

## **Outputs from Moray Local Action Group Development Day 15<sup>th</sup> September 2016 - Horizon Scotland, Forres**

### **Background**

Moray LEADER has recently established a new Local Action Group (LAG) for the 2014-20 programme. The LAG has been supported to date by Moray Council and tsiMORAY, although neither were resourced to provide that support.

tsiMORAY have since signed a Service Level Agreement (SLA) with Scottish Government to provide the function of the Accountable Body for Moray LAG, which includes the provision of resources in the future to support the LAG.

In advance of signing the SLA, it was agreed that the Scottish Rural Network (SRN) would help support the LAG by organising a development day on 15<sup>th</sup> September.

### **Objectives**

The main objectives of the day were to:

- Build the knowledge and confidence of the LAG to implement the Local Development Strategy effectively
- Share good practice on how LEADER is delivered in other areas

### **Structure of day**

The development day was split into eight main sessions:

1. Group exercise which enabled the participants to get to know each other a bit better and explore common connections they had with each other.
2. Teleconference with Steven Bradley, Catrin Bradley and Cris Tomos from Pembrokeshire Local Action Network for Enterprise and Development (PLANED). PLANED are a third sector organisations who administer the LEADER programme for the Pembrokeshire LAG (Arwain Sir Benfro). An overview of how the LEADER programme operates in Pembrokeshire was followed by a Q&A session to enable Moray LAG members to get a better understanding of some of the detail.
3. Presentations from Jon Hollingdale and Sarah Lamb gave the group an opportunity to hear how the FLAG/LAG is structured in neighbouring Highland and provided hints and tips on how things could be done in Moray.
4. Gillian McDonald from Scottish Government explained the key responsibilities of a Local Action Group (LAG) and its members are set out in European Commission regulations. Gillian also highlighted that Moray LAG could be confident that there was strong support from Scottish Government and the Scottish Rural Network to make the LEADER programme in Moray a success.
5. Group exercise which explored how the LAG should be structured to implement the Local Development Strategy effectively and what legal status the LAG should have,
6. Group exercise which enabled the LAG members to set out the roles and responsibilities of the LAG Chair, Deputy Chair and members.

7. Group exercise to identify the skills and knowledge needed within the LAG to implement the LDS effectively.
8. Discussion and vote to agree the Chair and Deputy Chair.

## **Outputs and conclusions**

### LAG Structure

- Consideration was given to setting up sub-groups for the LAG, particularly after hearing about the approach in Pembrokeshire. There was consensus that that Moray LAG may currently be too small to introduce sub groups. However, once the LAG is more established and has recruited more members, the group may re-consider this.
- There was support for the potential to introduce fast-tracking for smaller grant applications, but this needs further thought.
- Better if admin & finance staff had LEADER experience

### Legal Status

- The consensus was that there was no need for the LAG to be formally constituted at this stage.

### Roles and responsibilities

- The group identified the roles and responsibilities considered appropriate for the LAG Chair, Deputy Chair and other members. The full lists for each are available at Annex A

### Skills, knowledge and experience

- The group identified a wealth of experience and knowledge that they possessed between themselves – from knowledge about farming, tourism and housing to skills in finance, networking and public speaking.
- The group also identified some areas where they thought they had limited knowledge, such as transport and healthcare. The full list is available at Annex B.
- An online survey was undertaken after the event to help analyse the skills and knowledge gaps further (see below).

### Election of Chair and Deputy Chair

- The group elected Alistair Kennedy as Chair and agreed to seek a derogation from Scottish Government, because Alistair is also a Director of tsiMORAY.
- The group agreed to appoint Bea Jefferson as Deputy Chair.

### Relationship with PLANED and Highland LEADER

- Both PLANED and Highland LEADER offered to host a visit from Moray LAG members and/or staff, when they are in place, to assist with their development.
- PLANED have also indicated that they are keen to explore the potential for future cooperation projects with Moray LEADER as the two areas have much in common.
- There is further work needed to explore how the Moray and Highland FLAG can operate most effectively alongside Moray LAG and Highland LAG.

## Summary of LAG survey

Ten LAG members responded to the survey, so this summary of results may not present the full picture of the full LAG.

### Frequency of LAG meetings

- Views on the frequency of LAG meetings were very split, with three responses indicating a preference for more frequent meetings (i.e 4-6 weeks), three preferred meeting every two months and two had a preference to meet every quarter.

### Skills or sectoral knowledge the LAG are particularly strong on

- The skills that the LAG are strong on are grant administration, committee membership and report and letter writing. .
- The LAG appear to have particularly strong sectoral knowledge of Social Enterprise, Small Businesses and Environment

### Possible skills gap/areas for development

- Fundraising and IT systems

### Possible gaps in sectoral knowledge

- Fishing, housing and young farmers

### Knowledge of SRDP, EMFF and other EU funds

- There appears to be a good knowledge/understanding of LEADER and other SRDP schemes.
- More than half those who responded said they had no knowledge of European Maritime and Fisheries Fund (EMFF)

### Geographical representation

- All areas (council wards) in Moray are represented, although Speyside Glenlivet, and Buckie are less well represented than the other areas.

### Geographical knowledge

- There is good knowledge between the LAG of all areas in Moray, although fewer members have a good knowledge of the Buckie and Fochabers areas.

### Future roles of Fabio and Joanne from tsiMORAY

- All 10 respondents said they were content for Fabio Villani to carry out LAG supporting activities alongside his substantive tsiMORAY role.
- Seven respondents said they were content for Joanne Taylor to carry out LAG supporting activities alongside her substantive tsiMORAY role. The other three respondents indicated they would prefer to discuss this at the next LAG meeting.

Full details of the responses can be found at Annex C.

## **Annex A – Roles and Responsibilities Identified**

The group was split into three to discuss the roles and responsibilities of the Chair, Deputy Chair and LAG members. Each group was provided with an initial list of roles and responsibilities to aid discussion. The groups made amendments to the initial lists as they went along and the final list from each group is captured below:

### **LAG Chair:**

- Preside over LAG meetings including agree agenda with programme manager and scrutinise minutes i.e make sure they are signed and dated correctly.
- Oversee LDS implementation
- Monitor fund demarcation
- Ensure reporting on outcome achievement back to LAG
- Liaise with partners
- Transparency of processes
- Ensure a Quorum
- Separation of functions – Making sure one person is not responsible for all activities eg applicant claim form start to finish
- Liaison with Accountable Body
- Attend co-ordination meetings (Local, National etc)
- Facilitate communication between LAG, Chair, Staff Accountable Body, Scottish Government and National partners
- Explore potential for transnational projects and other opportunities (Strategic Projects)
- Delegate key tasks/roles

### **LAG Deputy Chair:**

- Preside over LAG meetings, in the absence of a chair
- Preside over project assessment & approval decisions where the Chair declares a conflict of interest
- Liaise with partners
- Strategic projects
- Represent the LAG where the Chair cannot (Networking etc)
- Possibly chair a subgroup and advise LAG members
- Work with/support the Chair in their activities when necessary

### **LAG Members –**

- Agree/Sign off business plan
- Identifying development needs and funding priorities for the area, as set out in the Local Development Strategy – guardian of the LDS for staff to develop
- Ensuring the delivery of the LDS – monitoring and review of LDS
- Project appraisal and approval – (after staff complete technical appraisal)
- Animation of the LAG/FLAG area – stimulating and enthusing the territory – staff provide information to the LAG members for them to determine where to focus efforts
- Active and regular participation at LAG/FLAG meetings
- Networking with other LAGs/FLAGS and stakeholders – to maximise opportunities to the Moray area



- Members drive and commitment makes things better
- Champion of CLLD and the LDS
- Governance and strategic direction for LEADER in Moray.

## Annex B - Skills, Knowledge and Experience

This group exercise explored where LAG members thought they had strengths to enable them to implement the LDS effectively and identify what else they thought they needed.

### What we have (green) –

- A range of sectoral knowledge – diverse
- Skilled at economic development
- Eco design/affordable housing
- Rural land management including forestry
- Climate change resilience adaptation
- Tourism
- Environment
- Renewables
- Rural
- Urban
- Forestry
- Education
- Fishing
- Farming
- Community capacity building skills
- Community development skills including knowledge
- Good networks
- Good community liaison
- Good mix of approaches from broad brush to fine detail
- Overview of Moray within a Grampian and national context
- We have strategic thinkers
- Public speakers
- We have commitment
- Report and letter writing
- Economic research
- Problem solving expertise
- Evaluation skills and knowledge
- SRDP/RDP grant administration and regulation
- Financial knowledge
- Fund raising skills – understanding ‘grass roots experience’ of applications and rural development
- Committee experience
- Project appraisal skills

### What we need (pink) –

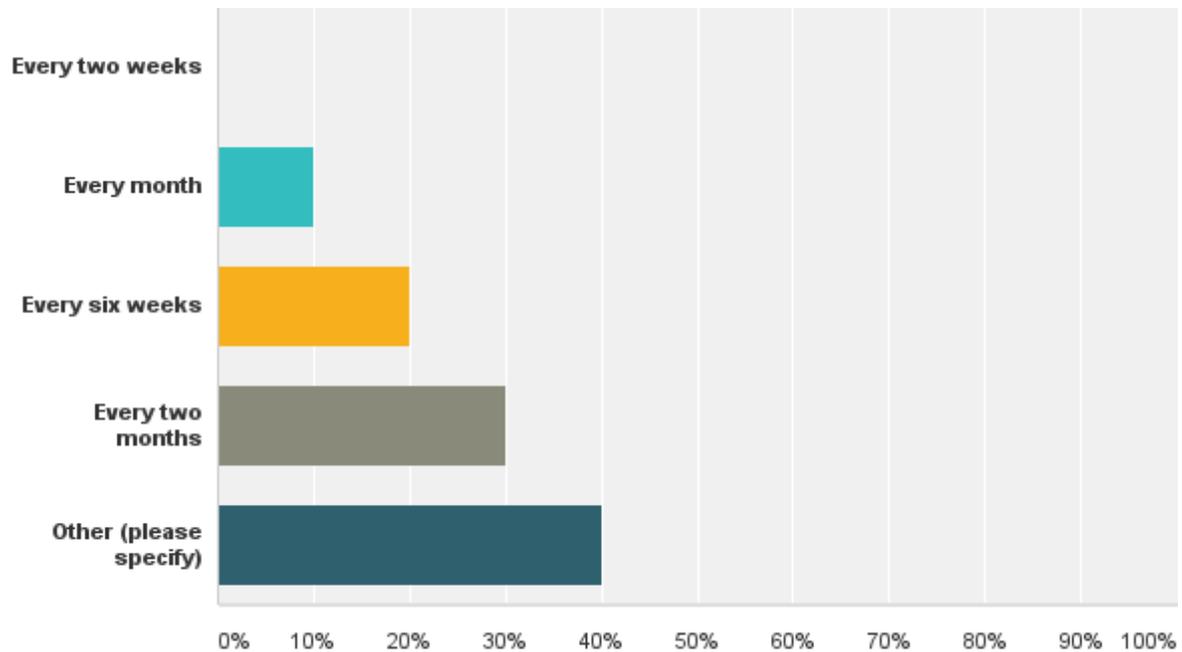
- Health sector
- Transport
- Food and drink
- Architecture/historic buildings and archaeology
- Understanding transient populations eg forces

- Being able to empower groups to apply – is online a good idea/needling support for fill in form
- Assessment of business case
- Supporting applicants to pitch at the right level for them
- Understanding of new IT systems
- Experienced staff
- Overview of budget info – were things stand on a regular basis
- Understanding of development strategy business plan
- Where LAG members are liable (legally and financially)
- Confidence in LAG procedures
- Greater representation from East Moray
- Disability
- Ethnic/diversity
- Youth
- Community representation – gaps – areas – age
- More LAG members
- Time

## Annex C – Moray LAG Survey

A total of 10 LAG members submitted responses to the survey.

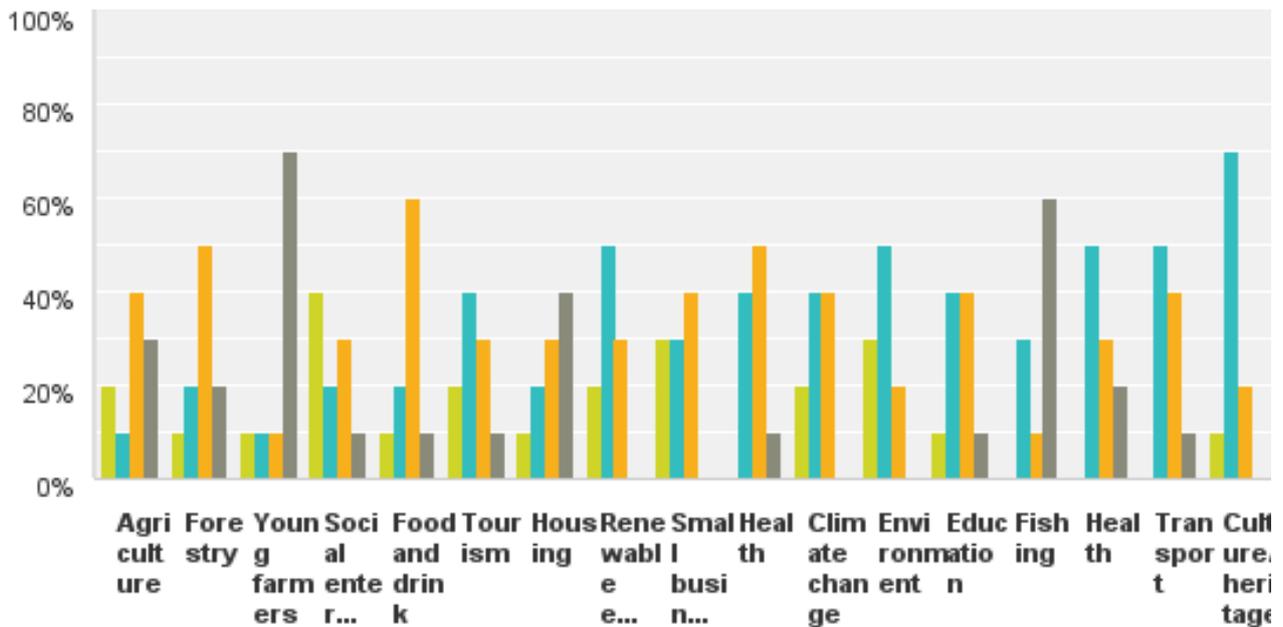
### Q1 – How often do you think the LAG should meet?



Answer Choices	Responses
Every two weeks	0.00% 0
Every month	10.00% 1
Every six weeks	20.00% 2
Every two months	30.00% 3
Other (please specify)	40.00% 4
<b>Total</b>	<b>10</b>

Of the four 'other' responses, two said quarterly and, one said 'as and when required' and one said 'will depend on applications but every 2-3 months otherwise.'

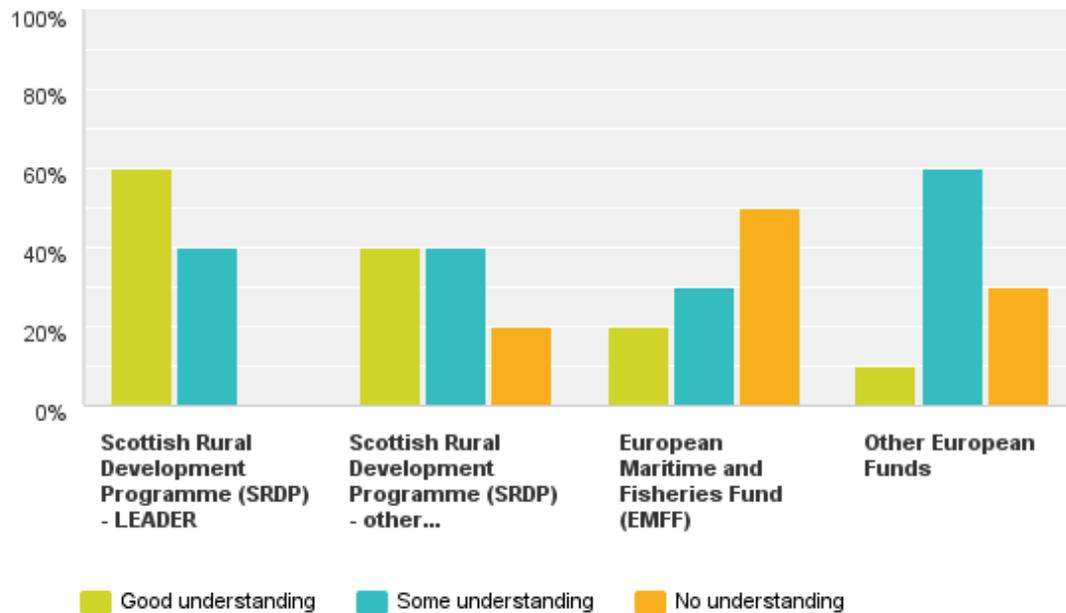
## Q2 - Knowledge or experience of the following key sectors/topics



■ Very knowledgeable   
 ■ Some knowledge   
 ■ Little knowledge   
 ■ No knowledge

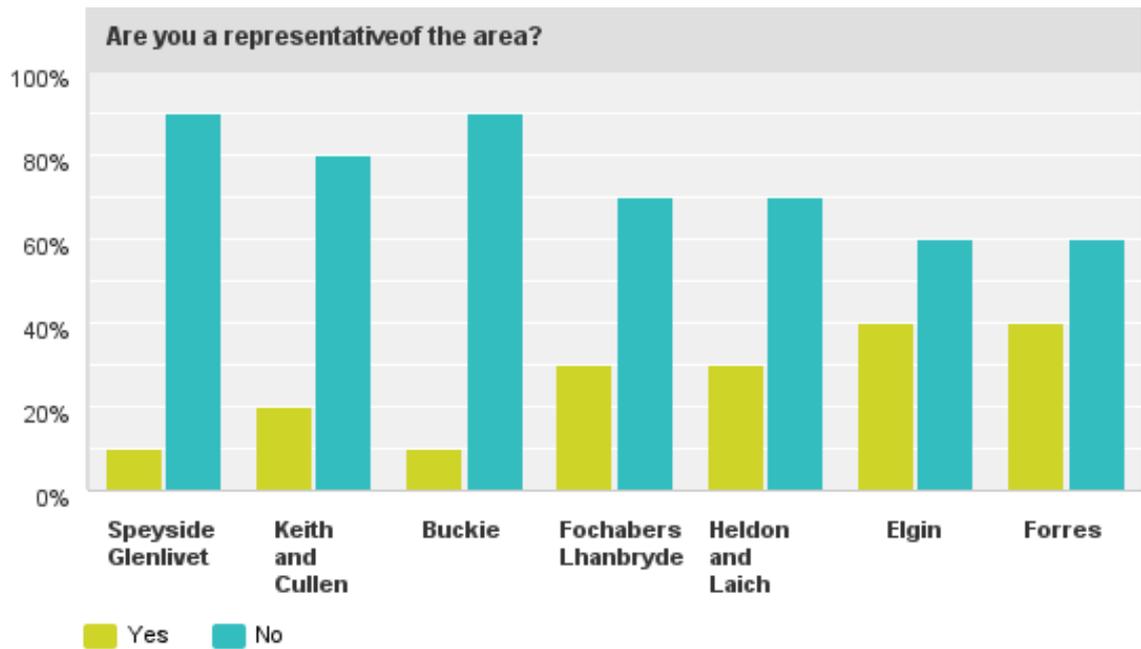
	Very knowledgeable	Some knowledge	Little knowledge	No knowledge	Total
Agriculture	20.00% 2	10.00% 1	40.00% 4	30.00% 3	10
Forestry	10.00% 1	20.00% 2	50.00% 5	20.00% 2	10
Young farmers	10.00% 1	10.00% 1	10.00% 1	70.00% 7	10
Social enterprise	40.00% 4	20.00% 2	30.00% 3	10.00% 1	10
Food and drink	10.00% 1	20.00% 2	60.00% 6	10.00% 1	10
Tourism	20.00% 2	40.00% 4	30.00% 3	10.00% 1	10
Housing	10.00% 1	20.00% 2	30.00% 3	40.00% 4	10
Renewable energy	20.00% 2	50.00% 5	30.00% 3	0.00% 0	10
Small businesses	30.00% 3	30.00% 3	40.00% 4	0.00% 0	10
Health	0.00% 0	40.00% 4	50.00% 5	10.00% 1	10
Climate change	20.00% 2	40.00% 4	40.00% 4	0.00% 0	10
Environment	30.00% 3	50.00% 5	20.00% 2	0.00% 0	10
Education	10.00% 1	40.00% 4	40.00% 4	10.00% 1	10
Fishing	0.00% 0	30.00% 3	10.00% 1	60.00% 6	10
Health	0.00% 0	50.00% 5	30.00% 3	20.00% 2	10
Transport	0.00% 0	50.00% 5	40.00% 4	10.00% 1	10
Culture/heritage	10.00% 1	70.00% 7	20.00% 2	0.00% 0	10

### Q3 - Level of understanding about the following funds

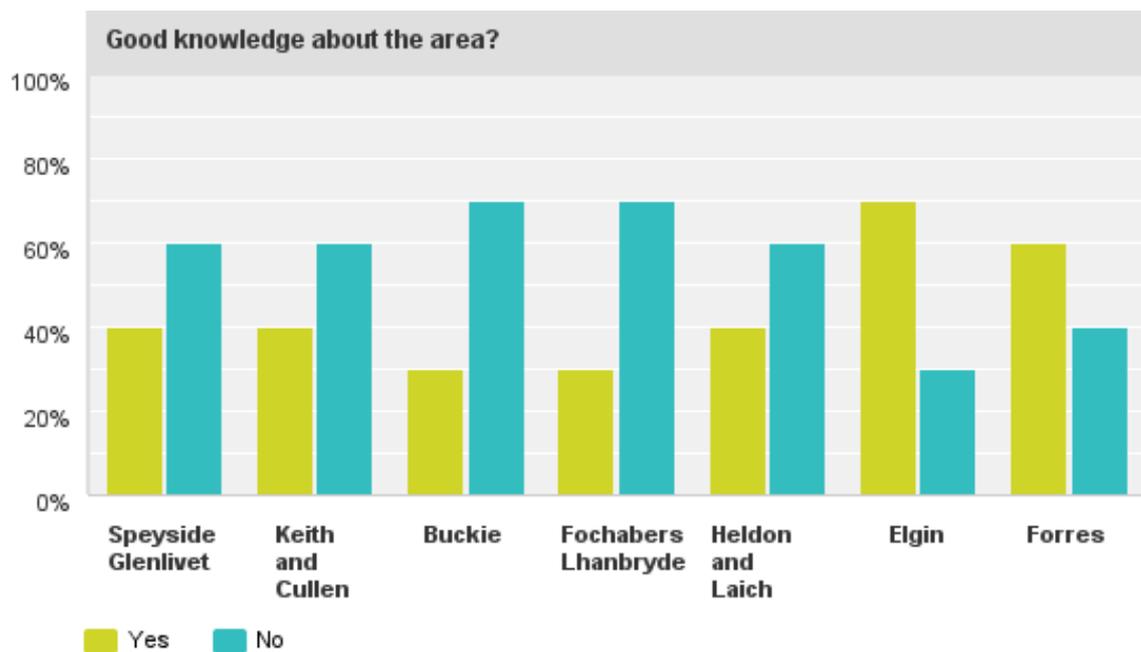


	Good understanding	Some understanding	No understanding	Total
Scottish Rural Development Programme (SRDP) - LEADER	60.00% 6	40.00% 4	0.00% 0	10
Scottish Rural Development Programme (SRDP) - other scheme(s)	40.00% 4	40.00% 4	20.00% 2	10
European Maritime and Fisheries Fund (EMFF)	20.00% 2	30.00% 3	50.00% 5	10
Other European Funds	10.00% 1	60.00% 6	30.00% 3	10

**Q4 – Are you a representative of the following area(s)?**



**Q5 – Do you have good knowledge of the following areas?**



**Q6 – What level of skills do you have in the following?**

	<b>Highly skilled</b>	<b>Skilled</b>	<b>Some skills</b>	<b>Limited skills</b>	<b>No skills</b>	<b>Total</b>	<b>Weighted Average</b>
Community capacity building	<b>10.00%</b> 1	<b>40.00%</b> 4	<b>30.00%</b> 3	<b>10.00%</b> 1	<b>10.00%</b> 1	10	2.70
Networking/building networks	<b>10.00%</b> 1	<b>30.00%</b> 3	<b>40.00%</b> 4	<b>20.00%</b> 2	<b>0.00%</b> 0	10	2.70
Public speaking	<b>0.00%</b> 0	<b>40.00%</b> 4	<b>50.00%</b> 5	<b>10.00%</b> 1	<b>0.00%</b> 0	10	2.70
Report and letter writing	<b>20.00%</b> 2	<b>70.00%</b> 7	<b>10.00%</b> 1	<b>0.00%</b> 0	<b>0.00%</b> 0	10	1.90
Economic research	<b>10.00%</b> 1	<b>0.00%</b> 0	<b>50.00%</b> 5	<b>30.00%</b> 3	<b>10.00%</b> 1	10	3.30
Problem solving	<b>10.00%</b> 1	<b>50.00%</b> 5	<b>40.00%</b> 4	<b>0.00%</b> 0	<b>0.00%</b> 0	10	2.30
Evaluation	<b>20.00%</b> 2	<b>30.00%</b> 3	<b>40.00%</b> 4	<b>10.00%</b> 1	<b>0.00%</b> 0	10	2.40
Grant administration	<b>40.00%</b> 4	<b>30.00%</b> 3	<b>30.00%</b> 3	<b>0.00%</b> 0	<b>0.00%</b> 0	10	1.90
Finance	<b>30.00%</b> 3	<b>30.00%</b> 3	<b>40.00%</b> 4	<b>0.00%</b> 0	<b>0.00%</b> 0	10	2.10
Fund raising	<b>0.00%</b> 0	<b>30.00%</b> 3	<b>30.00%</b> 3	<b>30.00%</b> 3	<b>10.00%</b> 1	10	3.20
Committee membership	<b>40.00%</b> 4	<b>40.00%</b> 4	<b>10.00%</b> 1	<b>10.00%</b> 1	<b>0.00%</b> 0	10	1.90
Project appraisal	<b>10.00%</b> 1	<b>70.00%</b> 7	<b>20.00%</b> 2	<b>0.00%</b> 0	<b>0.00%</b> 0	10	2.10
Assessing business cases	<b>0.00%</b> 0	<b>70.00%</b> 7	<b>20.00%</b> 2	<b>10.00%</b> 1	<b>0.00%</b> 0	10	2.40
IT systems	<b>0.00%</b> 0	<b>30.00%</b> 3	<b>40.00%</b> 4	<b>30.00%</b> 3	<b>0.00%</b> 0	10	3.00

**Q7 – Are you content to approve Joanne Taylor to carry out LAG supporting activities alongside her substantive tsiMORAY role?**

Answer Choices	Responses
Yes	<b>70.00%</b> 7
No	<b>0.00%</b> 0
I would prefer to discuss this at a physical meeting of the LAG	<b>30.00%</b> 3
<b>Total</b>	<b>10</b>

**Q8 – Are you content to approve Fabio Villani to carry out LAG supporting activities alongside his substantive tsiMORAY role?**

Answer Choices	Responses
Yes	<b>100.00%</b> 10
No	<b>0.00%</b> 0
I would prefer to discuss this at a physical meeting of the LAG	<b>0.00%</b> 0
<b>Total</b>	<b>10</b>