rural communities. The area, traditionally dependent on the primary sector - agriculture, forestry and food production - has seen some growth in the service sector and tourism generally. Sixty percent of the population is of working age. There are higher than average levels of self-employment, educational attainment and migrant workers in the area and lower than average unemployment. There is a strong third sector.

The Rural Tayside LEADER Programme area has a population of 149,471 and covers 3,024 square miles or 7,832 square kilometres, approximately 10% of Scotland's land area. This includes most of rural Angus with the exception of the area of the Angus Glens located in the Cairngorms National Park, the coastal strip and the settlements of Arbroath, Montrose, Monifieth, Carnoustie and Forfar. Rural Tayside LEADER also covers most of Perth and Kinross with the exception of Perth city and Scone.

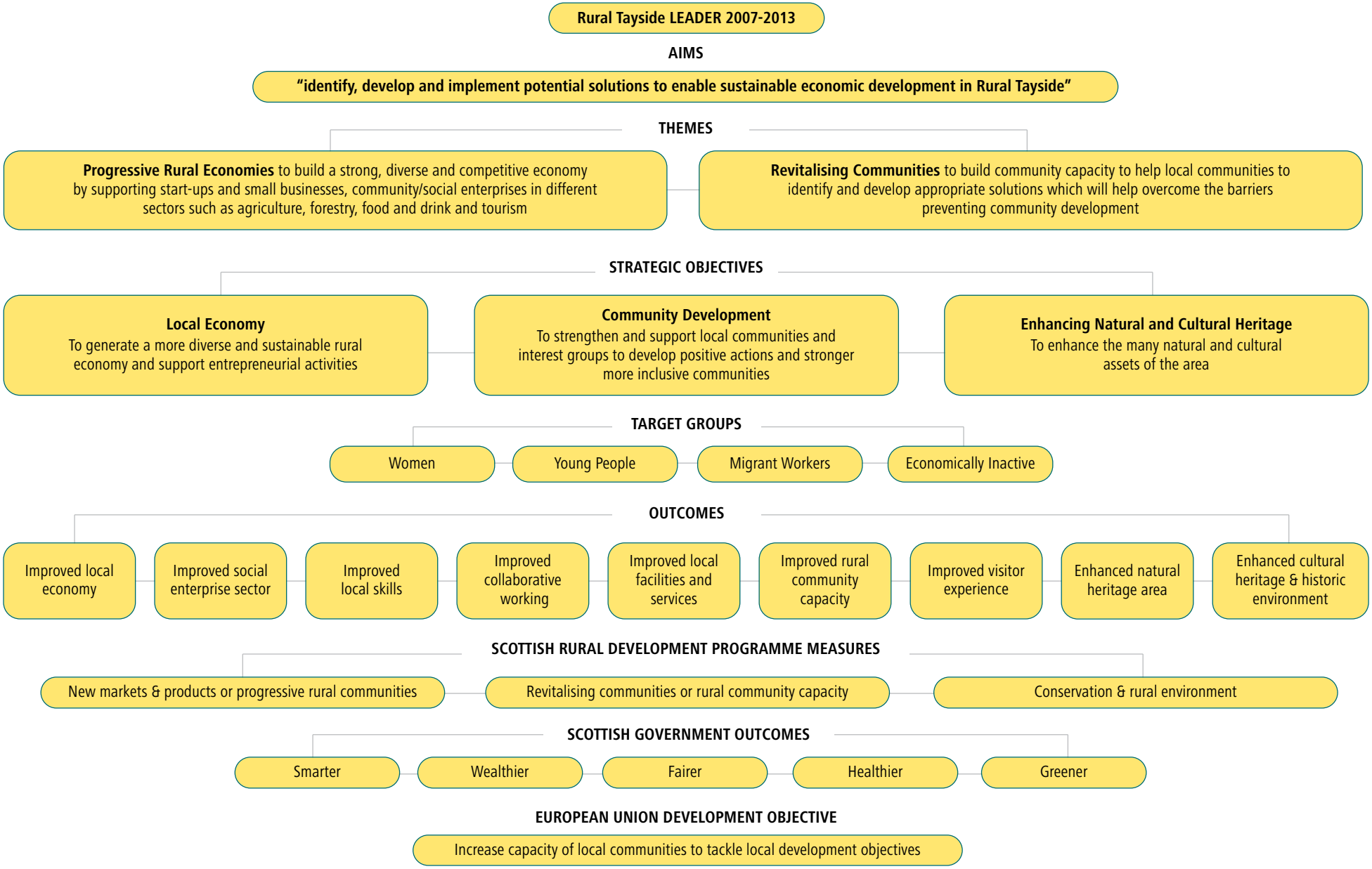
The aspirations of the Rural Tayside LEADER Programme 2007-2013 were articulated through the Rural Tayside Local Development Strategy 2007-2013. The strategy built on previous Leader programmes and was developed through a process of local consultation and research that highlighted a range of issues and barriers that affect communities in rural Tayside. These included economic structure, employment, transport, access and training. The strategy set out how the Local Action Group would take forward the programme and encourage and support local communities to take an active role in the development of the area.

Five options for LEADER themes were offered by Scottish Government to LAGs to adopt; progressive rural economies, revitalising rural communities, new markets and products, conservation of the rural environment and rural community capacity. Informed by the results of their engagement process, the Rural Tayside LAG chose to focus on revitalising rural communities and progressive rural economies. Four main target groups were prioritised; women, migrant workers, the economically inactive and young people. Three strategic objectives were identified: the local economy, community development and enhancing the natural and cultural heritage of the area, as well as nine outcomes. These building blocks of the strategy are summarised in the following table which shows how the Rural Tayside LEADER strategy fitted with the Scottish Rural Development Programme's measures, Scottish Government's outcomes and European Union's development objectives.

Go Wild Tayside - Biodiversity Festival

[2] Rural Tayside LEADER Local development Strategy 2007

FIGURE 2: Rural Tayside LEADER Strategy linked to Scottish Government and EU LEADER Outcomes & Objectives



Comrie Community Orchard - Shepherd's Hut

Section 2

- Evaluation aims and methods
- Overview of LEADER funded projects
- Co-operation projects
- Target groups
- LEADER funding and project costs
- Rural Tayside LEADER 2007-2013 outcomes - snapshots and logic models
- Final monitoring - applicant feedback

Impact

Evaluation aims and methods

A holistic self-assessment framework – RADAR - has been used to evaluate the Rural Tayside LEADER Programme.

The RADAR logic is a dynamic assessment framework that provides a structured approach to questioning performance.

Using RADAR logic as an evaluation tool we aimed to:

- Determine the outcomes achieved as part of the strategy - What was Rural Tayside LEADER trying to achieve?
- Evaluate the processes used to deliver the required outcomes and report whether the processes have been deployed in a systematic way to ensure implementation - How/Where/When was this implemented?
- Assess the deployed approaches based on monitoring and analysis of the outcomes achieved.
- Assess what have we learned and what improvements can be made.

Figure 3 shows which methods of quantitative and qualitative intelligence were used to evaluate the programme and inform the learning and recommendations.

The **Local Development Strategy** has been reviewed to assess the rationale and outcomes required from the programme.

The **database** has been analysed to provide quantitative details of the number of projects and grant approved by:

- Geographic areas
- Strategic objectives
- Outcomes

Final Monitoring Forms have been analysed to assess the impact on the organisation and identify learning points.

Applicant Survey - Customer care forms completed by applicants have been analysed to assess levels of satisfaction with the Rural Tayside LEADER administrative process.

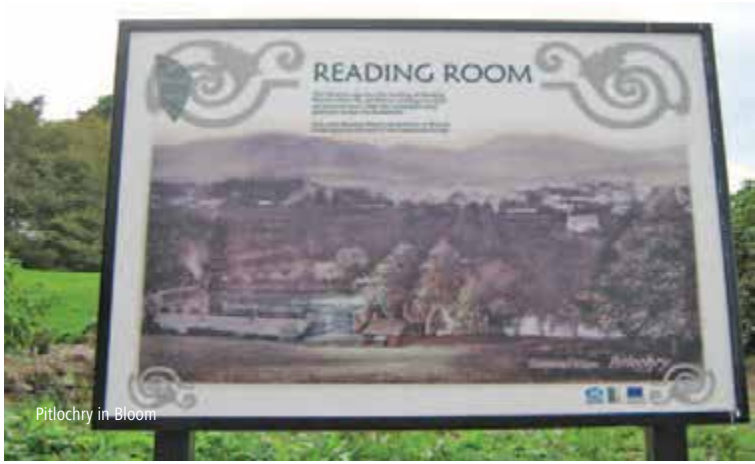
Local Action Group Survey responses have been collated to describe LAG members' experience of the LEADER Programme.

Logic Models and case study snapshots have been used to describe projects outcomes. Logic models show a graphical depiction of the logical relationships between the activities, outputs and outcome of the whole programme and individual projects.

The purpose of constructing logic models allows the assessment of the "if-then" (causal) relationships between the elements of the Programme, if the resources are available through the Programme, then the activities can be implemented, if the activities are implemented successfully then certain outputs and outcomes can be expected. Eight projects were selected based on geographic distribution and principle strategic objective to undertake a more in-depth qualitative analysis. Desk-based research, project visits and interviews were undertaken to get direct feedback and narrative stories from applicants.

FIGURE 3: Sources of information for review

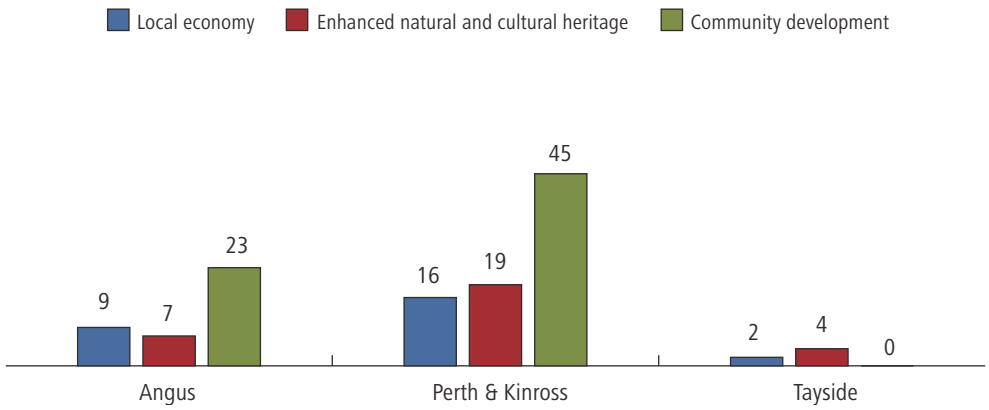
Intelligence	Results	Processes	Learning
Local Development Strategy		✔	
Database	✔		
Customer Care Forms		✔	✔
Monitoring Forms	✔	✔	✔
Leader Action Group		✔	✔
Short Films	✔		
Logic Models	✔		



Pitlochry in Bloom

Loch of Lowes

FIGURE 4: Number of grants approved by strategic objective and geographic area



Overview of LEADER funded projects

Applications for Rural Tayside LEADER funding were received from a variety of organisations. Approximately 14% of successful applications were from the public sector, 2% from the private sector and the overwhelming majority from the third sector including village hall committees, trusts, partnerships, co-operatives, single interest community groups and community development trusts and other social enterprises.

Between July 2008 and March 2013 Rural Tayside LEADER received 193 completed applications. Of these 171 were assessed by the Local Action Group, 34 were rejected and 137 approved. 22 were not taken forward by the applicants. 12 of the approved projects were decommitted for a range of reasons; for example applicants decided not to take up the grant, the project failed to progress or necessary evidence of expenditure could not be provided. In total 125 applications were awarded grants - 39 in Angus, 80 in Perth and Kinross and 6 where the project activity was across rural Tayside. Where applicants were awarded grants for phase one and phase two activity of the same project these were considered as separate applications. In addition some applicants made more than one application for different projects.

The applications were coded on the LEADER database against a range of criteria including the area of operation, eligible costs, LEADER grant approved, principle strategic objective, outputs and outcomes. It is however, recognised that many projects also contributed to the other strategic objectives simultaneously and all projects delivered multiple outcomes and benefits.

Examples of project activity that contributed to the strategic objectives

STRATEGIC OBJECTIVE 1 - To generate a more diverse and sustainable rural economy and support entrepreneurial activities.

- marketing and promotional campaigns and literature
- extensions to and upgrading of facilities
- installation of equipment
- feasibility studies to assess market and development
- advice, support and peer learning to existing/emerging business
- website development

STRATEGIC OBJECTIVE 2 - To enhance the many natural and cultural assets of the area.

- control of invasive species
- support for wildlife tourism
- environmental festivals
- traditional music
- exhibitions and festivals
- environmental management
- community archives and museums
- restoring historically significant buildings and traditional building skills

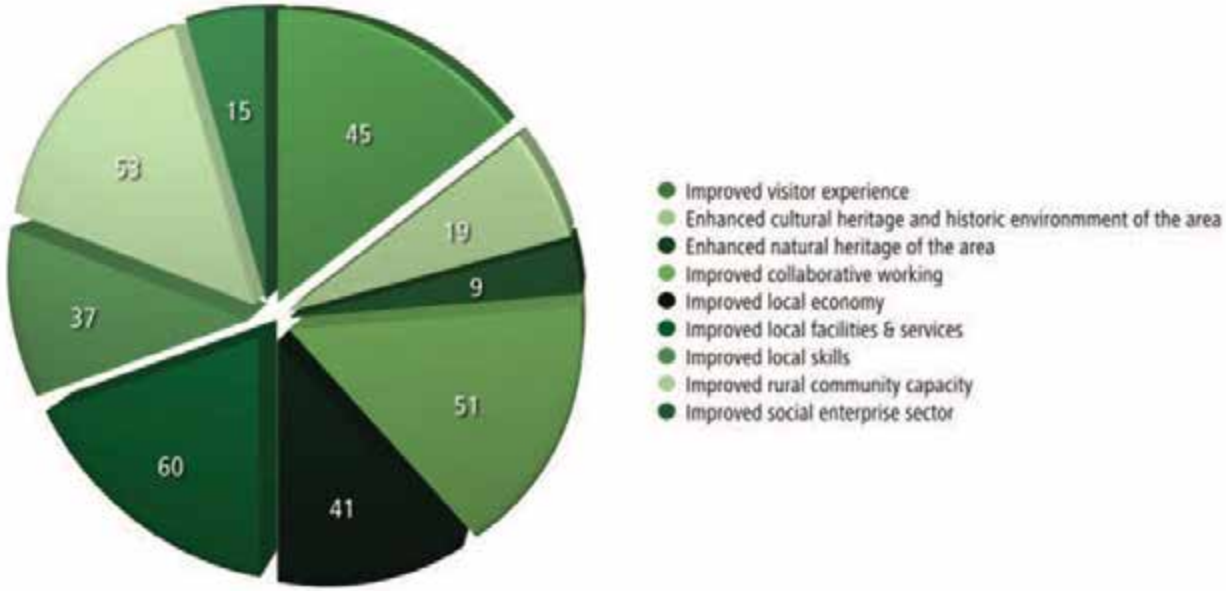
STRATEGIC OBJECTIVE 3 - To strengthen and support local communities and interest groups to develop positive actions and stronger, more inclusive communities.

- extensions to and upgrading of community facilities
- development of advice and support services
- advice and support services for migrant workers
- counselling services for rural areas
- community action planning
- website development
- project management
- volunteer support services and skills training
- path works and bridges

Community development activity is the strongest across all geographic areas and represents over half of the Programme activity at 55%. The local economy and natural and cultural heritage are relatively balanced across the areas at 21% and 24% respectively.

Applicants were also asked to indicate which and how many of the programme's nine outcomes they would hope to achieve and many of the projects reported multiple outcomes. The improvement to local facilities and services, collaborative working and improving community capacity are most reported, with improved visitor experience, the local economy and local skills next, while enhanced natural and cultural heritage and social enterprise are least reported (see figure 5).

FIGURE 5: LEADER Programme outcomes achieved reported by applicants



Co-operation projects

Co-operation and collaboration are key principles underpinning LEADER. Local programmes were encouraged to develop cross-border projects with other LAGs in Scotland ,the UK and the EU. Four projects were funded. Fishing for Tourists, supported a group of representatives from Loch Rannoch to work with LAGs in Sweden and Ireland to explore opportunities for promoting sustainable tourism. Seeviews, a RSPB education project about sea eagles, was jointly funded with Fife LAG. A Strategic Mink control project was jointly funded with LAGs in Cairngorms, Moray, Aberdeenshire and Highland. The Ring of Breadalbane Explorer Bus (ROBE) project was funded with the Forth Valley and Lomond LAG.

Target groups

The Local Development Strategy prioritised four target groups: women, young people, migrant worker and the economically inactive.

Three projects targeted the needs of migrant workers and focused on improving integration and volunteering, language skills and support and information. MEAD (Minority Ethnic Access Development – Rural Outreach Project), Crossing Borders and Migrant Workers project. Improving opportunities and facilities for young people was the focus of six projects at Murton Tearoom project, DD8, Pitstop, Fèis Spè, School's Out and the Vault. No applications came forward for a gender-specific project targeting women but women were a target group as part of delivering courses through Insight Counselling. Likewise economically inactive people benefited through projects but were not specifically targeted through any project.

LEADER funding and project costs

LEADER funding is intended to be part of a package of support. Applicants are expected to source other funding from private or public sources (cash or in-kind). At the outset the programme the maximum LEADER intervention rate was 50%. In response to the economic crisis the Scottish Government approved up to a 90% intervention rate. This was adopted by the Rural Tayside LEADER LAG and implemented on a case by case basis from 2010.

LEADER only funds the difference between the actual cost of the project and the match funding secured at the start of the project therefore the final grant may differ from the amount awarded. If a project underspends, the grant will be reduced to ensure that there is no profit - any surplus is returned to LEADER for reallocation. The reporting of financial statistics in this review is based on the amount of grant approved not the amount of grant paid. Match funding comprises public, private funds and in-kind contributions.

The eligible cost of projects approved varied from £3,823-£339,000. The highest value projects were

FIGURE 6: Total eligible costs of projects supported by geographic area and strategic objective

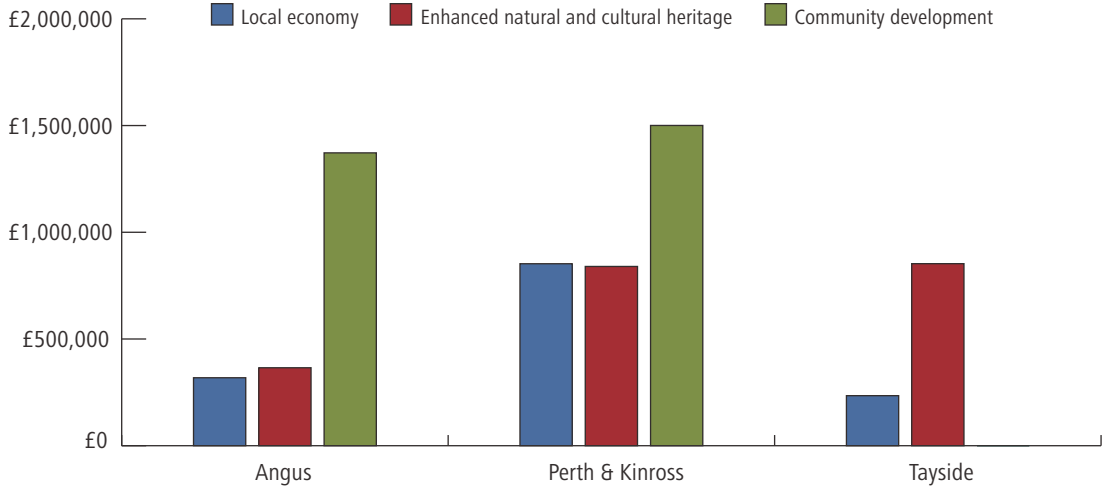
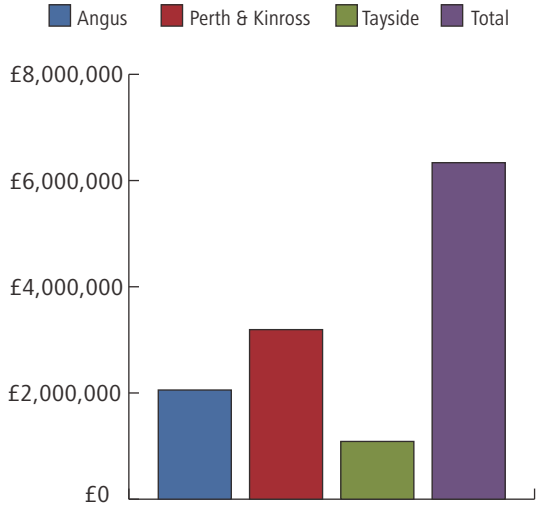


FIGURE 7: Total eligible costs of projects supported by geographic area



capital projects such as the Hill Enhancements at Kirriemuir and the Dunkeld Community Archive but overall the Strategic Mink Control project in the North of Scotland had the highest eligible cost because it covered five Local Action Group areas.

Of the 125 projects, 51 were classified as capital. The total value of the grant awarded to these capital projects was £1,213,406.

The Rural Tayside LEADER grants approved ranged from grants of £1,485-£176,973. 80 grants were approved in Perth and Kinross to the value of £1,358,469, 39 grants were approved in Angus to the value of £1,087,729. and 6 Tayside-wide grants were approved to the value of £199,108, giving a total grant awarded of £2,645,307.

Storytelling - Fire and Ice Festival

FIGURE 8: LEADER grant approved by geographic area and strategic objective

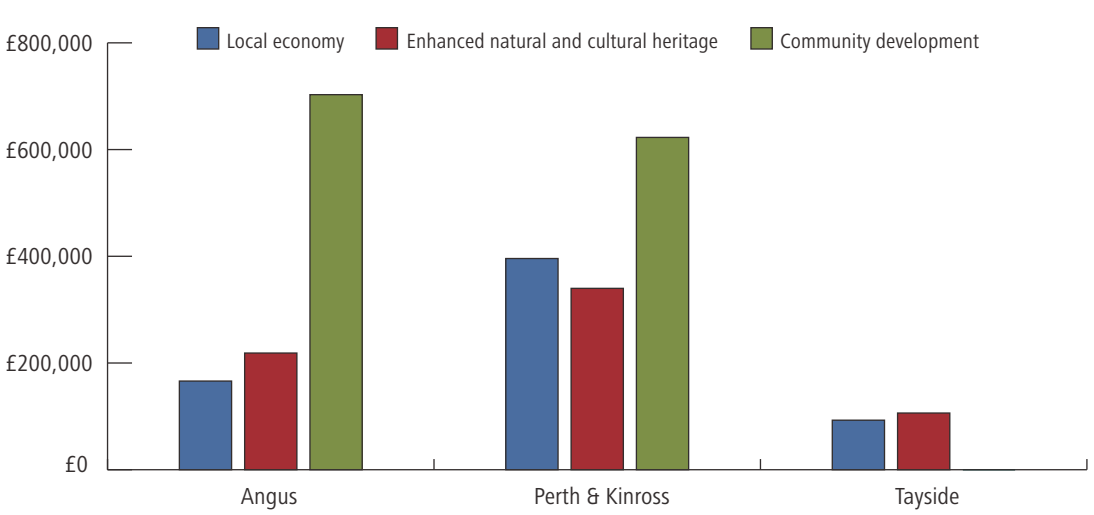
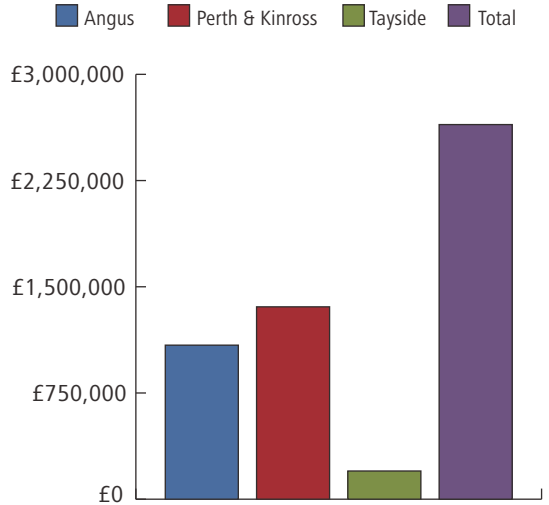


FIGURE 9: Total LEADER grant approved by geographic area



Rural Tayside LEADER 2007-2013 outcomes - snapshots and logic models

The following project snapshots and logic models illustrate how the project activities undertaken have contributed to achieving the Rural Tayside LEADER Programme outcomes. They also typify how small-scale community driven projects supported by LEADER funding can tackle local development objectives and demonstrate local involvement, community benefit, equal opportunities, innovation, sustainable development and sharing best practice.

Ring of Breadalbane Explorer Bus

Improved local economy

Glenshee Visitor Centre - The Glenshee Tourism Association (GTA) aims to improve the overall economy in the Mount Blair area by encouraging visitors to stay longer, undertake repeat visits and to extend the tourist season into the shoulder months by showcasing the wide variety of outdoor activities which can be undertaken throughout the year.

To help achieve this the GTA leased 220 square feet of floor space in the Glenshee Pottery to create a small scale visitor centre. Panels were installed to illustrate and interpret the natural and cultural heritage of the area, a loop DVD shows old photo and video footage depicting scenes and stories of the area and a PC is accessible to visitors along with other information about activities and accommodation. There is also an outside area with picnic benches and new signage. The visitor centre is also open in the winter which has helped generate a new ski rental business.

The GTA membership has increased from 17 to 33 and visitor numbers to the pottery and visitor centre increased from 6,500 to 10,000 in 2012. The pottery also sells tea, coffee and cakes to visitors. The project has helped strengthen the existing tourism business network by providing a common facility to promote all micro and small businesses in the area with an interest in tourism and help foster a more cohesive community by creating a facility which can be used to promote community projects and events.

Improved social enterprise sector

Developing Social Enterprise in Rural Perthshire - Perth & Kinross Council on behalf of the Perth & Kinross Social Economy Partnership supported and developed social enterprises in a number of ways including:

- pre-planning/feasibility and start-up funding
- business development, advice and funding (e.g. business planning, marketing tools and techniques, finance, IT, legal, product and service development)
- training courses and awareness raising events
- signposting to relevant service/individual/resource
- building partnerships, networking and sharing good practice

Improved collaborative working

The Ring of Breadalbane Explorer Bus (ROBE) was started by the Breadalbane Tourism Co-operative, (BTC) which comprises 11 businesses and demonstrates strong collaborative working between the local businesses and the public sector. In 2013 this Scottish Thistle Awards Regional Winner 'hop on hop off' seasonal public bus service operated two buses; one clockwise commencing at Gilmerton and one anti-clockwise, commencing at Aberfeldy. The buses ran 4 days per week over a 16 week period from 28th June until 20th October and carried 2,106 passengers, 50% of whom were local.

36 micro businesses were directly linked to the Ring of Breadalbane Explorer through the BTC website and on the Explorer leaflet. 18 of these businesses provided collaborative offers e.g. discounts and promotions directly to Explorer passengers and the service included a new bike trailer.

The service was underpinned by financial support from Loch Lomond and Trossachs National Park, Perth & Kinross Council, Tactran; Scottish Enterprise and Stirling Council, 29 private sector sponsors and Forth Valley & Lomond and Rural Tayside LEADER.

People used the bus to access linear and circular walking routes, day out/sightseeing, essential travel/to avoid using the car, to visit attractions and towns, and as part of a walking activity or cycling activity. The service has contributed to improving the visitor experience and increased visitor spend in the area.

Improved local facilities and services

Glenisla Community Hall - This project focused on extending and refurbishing the kitchen, restoring the hall floor and improving and upgrading the hall lighting to a standard that would help increase lets for social functions and regular events and generate income for the continuing upkeep of the hall.

A lunch club was started to bring older residents together on a regular basis to help address isolation. The upgraded facility has helped to maintain and stimulate a programme of local events, which supports local groups and individuals and helps to ensure the survival of a functional communal facility in a fragile rural area.

Improved local skills

The Tayside Agricultural Skills and Knowledge Exchange Group was created by local farmers and vets to provide training and knowledge-exchange for farmers and students in Tayside. Courses were farm based and delivered by local vets and industry experts to deliver training requested by members to maximise their livestock performance at a convenient time and location to minimise disruption to their business.

A facilitator was appointed to organise a range of courses which included Johnes and BVD control, calving, control of lameness in sheep, lambing and hypothermia techniques, castration, disbudding , health planning and neo-natal calf care.

Enhanced cultural heritage and historic environment

Scotlandwell Wash House - Take a Pride in Perthshire and Scotlandwell in Bloom worked together with a professional team to create a development plan and restore the Scotlandwell Washhouse, a derelict historic building in the heart of a conservation area. The washhouse was built in 1860, designed by David Bryce and forms an important part of the heritage of the village.

As well as commissioning professional services and getting planning permission in place, the project engaged with the local community on potential uses of the building. Local groups and the local school were involved in developing activities in the building such as story telling, developing a teacher's resource pack, designing the interpretation and producing an information leaflet and booklet. The longer term plan is to promote the sympathetically-restored building to visitors and to make it available for community use and events.

Enhanced natural heritage

Saving Scotland's Red Squirrels, Tayside - The Scottish Wildlife Trust's project sought to address the catastrophic decline of red squirrels. The main threat to this native species is habitat competition and spread of disease from the more robust invasive grey squirrel which continues to expand northwards and westwards, threatening red squirrel populations in Tayside and the north and west.

Two grey squirrel control officers were employed full-time over the key six month trapping seasons in 2010 and 2011 in the priority areas of Angus and Perthshire. They undertook grey squirrel control and survey activity to detect grey squirrel presence in under-recorded woodlands and monitor the effectiveness of the removal programme. They also worked with land managers, communities and householders to raise awareness of and encourage involvement in grey squirrel control and red squirrel conservation.

Scotlandwell Wash House

Improved visitor experience

Montrose Basin - Wildlife in Focus - Montrose Basin Wildlife Reserve is a wildlife haven and a designated Site of Special Scientific Interest (SSSI) a Special Protection Area (SPA) and a RAMSAR site. The Basin is an enclosed estuary of the river South Esk covering 750 hectares and the mudflats and surrounding shoreline provide a rich feeding ground which attracts over 50,000 resident and migrant birds annually. Over 12,000 visitors come to Montrose Basin Visitor center annually and the Centre has been rated a 4 star Visitor Attraction with Visit Scotland.

The Scottish Wildlife Trust installed three new up-to-date video cameras at key points of interest (tern raft, visitor center and salt marsh) at Montrose Basin and infrastructure to enable streaming of live audio and video footage of wildlife to the Visitor Centre and over the Internet. The project promoted this unique local natural resource, increased visitor numbers and enhanced the experience of all users and visitors.

Improved rural capacity

In response to a demand from a range of book groups in East Perthshire, the **BOOKMARK** committee decided to establish a book festival in Blairgowrie, Rattray and The Glens. They wanted to encourage the enjoyment and appreciation of literature and involve residents and visitors of all ages as well as promote the local area and benefit the local economy. Over 800 people attended 17 events which took place in a number of venues between June 2013 and October 2013, including launch events, the main festival, mini festival and fringe events.

BOOKMARK Festival

The project created a strong, committed and effective team of volunteers with a shared vision, consolidated a new organisation and gave it local credibility. A pyramid management structure was developed; a committee, co-ordinator and helpers. This ensured effective delivery, leadership and responsive decision-making as well as helping to engage the support and involvement of the wider community.

Opportunities were available for individuals to acquire and develop new skills: organising the programme, liaising with authors and agents, booking venues, commissioning publicity, website development and organising logistics.

The project established a successful event which attracted widespread support, encouraged more people to get involved and is confidently making plans for another event as well as collaborating with Perth and Kinross Council to develop a writer in residence programme.

DD8 Music, Kirriemuir Community Project - DD8 Music

Supporting local groups to develop stronger and more inclusive communities

DD8 Music with its track record of organising popular music events wanted to take over the lease of a former Air Museum on the edge of Kirriemuir and create a music recording studio. With help from LEADER, Angus Council and a lot of volunteer input and local trades people, the building has been radically upgraded.

The group now has soundproof premises with rehearsal room, recording room, kitchenette and toilet as well as recording equipment, a range of instruments for aspiring young musician to use and access to tuition. The premises are well booked and the recording facilities are used by bands and individuals to record mementos, teaching aids and demo discs. A sound engineer is also on hand when needed.

The new premises hosts regular sessions for young people and has been a platform for developing the group and its activities. DD8 has established good networks and partnerships with range of organisations and continue to promote local festivals and events such as Bon Scott, Live in the Den and Ska Fest as well as participating in Scottish Rural Network events.

What needed to change		What changed		LEADER
Identified need	**Project aim**	**Activities**	**Outcomes**	**Strategic objectives**
Lack of a dedicated space to rehearse and practise music in Kirriemuir	To upgrade and lease a building in central Kirriemuir that will allow DD8 to expand their range of activities and encourage wider involvement from the community.	Sourced and let an appropriate building	Improved local facilities and services	Generating a diverse and sustainable rural economy and supporting entrepreneurial activities
	To provide a music rehearsal space, equipment, a recording studio and music lessons for a variety of instruments and to suit different levels of ability.	Refurbished building including installing professional studio	Young people have improved access to a dedicated professional rehearsal and recording space	Supporting local groups to develop stronger and more inclusive communities
	To organise musical events in Kirriemuir and surrounding areas, work collaboratively with other community groups in the area and increase the profile of DD8music while encouraging more volunteers to get involved.	Provided drop in sessions	Young people and volunteers have increased capacity and transferable skills	Enhancing the natural and cultural heritage of the area
		Provided training for volunteers	Improved local economy	
		Supported local bands to put on gigs	Enhanced cultural heritage	
		Planned and delivered an annual music event	Improved collaborative working	
		Worked in partnership with local schools		

Local Involvement
Community Benefit
Sustainable Development
Equal Opportunities
Innovation
Shared lessons learned and working with other areas

Dunkeld Community Archive - The Chapter House Museum Trust

Enhancing the natural and cultural heritage of the area

What needed to change		What changed		LEADER
Identified need	**Project aim**	**Activities**	**Outcomes**	**Strategic objectives**
To preserve the cultural heritage of the Dunkeld district for future generations	To renovate a redundant building to provide environmental storage and easily accessible space to enable local people and visitors to access the extensive archive, undertake research, view the interpretation and take part in educational activity	Bought and renovated a disused toilet block under asset transfer from the Local Authority	Improved local facilities and services	Supporting local groups to develop stronger and more inclusive communities
	To involve the community in actively collecting the cultural heritage of the district	Planned and delivered intergenerational activities used to gather heritage stories	Young people and volunteers increased capacity and transferable skills	Enhancing the natural and cultural heritage of the area
	Involving volunteers to record the oral history of the area, collect and catalogue donated items and participate in training activity	Worked in partnership with local schools	Enhanced cultural heritage	
		Provided training for volunteers	Improved collaborative working	

Local Involvement
Equal Opportunities
Community Benefit
Innovation
Sustainable Development
Shared lessons learned and working with other areas

CASE**STUDY**

The Chapter House Museum Trust set out to rehouse and re-locate the archive from the Dunkeld Cathedral tower which was difficult to access and did not have suitable temperature & humidity control. The archive comprises photographs, minutes of local societies and records of local families and businesses from the 18th century. The collection also holds a set of records of local regiment The Scottish Horse, raised by the Dukes of Atholl for service in the Boer War.

The Trust purchased a one storey disused toilet block in the historical centre of Dunkeld from Perth & Kinross Council . The conversion work involved a total redesign and refit of the premises: a glass frontage was designed to create light and space and open up the vista. A foyer and open research, meeting and display area was created as well as temperature/ humidity controlled room with customised shelving for the archive. PCs and laptops and hand held recording equipment were purchased along with customised storage units for maps and other items.

Since opening the archive has received many donations. More people have volunteered and participated in museums skills training as well as in an oral history project. The archive is now open more frequently for group and individual visits and the committee continues to expand its activity and promote community engagement with local heritage.

Business Support and Peer Action Learning - Enterprising Eastern Perthshire Ltd (Growbiz)

Generating a diverse and sustainable rural economy and supporting entrepreneurial activity

What needed to change		What changed		LEADER
Identified need	**Project aim**	**Activities**	**Outcomes**	**Strategic objectives**
To engage local interest and expertise using the Siroli institute model of community development to help develop new and existing businesses within the private, voluntary and social enterprise sectors	Raising awareness of the methodology and inviting participation	One-One meetings	Improved local services	Generating a diverse and sustainable rural economy and supporting entrepreneurial activities
	Developing a Local Panel of volunteers as a locally accessible resource	Peer Support	Increased collaboration between peers who are setting up or running their own businesses or ventures	Supporting local groups to develop stronger and more inclusive communities
	Employing a facilitator to provide client centred, one to one, professional business coaching and mentoring that is free to prospective clients	Resources Directory	Increased knowledge of information and services to small businesses	
		Growbiz Panel	Improved collaborative working	
		Training and Events		
		Mentoring		

- Local Involvement
- Equal Opportunities
- Community Benefit
- Innovation
- Sustainable Development
- Shared lessons learned and working with other areas

CASE**STUDY**

Enterprising Eastern Perthshire Ltd - Growbiz is a community-based enterprise support service covering Eastern and Highland Perthshire. They provide support to anyone thinking of becoming self-employed, or starting (or growing) a small business or social enterprise.

Growbiz set out to expand its one to one coaching and mentoring service to new and existing small business clients in Eastern and Highland Perthshire and to create Peer Action Support Groups focusing on specific topics. Sixty Peer Support events were delivered in Blairgowrie, Dunkeld/Birnam, Aberfeldy and Pitlochry covering sales techniques and skills, marketing and pricing strategies, networking opportunities, as well as workshops on access to grant funding/finance and business plans. Some workshops were aimed at businesses with a common theme such as accommodation providers. Over 100 new clients were assisted by the facilitator resulting in outcomes such as business start-up; diversification; expansion; training provision. The businesses receiving assistance are from every sector. Training in social media and mentoring was provided to businesses and GrowBiz panel members. Overall there has been improved business-to-business collaboration benefiting the local community and economy and improved business knowledge and skills of local individuals setting up or running their own businesses.

There is continued and increasing demand for the Growbiz one-one, coaching and mentoring service and further funding has been secured to continue the work into the next year.

Connecting Highland Perthshire Communities - Heartland FM

Supporting local groups to develop stronger and more inclusive communities

What needed to change		What changed		LEADER
Identified need	**Project aim**	**Activities**	**Outcomes**	**Strategic objectives**
Relocating Heartland FM radio to new broadcasting premises in Pitlochry	Develop an outreach programme with local schools to encourage young people into broadcasting	Physical relocation of Heartland FM studio and associated building work	Improved access to information, support and services	Generating a diverse and sustainable rural economy and supporting entrepreneurial activities
	Provide other training and volunteering opportunities to the local community	Collaborated with local schools to develop outreach programme	Improved community facility/resource	Supporting local groups to develop stronger and more inclusive communities
		Provided training for volunteers	Increased opportunities and participation in volunteering	
			Improved collaborative working	
			Increased community involvement	

- Local Involvement
- Equal Opportunities
- Community Benefit
- Innovation
- Sustainable Development
- Shared lessons learned and working with other areas

CASE**STUDY**

Heartland FM set out to refit a derelict electricity sub station to create a new accessible radio station and to develop volunteering opportunities and an outreach programme. Since then the station has gone from strength to strength and took over the licence to broadcast on 106.6 previously held by Perth FM. This is a unique position in UK broadcasting with a community-owned station taking over from a commercial station. As a result there are more listeners, presenters and contributors and more people behind the microphone than ever before. New recruits have come from local schools and from Perth. Three presenters are under 17 years and two under 16 years old look after the facebook account and edit and produce programme material. Local writers and drama groups have been encouraged to contribute and there is a 30 minute show featuring own-produced works and adaptations.

Since the move to the new premises the changes to HFM have been immense. Overall awareness has grown, output has increased and the number of people, particularly young people, wanting to be involved continues to grow, which is very encouraging.

Heartland FM has been nominated for the title of Best Radio Station in the Scottish Music Industry Awards, is the longest running, independent community-owned service in the UK and has hugely diversified its audience, with live web-streaming as well as pod-casting. The station broadcasts 24 hours a day 7 days a week to over 112,000 people across Perthshire on 97.5 and 106.6 FM and also online www.heartlandfm.co.uk.

Developing hazel coppice managed woodlands in Perthshire - The Scottish Crannog Centre (SCC)

Enhancing the natural and cultural heritage of the area

What needed to change		What changed		LEADER
Identified need	**Project aim**	**Activities**	**Outcomes**	**Strategic objectives**
The reinstatement of systematic management of hazel woodlands in Highland Perthshire	To create a regional network or association for all those involved with coppice working and/or its by-products	Negotiation of allocation of six sites around Loch Tay for the project by landowners and Forestry Commission Scotland	Improved visitor experience	Generating a diverse and sustainable rural economy and supporting entrepreneurial activities
	To propose a strategy for sustainable development of such woodlands.	Sites surveyed and management plans produced	Volunteers and visitors have increased capacity and transferable skills	Supporting local groups to develop stronger and more inclusive communities
	To organise a national conference to share best practice	Temporary and permanent fencing erected to reduce damage caused by deer browsing	Sustainable development of hazel woodlands	Enhancing the natural and cultural heritage of the area
		Special events, volunteer days and workshops run	Improved local economy	
		National conference organised	Enhanced cultural heritage	
			Improved collaborative working	

- Local Involvement
- Equal Opportunities
- Community Benefit
- Innovation
- Sustainable Development
- Shared lessons learned and working with other areas

CASE**STUDY**

Crannogs are a type of ancient loch-dwelling found throughout Scotland and Ireland. Most are circular structures that seem to have been built as individual homes to accommodate extended families. In Highland Perthshire, the prehistoric crannogs were originally timber.

Hazel and other species were coppiced in Scotland for thousands of years. Tayside's crannog dwellers carried out woodland management 2,500 years ago for their roundhouses, Perthshire is well endowed with hazel and the remains of old coppiced woodlands but their potential is not being realised. Regular cutting stimulates growth and provides biodiversity benefits.

This project aimed to reinstate coppice management of hazel to increase productivity and biodiversity and to create a regional network of people interested in coppice and coppice crafts. In cooperation with local landowners and volunteers, SCC surveyed six sites around Loch Tay selected on their suitability for coppice management and developed management plans. The SCC also organised a coppice conference and set up a network of practitioners as well as a series of special events, volunteer days , workshops and demonstrations in associated rural crafts including: green woodworking, charcoal production, stick and hurdle making, coppice techniques. SCC will continue to manage sites of coppiced hazel to provide materials and promote coppice management.

Kirkmichael Village Shop - Strathardle Trading Plc

Generating a diverse and sustainable rural economy and supporting entrepreneurial activity

What needed to change		What changed		LEADER
Identified need	**Project aim**	**Activities**	**Outcomes**	**Strategic Objectives**
To secure the purchase of the local community post office, small café, fuel and general stores business	To develop the business as a social enterprise	The business was bought and the shop refitted	Sustainable development of local business	Generating a diverse and sustainable rural economy and supporting entrepreneurial activities
	To trade in a socially, ethically and environmentally responsible manner	Analysis of stocking policy	Improved local economy	Supporting local groups to develop stronger and more inclusive communities
	To be at the centre of the community in Strathardle	Re-negotiation of fuel supplier contracts	Improved local facilities and services	
		Pre-paid accounts system introduced	Enhanced visitor experience	
		Meeting space for local community groups and visitors	Decreased isolation of vulnerable people	
		Training for employees and volunteers	Volunteers have increased capacity and transferable skills	

Local Involvement
Equal Opportunities
Community Benefit
Innovation
Sustainable Development
Shared lessons learned and working with other areas

CASE**STUDY**

Local residents in the small village of Kirkmichael, in rural Perthshire set up the Strathardle Community Interest Company because they wanted to save their local village shop from closure and retain the post office and petrol pump. CIC's are a new type of limited company designed specifically for those wishing to operate for the benefit of the community. Their first step was to buy the business, refit the shop, extend the café and improve the outside of the building, so they could retain and develop the village shop as a viable trading outlet.

The shop has been running successfully since it was formally opened in July 2009, supported by the five local unpaid directors and staffed by six local people working on a part-time basis.It's not only somewhere for visitors and residents to buy groceries and petrol but it is a vital community hub providing information about the local area and a central meeting and drop off point, particularly in winter. The shop is also an outlet for local crafts and the café thrives on selling local home baking, regular coffee mornings and loyalty cards. An advance purchase scheme, on-line ordering, good stock control, and available internet access are all measures that have been introduced to help sustain this new social enterprise.

The shop was the winner of the Best Village Shop/Post Office in the Scottish Countryside Alliance Awards 2011, impressing judges with their community entrepreneurship in securing vital services for this remote community.

Extension and expansion of facilities - Strathmore Vintage Vehicle Ltd

Generating a diverse and sustainable rural economy and supporting entrepreneurial activity

What needed to change		What changed		LEADER
Identified need	**Project aim**	**Activities**	**Outcomes**	**Strategic Objectives**
Increasing need for storage and display of donated items of value	Build an extension for additional display and workshop space	Extension built including additional display and workshop space	Improved sustainable cultural and heritage facility	Generating a diverse and sustainable rural economy and supporting entrepreneurial activities
	Provision of enhanced educational facilities	Awareness raising events held	Increased skills and confidence of volunteers	Supporting local groups to develop stronger and more inclusive communities
	To increase volunteer activity	Planning and delivery of cultural events	Improved capacity of organisation to plan and deliver events	Enhancing the natural and cultural heritage of the area
	Expansion of all workshop areas	PR campaign undertaken	Improved collaborative working with local authority and other partners	
	Provision of additional floor space	Training for employees and volunteers		

Local Involvement
Equal Opportunities
Community Benefit
Innovation
Sustainable Development
Shared lessons learned and working with other areas

CASE**STUDY**

The Strathmore Vintage Vehicle Club was founded back in 1968 and has gone from strength to strength over the years due to the dedication of all of the committee and club members and is well known for organising an annual 'Extravaganza' of vintage vehicles.

LEADER funding, club resources and in-kind time and expertise of some of the club members was used to create a heritage display area, an upstairs office and build an extension to house a workshop for storage and refurbishment of heritage vehicles and items for auction. The club has recruited more members and can now use the existing building as a showroom for visitors. The club has subsequently launched a new initiative along with Perth & Kinross Council and Angus Council, to rescue unwanted items associated with local transport heritage from being dumped, thereby helping to divert waste from landfill and conserving artefacts for re-use or display in the extended premises.

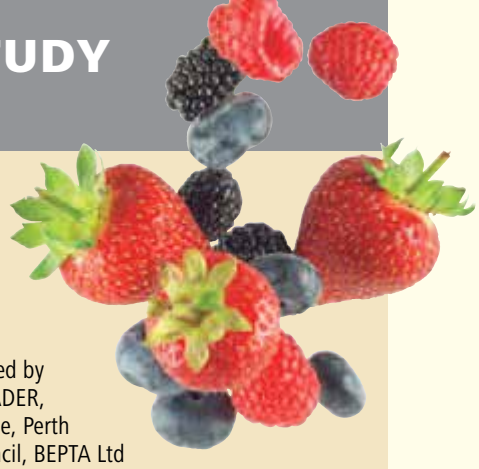
The World Jampionships - Blairgowrie and Eastern Perthshire Tourist Association Ltd (BEPTA)

Generating a diverse and sustainable rural economy and supporting entrepreneurial activity

What needed to change		What changed		LEADER
Identified need	**Project aim**	**Activities**	**Outcomes**	**Strategic objectives**
To enhance and differentiate local food based on the cultural identity of the area	To promote traditional jam making and local berries to a local and an international stage	Jampionship competition event held	Increased awareness of cultural food heritage	Generating a diverse and sustainable rural economy and supporting entrepreneurial activities
	To engage with growers, jam makers (homemade and artisan), visitors and local people	Organisation of jam cook off	Increased the traditional skills of young people	Enhancing the natural and cultural heritage of the area
	Create new activities and partnerships to underpin the local berry economy and promote its heritage locally and overseas	Production of a Jampionships recipe book and interpretation panels	Improved visitor experience	
		Art and song/ performance workshops	Improved collaborative working	
		A berry blog created		
		Short story competition - memories of the Berries		
		Links made with BEPTA members, local growers and producers and Tayside Forum		

Local Involvement
Equal Opportunities
Community Benefit
Innovation
Sustainable Development
Shared lessons learned and working with other areas

CASE**STUDY**



The World Jampionships project was funded by Rural Tayside LEADER, Scottish Enterprise, Perth and Kinross Council, BEPTA Ltd and volunteer in kind time from various individuals and businesses. Jampionships started in May 2012 after a successful pilot competition to promote traditional jam making and local berries to a local and international audience was undertaken in 2011 under the "Love to Eat" umbrella.

This project built on this success and engaged with growers, jam makers (homemade and artisan), visitors and local people and to create new activities and partnerships to underpin the local berry economy and promote its heritage locally and overseas.

The Jampionships event expanded to include more categories and marketing events. A jam cook off, art workshops, recipes and short story competition – 'Memories of the Berries' were introduced, an interpretation panel, and dedicated web site featuring a berry blog were set up to help promote and market the event and the berry heritage of the area.

A record number of jam entries were received during 2013 - up from 200 to almost 300. Jam enthusiasts from across the world including Canada; Singapore; California and Germany sent jars of jam to expert judges from Blairgowrie, in their bid to be named the world's best jam maker. When the Berry Heritage Initiative started three years ago only raspberry jam was judged as raspberries were associated with the area. More categories were introduced and recipes included "my favourite jams and jellies" such as Pina Colada Jam and Carrot Cake Jam , as well as the "Blair Heritage" jams. Discussions are underway to secure further sponsorship and support for another event.

Final monitoring - applicant feedback

The vast majority of applicants met with the LEADER programme co-ordinator prior to, or at the close of the project. The purpose of the meeting was to confirm that the project was completed as set out in the original application and to provide an opportunity to reflect. Most beneficiaries found the meetings useful. Feedback indicates that undertaking and delivering a project also resulted in several tangible and intangible benefits to the organisation (see figures 10 and 11) These include raising the profile of the group and its purpose, which helped with recruiting more members and volunteers, and boost to morale and confidence which created a positive 'can do' attitude. Access to professional services, advice and support and skills training helped underpin the capacity of individuals and groups to take forward new ideas and projects.

Beneficiaries also reported that aspects of the project delivery and administration did not go so well: For example they underestimated staff/volunteer commitment, administration and time needed; projects were often more time consuming than anticipated; there were cash flow issues and other delays caused by bad weather or availability of staff or goods; language barriers, changes in staffing and limited community buy-in.

The following learning points were reported when beneficiaries were asked to summarise their reflections on what learning could be shared with other groups.

- It's important to involve the community
- Need great flexibility to deal with emerging needs/problems
- Consider a pilot project
- Consider best structure for your organisation
- Have patience to let things develop
- Challenge to become an employer
- Keeping up with demand if successful
- Use networks and partnerships
- Got to be fun
- Watch the scale of the undertaking
- Watch being too ambitious
- Project can't grow beyond the capacity of staff/volunteers
- Good project management crucial
- Match staff/volunteers skills to jobs
- Use expert help/support if needed
- Need good communication with contractors
- Allow time for weather loss
- Have faith and take a risk
- Be wary of strain on human resources
- Go visit other places to learn and share experience
- Look out for hidden costs

FIGURE 10: Project delivery in tangible benefits

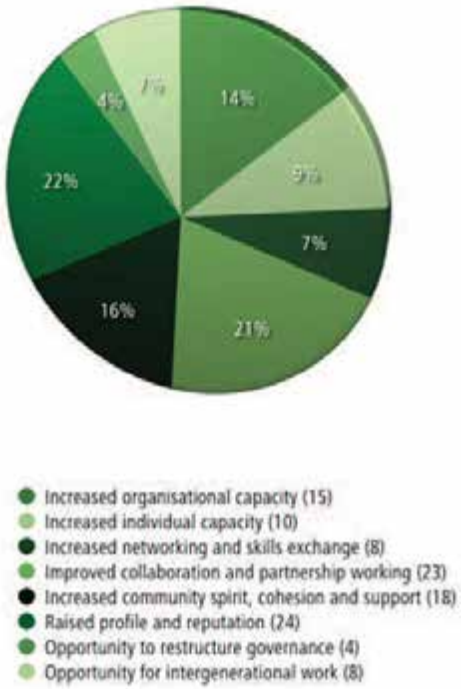
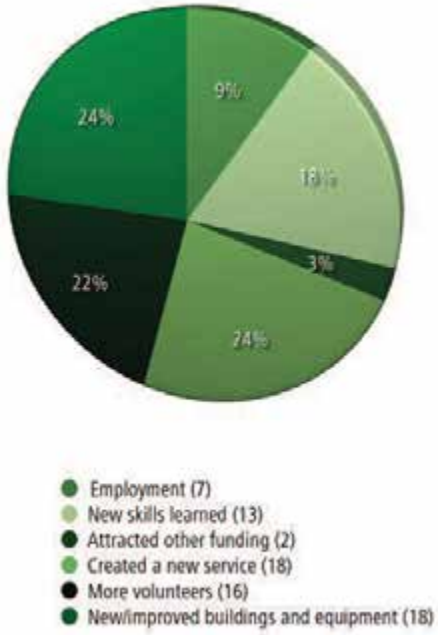


FIGURE 11: Project delivery in tangible benefits



stART Festival

SECTION 3

- The LEADER application processes
- Finance and administration
- Monitoring and evaluation
- Applicant survey feedback from customer care forms
- The Local Action Group
- LAG processes for assessing applications
- Local Action Group survey - feedback

LEADER approach and processes

The LEADER application process

The application process involved the completion and submission of an enquiry form to the LEADER team, either as a direct submission or following discussion with LEADER staff or External Funding staff in Angus or Perth & Kinross Councils to assess eligibility. If eligible, applicants were advised to submit an application form and supporting documentation. Follow up telephone discussions and meetings were arranged with the Rural Tayside LEADER Co-ordinator and the applicant to discuss the project in more depth if necessary, prior to submitting the application form.

Applications and supporting documentation were available to all LAG members prior to the meeting as well as written clarification on any issues that had been raised by the co-ordinator with the applicant. Applications were assessed in depth by two members of the LAG and then presented at the LAG meeting for a decision. Applicants were informed of the outcome of their application in writing after the LAG meeting.

Post approval meetings were held with all successful applicants to go through the claims and monitoring processes. Applicants were directed to submit claims quarterly over the duration of the project and to advise LEADER staff of any changes or issues arising during the project's lifetime. A final monitoring meeting was held prior to paying the final claim.

Finance and administration

Organisations receiving LEADER grants were required to pay project cost up-front and submit original receipts and invoices along with original bank statements to evidence defrayal so that the percentage grant approved could be reimbursed. Payment was retrospective. Paying on defrayed expenditure caused cash flow issues for some groups particularly small voluntary groups working on capital projects. To help address this Perth & Kinross Council offered an interest free loan scheme at the start of the programme and Angus Council introduced an advance payment facility on a case-by-case basis.

Monitoring and evaluation

As part of the application process applicants were required to indicate how many people would be involved and benefit from the project categorised by age and gender, how many outputs would be achieved e.g. number of groups established or people trained as well as predict the outcome the project would have in terms of meeting the outcomes of the Rural Tayside Local Development Strategy. Projects reported regularly on their progress with regard to the above when submitting claims. Prior to completion, projects were visited by the LEADER co-ordinator to verify the activity and reflect on the project outcomes.

Additional feedback from applicants was gathered via customer care forms which addressed the following areas:

- Enquiry and application process
- Guidance notes
- Claims and payments
- Monitoring and Evaluation
- Advice and support

Applicant survey feedback from customer care forms

Customer care forms asking for feedback on the LEADER administrative processes were sent to applicants that had completed their projects. Over a third of the applicants provided feedback.

The results indicate that satisfaction is varied with the LEADER administrative processes. The majority felt the advice and support from the Rural Tayside LEADER staff was very useful and that the post approval meeting to discuss the monitoring and claims process was very useful.

The face-to-face meetings were invaluable, so would like more of those. We enjoyed working with the LEADER staff on this project and look forward to taking on another, perhaps more ambitious project, in the future.

In general, guidance notes for the application form and claims were helpful although a minority felt these could be improved. While the enquiry form was seen as largely straightforward, a significant minority, 45%, found the application form difficult.

The forms are quite complicated to fill in but LEADER staff are always incredibly helpful throughout the application and claim process.

Correspondence and decision making processes were rated highly and the majority - 70% of respondents, were satisfied with the length of time from applying to getting a decision.

We are very grateful for the approachability of all the staff and for their enthusiastic support throughout.

Claiming, payments and monitoring had lower satisfaction rates. While 49% of respondents thought claiming the funding was straightforward, 41% found it difficult. 40% of respondents thought the timescale for payment of the grant was satisfactory, 34% thought it was slow and 26% prompt. 58% thought the level of monitoring information was excessive.

The whole application process, especially the amount of detailed information/evidence required for the application form and grant claims forms is excessive and time-consuming for a small community group applying for a relatively small amount of money.

Participants were also asked to suggest any improvements that could be made to make the process easier. These included reducing cash flow issues due to slow payments, applying proportionate processes and simplifying forms, less monitoring and more face-to-face meetings.

Paying the grant instalments in advance would be helpful, especially to those organisations which have limited reserves. The monitoring requirements are far more than those requested by other organisations and can be quite time-consuming. A reduction in these would be helpful.

What would really make the application process easier would be to examine the retrospective nature of payments. Although it did not directly affect us in our project which was relatively low-level it must surely discourage many worthy but cash-strapped potential beneficiaries from applying.

Seeviews - Sea eagle © Ken Jack

The Local Action Group

The Rural Tayside LEADER Local Action Group (LAG) had partner representatives from a wide range of public, private and third sector organisations.

Angus Council was the lead partner for the 2007-2013 Programme and was signatory to the Service Level Agreement with Scottish Government to ensure compliance with the financial and regulatory framework. The LAG had overall responsibility for the management and delivery of the Programme, awarding grants and making ongoing strategic decisions and was supported by three LEADER staff employed by Angus Council. The LAG operation was guided by terms of reference and a code of conduct.

Organisations represented on the Rural Tayside Local Action Group

- Perth & Kinross Council
- Angus Council
- Angus Glens Broadband Co-operative
- Perthshire Tourism Partnership
- Forestry Commission, Scotland
- Scottish Enterprise
- Voluntary Action Angus *
- Voluntary Action Perthshire **
- National Farmers Union Scotland
- Visit Scotland
- Scottish Land and Estates ***
- Dundee & Angus College ****
- Perth & Kinross Community Transport
- Angus Countryside Initiative

* Initially Volunteer Centre Angus and Angus Association of Voluntary Organisations

** Formerly Perth & Kinross Council of Voluntary Services

*** Formerly Scottish Rural Property and Business Association

**** Formerly Angus College

Members of Norra Malarstranden LAG, Sweden with project promoters and members of Rural Tayside LEADER LAG, Birnam Institute

LAG processes for assessing applications

A fast-track process was established for projects requesting less than £5,000 with delegated authority to approve applications passed to the LAG Chair and Lead Partner to help process applications more quickly.

During the first year of operation a sub group of the LAG, the Project Appraisal and Advisory Group (PAAG) was set up to assess applications between £5,000 - £25,000 and had delegated authority to approve or reject applications. The PAAG met earlier on the same day as the LAG so that their decisions could be ratified by the full LAG.

A written procedure via email was also developed to deal with applications where a timeous decision was required by an applicant or additional funding of over 10% of the grant awarded was requested.

In 2011 PAAG meetings ceased as the LAG undertook a series of project site visits and project-based

Dunkeld Community Archive

meetings. Thereafter LAG and PAAG meeting were amalgamated as this was a more time efficient arrangement.

Applications went through an in depth assessment by two LAG members/assessors who had expertise in the proposed project activity, and the co-ordinator. Projects were assessed against specific criteria and scored. All documentation was available to all members of the LAG via the secure members website. The scoring procedure was used as the basis of discussion and assessment, decisions were made by consensus and applicants informed of either approval or rejection in writing shortly after the meeting and prior to a contract being issued.

Local Action Group survey - feedback

As part of the self-evaluation process LAG members were asked to reflect on their experience of participating in the LAG to deliver the Rural Tayside LEADER Programme. Eleven members replied to the survey. They were asked to assess their satisfaction levels and comment on the composition of the LAG, their role, the application and assessment process, meetings, the secure members ' web site, the support they received and identify any areas for improvement.

LAG members were mostly satisfied with the composition of the LAG.

"The partnership nature of the LAG, with representatives from tourism, farming, forestry and other parts of the economy as well as from the two local authorities and the voluntary sector, ensured that there was a lot of necessary knowledge, experience and understanding around the LAG table."

Challenges were identified around time commitment, particularly for volunteers, lack of involvement in animation work and the difficulty of engaging with young people and then sustaining that engagement.

"The only negative I can pinpoint is the difficulty in getting people who may not be paid to attend LAG meetings, in other words, people who are not part of local government or NGO's. The workload of the LAG can sometimes be too much for people who are self-employed or who would have to 'self fund'attendance."

Most respondents were satisfied with their experience. Members reported enjoying working in partnership with other representatives, and felt that areas of expertise were sought appropriately both in meetings and outwith and that this contributed to the effective assessment of applications.

"I certainly found it a most fascinating group to be a part of – a huge variety of projects to assess and good to learn from the experience of all the other group members. From my part, I feel I can contribute as someone who is living and working in a rural setting and experiencing some of the highs and lows of rural life."

Challenges identified were the time it took to get used to LEADER processes, the number of acronyms used, the sometimes overwhelming bureaucracy and the pressure of other workplace commitments. It was felt that the Programme was well administered through Angus Council but that the Managing Authority audit process seemed to uncover issues around eligibility that were at odds with the technical guidance issued by them at the beginning of the Programme. There were some frustrations voiced regarding the increasing level of bureaucracy and complexity of processes as well as concern that this could discourage potential applicants unless addressed.

"As the period of years went on, LEADER became increasing bogged down in red tape…sometimes the requirements of auditing made the whole application process hideously difficult for inexperienced community groups."

A substantial amount of information was processed prior to and during LAG meetings Members felt that the assessments of the applications were carried out professionally and recommendations were discussed and challenged collectively to reach a decision. The assessment process was helped by having two nominated assessors and the co-ordinator presenting detailed application assessments at the meetings. Meetings were well run, the Chair was always clear and efficient and there was opportunity to exchange views and experience which promoted effective decision-making.

"They were constructive, they were chaired well; criticisms of applications being assessed were, in all cases which I can recall, accompanied by suggestions of what was lacking/what more was needed."

Consistency of attendance and numbers attending meetings on a regular basis was seen as a challenge

Westown random rubble walling

Carse of Gowrie Orchard Festival

particularly when members were excluded from participating in decision making if they declared an interest in a project.

"Lack of LAG members was a problem. When there was a conflict of interest there were not many members left to vote."

Members found the secure website on the whole easy to navigate and useful to access information from despite the occasional delay with uploading or problems accessing the site.

"It was good in my first year of the LAG to be able to consult the site and learn about the whole application and assessment process."

Members felt that the LEADER team was very helpful and flexible as well as being readily available to ask questions of and quick to respond.

"I found the team's support invaluable, particularly in the first few months after I joined the LAG."

Overall members were either 'very satisfied' or 'satisfied' with their experience of the Rural Tayside LEADER Programme.

"There have been many projects which have improved the well being of rural communities and their surroundings over the years. I certainly known of several projects of hugely differing natures which have made the countryside a more vibrant place to live and work."

Bookmark Festival

SECTION 4

Learning and recommendations

The qualitative feedback gathered throughout the LEADER Programme from applicants, LAG members and LEADER Team as well as interviews has been reviewed. A number of learning points have emerged and are categorised under what worked well, what didn't work so well and what could be improved for the next Programme.

What worked well?

- The Rural Tayside LEADER Strategy was sufficiently broad to encourage a wide range of 'bottom up' locally based projects across Tayside that reflected local need, delivered across the strategic objectives and related closely to the two overall themes of 'revitalising communities' and 'progressive rural economies'.
- An outcome-based approach and measures were used to assess the impact of LEADER at a strategic and local level. This type of methodology enabled both quantitative and qualitative impacts to be observed and assessed at a Programme and project level and has helped to demonstrate the difference that LEADER funding has made. Outcomes should be a key driver in any further strategy development.
- There was a good cross section of interests and individuals on the LAG, they worked well together and brought personal experience and expertise. Overall members were satisfied with their involvement in the Programme which supported a wide range of projects across the area, brought real benefits and improved the well- being of rural communities and made the countryside a more vibrant place to live and work.
- Project assessments were carried out professionally and recommendations were discussed and challenged collectively to reach a decision. This was helped by the adopted approach of having 2 LAG members and the co-ordinator presenting assessments at LAG meetings.
- The LEADER team was flexible, helpful and quick to respond and provided a good level of support to applicants and to the LAG.

What didn't work so well?

- Applications for projects dedicated to meeting the needs of specific target groups were under represented, particularly projects aimed at women.
- There is a perception that LEADER is a complex rural grant programme more than an approach to rural development. Contact between LEADER LAGs has diminished in the absence of a dedicated LEADER network during this Programme.
- There was some concern about the size and representation on the LAG particularly when there

Glen Tarken Bridge

Vinnie Den Bridge

was a low attendance or where conflict of interest was noted and resulted in fewer people being involved in decisions.

- Overall the LEADER Programme nationally has struggled with defining data collection requirements and providing clear guidance to LAGs and consequently applicants, in the absence of a common monitoring framework. This has led to some confusion in terms of what is asked for and supplied and impacts on the 'robustness' of the quantitative data collected. Much of this is down to the absence of clear guidance centrally, the definition and interpretation of the criteria locally, the application of that interpretation and the variation in the type and nature of projects.
- Feedback from beneficiaries suggest that the administrative and claims procedure was difficult, at times slow, overly bureaucratic, complex and time consuming. Several experienced cash flow issues and were confused by the grant retention process (25% of grant is withheld until the final claim).
- Several beneficiaries were confused by the financial reconciliation process at the end of their project. Where there is an underspend on the approved project costs the LEADER grant paid equals the difference between the original match funding secured and the actual costs of the project. This means that the final LEADER grant can be less than the grant awarded. Beneficiaries found it difficult to grasp the concept of in kind time and accounting for it. In-kind goods or services must be evidenced and are counted as secured match funding.
- Many project were trying to satisfy the differing requirements of their other match funders which could conflict with LEADER requirements - for example the inclusion of contingency funding which is allowable under some other funding schemes. Applicants also drew comparisons between the simplicity of up-front one-off payments of some funders compared with the convoluted processes of LEADER and became frustrated or decided not to proceed with an application.
- The smooth administration of a grant and project management can be difficult when there are changes to either the governance structure or to office bearers of an organisation.
- Co-operation projects must meet the administrative requirements of each LAG and this can present challenges with the application process, claims and monitoring. A centralised application process, bespoke forms or central budget was not in place.
- There was concern about the change of eligibility criteria for projects subsequent to an audit and the resulting impact on beneficiaries and programme administration and budget forecasting.
- The LEADER programme became increasingly bound 'in red tape' and the audit requirements made the whole application process more difficult for inexperienced community groups. Several projects declined to become involved in LEADER funding because of the complexities involved.
- It can be challenging to demonstrate "uniqueness" or "innovative" quality in every project application as what is needed is not always innovative even though it is new at a local project level.

What can be improved?

- Applicants to the LEADER Programme range from community groups with little experience of funding applications and project management to highly skilled professional fund raising teams with paid staff to undertake claims and reporting. There is considerable variation in the capacity of groups to deal with the claims and reporting. Tailored support needs to be available to help potential applicants with project planning, governance, project management and monitoring. This would help build capacity.

Trainstop, Glenfarg

- Administrative processes need to be proportionate and forms simplified. The application processes - enquiry, application, change request, and monitoring – need to be aligned more closely to the Local Development Strategy and the delivery of outcomes.
- More attention needs to be focused on promoting the LEADER strategy and approach as a mechanism for rural development. Creating a wider sense of belonging to a LEADER movement in Scotland and strengthening these alliances under a future Programme, would help promote co-operation and sense of LEADER identity.
- Introducing a common IT system, electronic processing of application and verification of payments would help support the implementation of a systematic application and reporting process but this would need to be complemented by effective and appropriate IT support to applicants.
- Establishing a complementary but separate loan scheme or a limited upfront payment system would help beneficiaries plan for predicted cash flow issues particularly related to capital projects.
- Increased training and induction for LAG members and staff at the start of the next programme will ensure that there is a focus on animation, publicity, communication, scrutiny and compliance with the Local Development Strategy and audit control.
- The LAG ideally would comprise wider representation from the community, including the social enterprise and business sectors and younger people.
- Consideration should be given to how best to animate and deliver projects aimed at prioritised target groups.
- There needs to be sound technical guidance issued by the Managing Authority at the start to ensure consistent interpretation of requirements ad compliance with audit control and EU regulations.

Seeviews Eagle's nest, St Dominic's School

- Evidence of project activity in terms of participants, beneficiaries, target groups, outputs and outcomes needs a common simplified framework that will ensure that any process of gathering evidence is meaningful and purposeful to applicants and the LEADER Programme. Evidence should illustrate how a project has made a difference and the impact that it has had.
- Introduce an outcomes-based approach to evaluation at inception to ensure that data collection is streamlined. This would help measure the impact of the local LEADER strategy as well as feed into monitoring the LEADER Programme nationally.
- Develop more regular opportunities to bring project promoters together to share best practice, celebrate achievement and identify new potential projects as well as develop more outward looking communication.
- Establish an applicant buddy support system – linking project to project - to promote LEADER ethos and best practice.
- Actively promote, encourage and engage with potential co-operation projects between other LEADER areas in Scotland, UK and Europe that will contribute to the Local Development Strategy.

APPENDIX 1

Distribution of Rural LEADER funded projects by Strategic Objective

APPENDIX 2

Projects supported by Rural Tayside LEADER and grant approved by area and strategic objective

Area	Number	Project Title	Organisation	Grant Approved
Angus				
Generating a diverse and sustainable rural economy and supporting entrepreneurial activities	L1RTLAG045	Market Expansion	Angus Craft Association	£4,766.00
	L1RTLAG100	Glamis Bridge View House	Strathmore Vintage Vehicle Club Ltd	£42,967.10
	L1RTLAG072	Feasibility Study for Mountain Bike Trail Centre - Glen Isla	Angus Mountain Bike Trails Association (AMBTA)	£9,500.00
	L1RTLAG182	Extension and Expansion of Facilities at Strathmore Vintage Vehicle Club	Strathmore Vintage Vehicle Club	£28,338.00
	L1RTLAG099	Promotional Campaign of Angus Reputable Trader Scheme (ARTS)	Angus Council	£19,249.00
	L1RTLAG060	Marketing for the Retreat - Looking to the Future	Glenesk Trust	£2,250.16
	L1RTLAG029	Murton Community Farm	Murton Wildlife Trust	£48,239.00
	L1RTLAG025	Caledonian Railway Shop & Buffet	Caledonian Railway (Brechin) Ltd	£4,860.00
	L1RTLAG010	Angus Accommodation Audit	Angus Council	£6,000.00
Enhancing the natural and cultural heritage of the area	L1RTLAG188	Inglis Memorial Library, Edzell	Angus Council	£39,900.00
	L1RTLAG031	Traditional Building Skills - Old Ways for a New Future	Angus Council - Brechin Townscape Heritage	£4,600.00
	L1RTLAG081	South Esk River Catchment Management Plan - Phase 1	Esk Rivers and Fisheries Trust	£14,125.00
	L1RTLAG153	AOS Directory 2011	Angus Open Studio	£2,566.00
	L1RTLAG115	Montrose Basin - Wildlife in Focus	Scottish Wildlife Trust	£32,314.00
	L1RTLAG082	Tayside Traditional Building Skills – Old Ways for a New Future Phase 2	Angus College	£118,900.00
	L1RTLAG117	Interactive Development of Pictavia, Brechin	Angus Council	£6,270.80
Supporting local groups to develop stronger and more inclusive communities	L1RTLAG118	Development of a Business Plan & Marketing Strategy	Outdoor Angus	£3,800.00
	L1RTLAG114	Repurposing of Kilry Hall	Kilry Hall Management Committee	£42,425.28
	L1RTLAG110	Angus Construction Training Website	Angus Construction Training Group "ACT"	£2,000.00
	L1RTLAG103	Murton Tearoom	Murton Wildlife Trust	£67,181.76
	L1RTLAG119	Community Involvement Project	Auchterhouse Hall Committee	£5,000.00
	L1RTLAG097	O4O Project Plus	Angus The Drug Initiative Group Forfar	£38,651.00
	L1RTLAG092	Professional Kitchen, Café Furniture and Stage in Community Hub, Balkeerie	Eassie, Nevay & Kirkinch Community Association	£20,877.00
	L1RTLAG086	Wellbeing in Rural Angus	Insight Counselling	£176,973.00
	L1RTLAG138	The Cottage Community Centre Edzell Refurbishment	The Cottage Community Centre	£15,314.20
	L1RTLAG073	Have Your Say in Rural Angus	Angus Council	£5,000.00
	L1RTLAG098	Monikie War Memorial Hall Heating	Monikie War Memorial Hall	£13,603.88
	L1RTLAG065	The Hill Enhancements, Kirriemuir	Angus Council	£60,000.00

Area	Number	Project Title	Organisation	Grant Approved
Angus				
Supporting local groups to develop stronger and more inclusive communities *(continued...)*	L1RTLAG052	Strengthening the CLD Labour Force	Angus College	£15,000.00
	L1RTLAG027	Village Halls' Support Officer, Renewable Energies	Angus Council	£8,000.00
	L1RTLAG022	Migrant Worker Volunteering Project	Volunteer Centre Angus	£25,012.00
	L1RTLAG003	Vinney Den Footbridge	Letham and District Community Council	£12,000.00
	L1RTLAG079	DD8 Music Community Project	DD8 Music	£31,405.00
	L1RTLAG184	Glenisla Hall Improvements	Glenisla Community Hall	£28,998.65
	L1RTLAG166	Charleston Village Hall Upgrade - Phase 2	Charleston Village Hall Committee	£25,000.00
	L1RTLAG151	The Vault	Kirriemuir Youth Project	£20,175.82
	L1RTLAG170	Guthrie Village Hall Extension	Guthrie Hall Committee	£15,140.84
	L1RTLAG152	Charleston Village Hall Upgrade Phase 1	Charleston Village Hall Committee	£50,000.00
	L1RTLAG095	Brechin Mechanic's Institute	Brechin Mechanic's Institute Trust	£21,326.00
Perth & Kinross				
Generating a diverse and sustainable rural economy and supporting entrepreneurial activities	L1RTLAG078	Glenshee Visitor Centre	Glenshee Tourist Association	£7,814.33
	L1RTLAG180	Jampionships	Blairgowrie and East Perthshire Tourist Association	£25,300.00
	L1RTLAG064	Grandtully Campsite Upgrade	Scottish Canoe Association	£8,756.12
	L1RTLAG113	Atholl Centre Biofuel Project, Pitlochry	Atholl Baptist Centre Ltd	£14,179.80
	L1RTLAG044	Access & Audience Development Plan	Royal Society for the Protection of Birds (RSPB)	£4,990.00
	L1RTLAG179	Innovation for Jobs and Financial Sustainability	Comrie Development Trust	£47,094.50
	L1RTLAG038	Kirkmichael Village Shop	Strathardle Trading Plc	£17,807.00
	L1RTLAG033	Development of Drovers' Tryst through New Marketing Initiatives	Crieff & Strathearn Drovers' Tryst	£1,281.00
	L1RTLAG028	Sustainable Development of Cultybraggan - Development Director	Comrie Development Trust	£42,694.75
	L1RTLAG018	GrowBiz	Enterprising Eastern Perthshire	£36,622.50
	L1RTLAG017	Developing Social Enterprise in Rural Perthshire	P&K Council for the P&K Social Economy Partnership	£35,000.00
	L1RTLAG016	Strengthening Highland Perthshire Communities	Highland Perthshire Communities Partnership	£12,450.00
	L1RTLAG058	Adding value to primary-based sector in Rural Perthshire	Perth & Kinross Council	£4,800.00
	L1RTLAG125	Business Support and Peer Action Learning Project	Enterprising Eastern Perthshire	£84,855.00
	L1RTLAG124	BEPTA - FOOD HERITAGE	Blairgowrie and East Perthshire Tourist Association	£41,169.00
	L2RTLAG190	Ring of Breadalbane Explorer *	Breadalbane Tourism Co-operative	£11,000.00

Area	Number	Project Title	Organisation	Grant Approved
Perth & Kinross				
Enhancing the natural and cultural heritage of the area	L1RTLAG176	Coupar Angus Traditional Repair Course	Perth & Kinross Council Youth Justice & Com	£2,345.15
	L1RTLAG053	Forms of Narrative Exhibition and Workshops	Perthshire Visual Arts Forum	£4,465.00
	L1RTLAG054	Interpretation Scheme	Explorers - The Scottish Plant Hunters Garden	£3,900.00
	L1RTLAG048	Development of Atholl Country Life Museum	Atholl Country Life Museum	£20,673.00
	L1RTLAG063	A Laing Exposure	Heritage Service, Perth & Kinross Council	£2,638.00
	L1RTLAG181	Westown Training Course (in random rubble walling)	Perth and Kinross Heritage Trust	£6,777.00
	L1RTLAG132	Developing Hazel Coppice Managed Woodlands in Perthshire	The Scottish Crannog Centre	£57,670.00
	L1RTLAG077	Wild Connections - Perthshire Big Tree Country	Wild Connections Partnership	£24,100.00
	L1RTLAG155	Fèisean a Mhonaidh Ruaidh	Fèis Spè	£2,260.00
	L1RTLAG177	Dunkeld Community Archive	Chapter House Museum Trust	£37,385.00
	L1RTLAG174	Visitor Access to the Natural Environment (VANE) in Tayside	RSPB Scotland	£25,000.00
	L1RTLAG169	Enhancing the Visitor Experience at Loch of the Lowes	Scottish Wildlife Trust	£67,044.26
	L1RTLAG164	Historic Churchyards Project East Perthshire - Enhancement of Collace Mort House	Perth and Kinross Heritage Trust	£9,210.70
	L1RTLAG008	Carse of Gowrie Orchard Festival	Tayside Biodiversity Partnership	£4,345.00
	L1RTLAG135	Dalerb Feasibility Study	The Scottish Trust for Underwater Archaeology	£10,000.00
	L1RTLAG011	Developing the Scottish Crannog Centre	The Scottish Crannog Centre	£38,950.00
	L1RTLAG001	Ericht Project Phase 1	Blairgowrie & Rattray Regeneration Company	£4,500.00
	L1RTLAG134	Development of Atholl Country Life Museum Phase 2	Atholl Country Life Museum	£11,250.25
	L2RTLAG161	Fishing for Tourists **	Loch Rannoch Conservation Association	£7,388.00
Supporting local groups to develop stronger and more inclusive communities	L1RTLAG007	Pitlochry in Bloom - Branching Out	Pitlochry in Bloom	£2,780.00
	L1RTLAG049	Errol Station Link	Carse of Gowrie Group (CoGG)	£15,000.00
	L1RTLAG128	Comrie Community Orchard	Comrie Development Trust	£9,550.00
	L1RTLAG185	Environmental Improvements to Derelict Land at Glenfarg Village Hall	Glenfarg Village Hall	£8,527.00
	L1RTLAG005	Perthshire Visual Arts Forum 2008	Perthshire Visual Arts Forum	£2,460.00
	L1RTLAG042	Blairgowrie & Rattray Community Engagement Project	Blairgowrie & Rattray Regeneration Company	£6,117.00
	L1RTLAG004	Revitalising Pitlochry: Towards 2009	Pitlochry Partnership	£21,250.00
	L1RTLAG041	Bankfoot School's Out Club	Bankfoot School's Out Club	£15,487.00
	L1RTLAG046	CVS Perth & Kinross Website	CVS Perth & Kinross (PKAVS)	£10,000.00
	L1RTLAG133	Perth & Kinross Village Hall Improvement Scheme	Perth & Kinross Quality of Life Trust	£10,200.00
	L1RTLAG186	Balbeggie Playing Fields Improvements	Balbeggie Playing Fields Association	£7,695.37
	L1RTLAG020	Community Polytunnel	Comrie in Colour Association	£3,664.00
	L1RTLAG030	Revitalising Coupar Angus	Coupar Angus Regeneration Trust	£11,338.00
	L1RTLAG012	Connecting Highland Perthshire Communities	Heartland FM	£17,750.00

Area	Number	Project Title	Organisation	Grant Approved
Perth & Kinross				
Supporting local groups to develop stronger and more inclusive communities *(continued...)*	L1RTLAG139	Weller Poley Park	Capt Weller-Poley Recreation Grounds Committee	£32,184.76
	L1RTLAG187	Bookmark Festival	Bookmark	£10,615.00
	L1RTLAG193	Glentarken Bridge	St Fillians Community Trust Limited	£30,000.00
	L1RTLAG026	Garden Volunteer Development Co-ordinator Post	Explorers - The Scottish Plant Hunters Garden	£11,522.00
	L2RTLAG037	BLED Learning Journey	Pitlochry Partnership	£3,090.00
	L1RTLAG021	stART 2009	Strathmore Arts Festival (stART)	£2,902.00
	L1RTLAG034	Following in the footsteps of Burns in the Homecoming Scotland Year	Explore Aberfeldy	£1,529.32
	L1RTLAG088	Blairgowrie Meeting Point	Take a Pride in Perthshire	£4,884.00
	L1RTLAG111	ACTIVAGE	Horizon	£3,960.00
	L1RTLAG162	MEAD Rural Outreach Project	Minority Ethnic Access Development (MEAD)	£45,881.00
	L1RTLAG109	Scotlandwell Wash House Development Plan Phase 1	Take a Pride in Perthshire	£2,971.00
	L1RTLAG107	Comrie Local Food Production using Eco-friendly Energy	Comrie Development Trust	£2,250.00
	L1RTLAG101	Crossing Borders in Aberfeldy & Highland Perthshire	Hipshire Community Learning Partnership	£18,520.00
	L1RTLAG156	Kinloch Memorial Hall Development	Kinloch Memorial Hall Committee	£20,471.20
	L1RTLAG167	Locus Aberfeldy Town Hall (LATH) Promotion	Highland Perthshire Community Partnership	£1,485.00
	L1RTLAG093	Pitcairngreen Community Centre Development	Pitcairngreen Village Committee	£78,488.61
	L1RTLAG116	Pitlochry Winter Lighting	Pitlochry Community Interest Company	£14,408.43
	L1RTLAG089	Fire & Ice Festival	Perthshire Visual Arts Forum	£8,900.00
	L1RTLAG074	The Big Sign Up - Comrie Carbon Challenge Festival	Comrie Development Trust	£14,432.50
	L1RTLAG085	Western Strathearn Youth & Young Families Project	Western Strathearn Youth Clubs	£13,300.00
	L1RTLAG071	Muthill Community Futures Consultation	Muthill Public Hall Committee	£7,375.00
	L1RTLAG057	People in Partnership - Community Capacity Building	Take a Pride in Perthshire Association	£2,776.00
	L1RTLAG160	Scotlandwell Wash House & Well Phase 2	Take a Pride In Perthshire Association	£25,000.00
	L1RTLAG183	Aberuthven Village Hall Upgrade	Aberuthven Village Hall Association	£31,120.00
	L1RTLAG122	Muthill to Crieff Cycleway Feasibility Study	Muthill Community Development Association	£4,824.00
	L1RTLAG067	Aberfeldy Community Facilities Audit	Aberfeldy Community Council	£2,500.00
	L1RTLAG080	Kinross-shire Music Festival	Kinross-Shire Local Events Organisation (KLEO)	£9,500.00
	L1RTLAG120	Encouraging the development of small scale renewable projects in rural Perthshire	Perth & Kinross Council	£14,600.00
	L1RTLAG154	Glenfarg Trainstop	Take a Pride in Perthshire Association	£9,497.82
	L1RTLAG142	Access to Counselling	Perth Association for Mental Health - Mindspace	£30,385.00
	L1RTLAG178	Project management of the refurbishment of the Birks Cinema	Friends of the Birks Cinema	£21,563.45

Area	Number	Project Title	Organisation	Grant Approved
Tayside				
Generating a diverse and sustainable rural economy and supporting entrepreneurial activities	L1RTLAG094	Bee Health & Pollination Awareness	Tayside Scottish Bee Services Ltd (Co-op)	£83,100.00
	L1RTLAG127	Tayside Agricultural Skills & Knowledge Exchange	Tayside Agricultural Training Group	£9,750.00
Enhancing the natural and cultural heritage of the area	L1RTLAG055	Saving Scotland's Red Squirrels, Tayside	Scottish Wildlife Trust	£25,144.00
	L1RTLAG076	Go Wild Tayside	Tayside Biodiversity Partnership	£15,969.00
Supporting local groups to develop stronger and more inclusive communities	L2RTLAG108	Strategic Mink Control in Northern Scotland ***	Rivers and Fisheries Trusts Scotland	£54,929.38
	L2RTLAG159	SEEVIEWS - Sea Eagle Education, Viewing, Interpretation and Engagement ****	RSPB Scotland	£10,216.00

Corporation projects with:

* Forth Valley & Lomond LAG
** North Tipperary LEADER, Ireland SPIRA Frykanten LAG Sweden
*** Cairngorms, Moray, Aberdeenshire, Highland LAGs
**** Fife LAG

For further information about the Rural Tayside LEADER Programme 2007-2013 contact

The Rural Tayside LEADER Team
Chief Executive's Unit
County Buildings
Market Street
Forfar
DD8 5WD

Tel: 01307 473239
www.ruraltaysideleader.com

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