

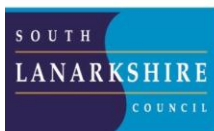
Lanarkshire LEADER Programme 2014 -2020

Evaluation

December 2021



Rural Lanarkshire view to Coulter



Lanarkshire LEADER Programme 2014-2020

Evaluation Executive Summary

The summary graphics and information below provide an overview of the projects and their contribution to the Local Development Strategy.

57 Expressions of Interest were received and 40 progressed as projects to completion. Most projects 51% completed in 2021.

Total LEADER grant value award was £3.149m with an average grant value of £79k, the smallest award was £75k and largest £331k.

Every £1 LEADER grant attracted 84% additional funding

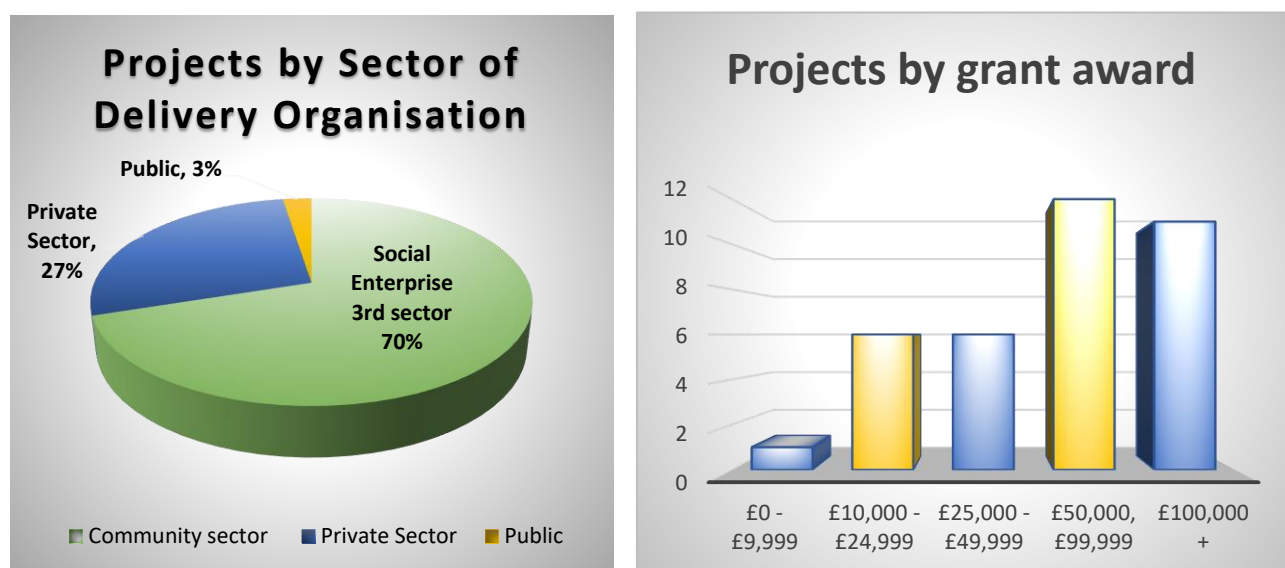
28 Social Enterprise projects supported,

11 Business support

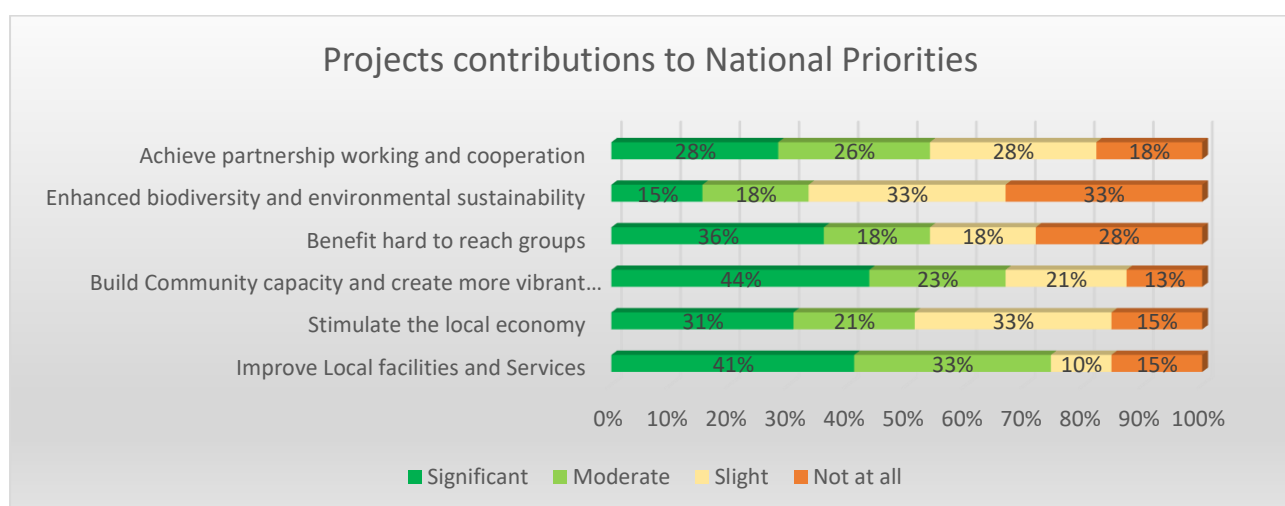
Wiston Lodge Outdoor Classroom Project



The 2 graphs below demonstrate Leader support by sector and by size of grants provided.



The table below shows the impact of projects on the new National Priorities



Projects across Lanarkshire were supported from Greengairs and Plains in North Lanarkshire to Leadhills and Tarbrax in South Lanarkshire.

Project supported locations

Lanark, Abington, Greengairs, Leadhills, Tarbrax, New Lanark, Plains, Lesmahagow,
 Carluke, Auchengray, Chapelton, Wiston, Brocketsbrae,
 Caldercruix, Drumclog, Forth, Hawksland, Harthill, Kirkfieldbank,
 Kirkmuirhill, Strathaven, Greenrigg, Upperton, Woolfords

Summary of Lessons Learnt

Governance

The Lanarkshire LEADER Local Action Group (LAG) was a well matured structure that had developed from previous LEADER programmes and the South Lanarkshire Rural Partnership. The decision to not become constituted maintained the LAGs independence and clear separation of duties. The wide inclusion of partners across the Community and Public sector was a strength as was the inclusion of VANL and VASLAN. Previously opportunities for development were attempted around youth engagement through the inclusion of Universal Connections (UC) South Lanarkshire Council youth organisation however the youth involvement on the LAG 2014 – 2020 didn't progress.

Key to the Lanarkshire LAG is the level of involvement and maturity and the breadth of experience and knowledge which would be a loss not to maintain into future decision-making structures.

Systems

Procedures and IT systems were a barrier to the uptake and efficient operation of the LEADER programme, especially in comparison to other grant funding available. Procedures such as requiring three quotes or proof of best value while challenging are not unfamiliar to medium sized applicants. However, they are challenging for small or new organisations. The lack of ability to assist with cash flow for projects through advance payments reflected negatively on LEADER in comparison to some other grants such as the local Community Benefit Funds and BIG Lottery. The LARCs system was a near universal issue for grant applications and grant payments again in comparison to other Government grant systems or local grants, resulting in the need for additional time and resource in assisting and advising project applicants in its navigation, in addition to the demands of project development and delivery

Support and Guidance

All organisations reported the knowledge, insight professionalism and ability to provide comprehensive support from community plan development to business plan and delivery was a large strength of the Lanarkshire LEADER Programme and are essential elements of local funding programmes.

Theme Developing Community

Lanarkshire LEADER built on a strong track record of community capacity support through all the stages of development. Links to local support agencies such as Business Gateway, VANL VASLAN provided a comprehensive network of local support and guidance. LEADER "seeded" many new communities led actions and groups through the Community Capacity contracts. Many small medium sized organisations were supported in developing and growing their capacity. The key finding though is that this is continuous work, all communities especially those with reduced local capacity are on the progression and the availability of support and financial resources through LEADER or other funding is required or communities will be left in limbo.

Theme Growing Business

The joined up and close working with the local Business Gateway contractor and local Economic Development teams in NLC and SLC for signposting and support worked well. Business support was a new aspect for LEADER locally and this was challenging in the pure farm diversification, business support in terms of navigating other funding options. The

Objective delivered well on supporting rural businesses but also especially well in supporting Social Enterprises across area. The joining of Community and business grants and support was a success and growth for rural organisations.

Theme Heritage Culture and the environment

Culture and heritage are often important assets within communities. The work in this objective brought communities together behind common goals with common learning. Projects such as Clyde and Avon Valley Landscape Partnership worked with communities on a wide range of bottom-up training, volunteering, and improvement of assets. The work “seeded” or supported many projects to the next growth stage including Lanark and Carluke Development Trusts. In New Lanark and Lanark it was the “Seed” for the Lanark VISION, bringing together many aspects of culture, heritage and tourism. Other aspects of the environment such as energy saving carbon reduction through use of electric buses helped communities with a just transition further opportunities around this and “20-minute Neighbourhoods” for rural communities remain challenging. The environment in terms of Carbon reduction was addressed but sometimes as a secondary aspect not a primary motivator.

Cooperation

Lanarkshire LEADER has supported a range of projects with varying amount of success.

For example, The Crowdfunding portal and mentoring project, experienced staffing issue, and was impacted severely by the Covid crisis. It is understood that other partner LEADER areas plan to continue with Crowdfunding portals, run by their local authorities. It is felt that for SLC this would be a burden to resource, with limited potential return, so will not be progressed. However, it will be used as a signpost for one element of funding support for certain business, social enterprise and community projects.

Foraging Fortnight, a festival of wild foraging events in Autumn and Spring served as an opportunity to showcase local producers retailers, tourism and social enterprises producing and selling fresh local produce The project has helped to inform the development of SLC Food Strategy and continues to be promoted and hosted by Naturescot. As partners of The Rural Youth Conference Project Lanarkshire LEADER hosted the first of a series of conferences at Wiston Lodge, which led to the recruitment of a local young champion who maintained participation in the project as a Digital and Recruitment champion through the time of the project. These example projects involved multiple LAGs and third party bodies/contractors. The Dementia Connected and Supportive Communities Project, which was a Lanarkshire led project involved working in partnership with only one other LAG, a project manager and one other participating organisation

Cooperation projects can be complex in communications, researching, development, delivery and management. The LAG found that they are resource heavy, which was a challenge for a small delivery team of 1.5 fte. Going forward, it is suggested that substantial forward planning and research is undertaken, and suitable partner LAGS and projects are identified at very early stages of any Programme delivery.

National priorities Improving local facilities

The programme was well resourced and delivered on improving many local facilities, such as Castlebank, Stanrigg Park and Auchengray hall. The key lesson is the need for time for these projects to plan and develop, with consistent support through the process.

National Priorities Stimulating the local economy

The integrated approach with partners locally was a strength, increasing education for those involved in the different barriers and opportunities to business growth in the rural area is important. More can be done in developing the local partnerships such as around IT infrastructure, training, farm diversification and initiatives such as Farm to Fork and Lanarkshire Larder.

National Priorities Building Capacity and creating vibrant communities

Lanarkshire LEADER is built on a strong tradition of capacity building. The landscape locally is changing with new community partnership networks but the base of learning within the LAG and LEADER team provides a strength for continued strong local engagement. Capacity support delivered locally with communities looking at the Community Wealth Building potential requires local resources and skills.

National Priorities Benefiting hard to reach group

Reaching harder to reach groups and communities requires consistent approach over time, many communities see a short life 1 – 2 year support appear in their community and disappear. Many projects funded through LEADER delivered 1-1 support in communities to the hardest to reach over 2 – 3 years. However that support post COVID has stopped due to lack of funding and leaves vulnerable rural groups more vulnerable, multi-year consistency of funding is essential. Generally youth activity was a secondary outcome of several projects but not a primary target for most.

National Priorities Enhancing biodiversity and environmental sustainability

The LEADER programme delivered energy efficiency programmes, landscape improvement programmes and energy efficient transport programmes. The challenge is that more needs to be done quicker around this work to assist rural communities to maintain their sustainability as communities. Additional training and awareness training is required to grow the capacity of communities to tackle climate change and ensure environmental sustainability at local community level.

National Priorities Achieving partnership working and cooperation

Decision making by local experienced multi agency partnership boards or LAGs provide robust oversight, improved joint working and scrutiny, and can be used for other national and local funding. Robust panels with strategic oversight and ability to cooperate and partnership work are essential for further funding development that supports rural communities.

Lessons Learnt LEADER works.

- **Local decision-making works**
- **Local decision-making panels requires multi sector cooperation and skills**
- **Multi-sector nature of the LAG aids knowledge sharing, including investment opportunities**
- **Rural Community Development needs financial resourcing**
- **Rural Community Development need skilled local team resources**
- **Rural Community Development need continuity over time**
- **Vulnerable communities need consistent support over time**
- **Communities and staff require continued training**
- **Engagement of hard-to-reach groups such as youth is difficult and needs new approaches**

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Auchengray Hall project



New Lanark with 3 LEADER projects



Rural Lanarkshire

1. Introduction

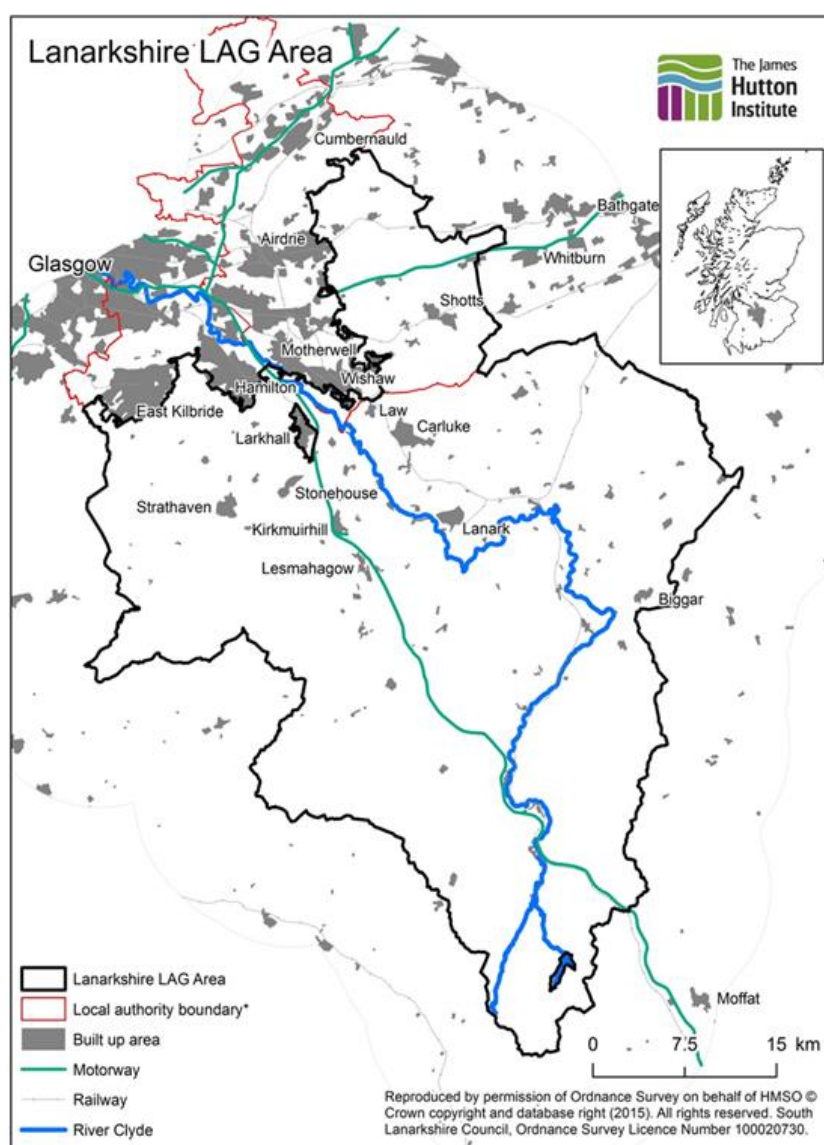
1.1 Introduction

The report presents the findings of the evaluation of the Lanarkshire LEADER programme 2014-2020.

The Programme has been delivered on the basis of a Local Development Strategy (LDS) which set out a strategy to guide its implementation and objectives, as part of the Scottish Rural Development Programme.

The geographic area covered by Lanarkshire LEADER Programme follows the boundaries shown in Figure 1.1. and covers rural areas in North and South Lanarkshire.

Figure 1.1 Geography



Area mapped: Lanarkshire LAG Area and features within 10 km of its boundary, and boundaries of North and South Lanarkshire.
*Local authority boundaries shown only where different from LAG Area boundary.
Contains data derived from Ordnance Survey Strategi® data and Ordnance Survey 1:50,000 map data. Contains data derived from Data Zone Boundaries 2001. Copyright Scottish Government, contains Ordnance Survey data © Crown copyright and database right 2015. Local authority boundary based on information from SIMD Datazone Lookup file, data sourced from <http://www.scotland.gov.uk/Topics/Statistics/SIMD/SIMDQuickLookup/>. © Crown copyright. Contains public sector information licensed under the Open Government License v3.0.

The Lanarkshire LEADER area includes part of two local authorities, North Lanarkshire Council and South Lanarkshire Council. The area has a strong post-industrial legacy and agricultural characteristics based primarily on livestock rearing, with some more specialised and mixed farming systems in the Clyde valley. Large parts of the rural area appear attractive, but there is a great deal of hidden disadvantage and a significant legacy of former mining activity. Several small settlements within this area suffer the double disadvantage of being isolated and, as former mining villages; much of their economic rationale has been lost. Issues of isolation from services, job opportunities and activities are in many cases exacerbated by the lack of public transport. The area's population and economic structure has also changed in recent years with many people now living in the area without being part of the rural economy.

The Lanarkshire LAG area also has a rich natural, cultural and built heritage, prominent within which are the Southern Uplands, the middle and upper reaches of the River Clyde and one of Scotland's four UNESCO World Heritage Sites — New Lanark. The area also makes an enormous contribution to Scotland's renewable energy targets through being home to a number of large wind farms.

KEY FACTS AND FIGURES

- Area 3,298 square kilometres, with a rural population density of 30 people per square kilometre.
- The total population in the LAG area is 116,741 based on 2013 mid-year estimates. This is made up of 26,270 in North Lanarkshire, representing 22% of the total population and 90,471 in South Lanarkshire, representing 78% of the total population.
- The area is characterised by small villages [over 60] with populations below 3,000.
- The area has a strong post-industrial, mining legacy and agricultural characteristics.
- The Lanarkshire LAG area has a rich natural, cultural and built heritage.
- The area's many wind farms contribute significantly to Scotland's renewable energy targets.

The general spatial pattern is one of two major pockets of disadvantage: one on North Lanarkshire and one along a corridor either side of the M 74 to the south of Lesmahagow. These areas contain some deeply disadvantaged areas, which include many of the mining dependent communities in central South Lanarkshire and in almost the whole of North Lanarkshire within the LAG. Some of the smaller former mining areas lack vibrancy. There are also concentrations of disadvantage in most of the towns. The lightly populated hill areas of rural south west Lanarkshire are also characterised by weak socio-economic performance

1.1 The LEADER Programme

LEADER The Scottish Rural Development Programme (SRDP) 2014-2020 funds economic, environmental and social measures for the benefit of rural Scotland and comprises a range of different schemes. This includes, LEADER ⁽¹⁾, which is the European Union's (EU) place-based, participatory and bottom-up approach to rural development.

There are four main types of LEADER project:

- Community: community-led projects that support community and business networks to build knowledge and skills, encourage innovation and support collaboration to tackle local development objectives
- Enterprise: support for entities (of any form) engaged in economic activity – organisations of up to 49 employees
- Farm Diversification: to support farmers/crofters, or members of a farm/croft household, to start-up a business into non-agricultural activities in rural areas
- Cooperation: projects taking part across more than one LDS area, whether in the same country or elsewhere in Europe.

Projects can be funded up to 100%, subject to State Aid considerations ⁽²⁾

Distinctively, LEADER takes a grassroots approach to delivering support to communities. At a local level, Local Action Groups (LAG) support delivery of area-based Local Development Strategies (LDS) and provide funding for projects that address its key objectives and priorities.

There are 21 LAGs in Scotland, with support aimed at projects with a wide community benefit, and particularly those that show an element of originality or innovation and that complement other activities within the LDS.

Each LAG has an Accountable Body, typically a local authority, responsible for the administration of LEADER activities in their region. In the current programme the Leader area was changed to create the Lanarkshire Leader area with south Lanarkshire Council as the Accountable Body.

Local Development Strategies include actions that will allow individuals, communities and businesses to:

- drive community action on climate change
- enhance rural services and facilities, including transport initiatives
- enhance natural/cultural heritage, tourism and leisure
- support food and drink initiatives (for example short supply chains, community food);
- building co-operation with other LAGs in Scotland, UK and Europe
- create equal opportunities for all in our rural communities.

All project approvals for LEADER were to be confirmed by 31st December 2019, and all projects were to be completed in line with the closure of the 2014-2020 Programme by 31st December 2020. This has been extended into 2021, initially to 31st March and then to 31st December, due to the delays caused by Covid-19 restrictions. This has allowed LAG areas some additional time to complete their programmes.

1 Liaison Entre Actions de Développement de l'Économie Rurale 2 SRDP/LEADER, General Guidance for Applicants 2014-2020 v5 Cairngorms LEADER 2014-2020:

1.3 Evaluation Aims and Objectives

The Lanarkshire LEADER Business Plan sets out a requirement for ongoing monitoring, review, development and evaluation of the Local Development Strategy (LDS). This evaluation forms part of that process. The approach to monitoring and evaluation has encompassed two main elements: at the LDS level and also its contribution to the wider SRDP.

The objectives of the evaluation are to:

- to assess the implementation of the LEADER 2014-2020 programme, and in particular stakeholder engagement and uptake
- to assess delivery against Lanarkshire LEADER LDS objectives
- to assist the local LEADER team to answer the seven nationally agreed LEADER evaluation questions
- to assess impacts made by projects funded by the Lanarkshire LEADER 2014- 2020 Programme, and likely impacts of these projects in the future
- to assess the extent to which the LEADER approach has been embedded in the Lanarkshire LEADER programme
- to evidence the added value of the LEADER approach as applied in Lanarkshire
- to combine lessons learned at a project, programme and policy level, including whether a dedicated rural funding programme is a successful model for Lanarkshire communities
- the various forms of leverage which the LAG and LDS deliver
- report on the lessons learned at a project and programme level.

The report will detail the findings of the evaluation process. The report will:

- Evaluate the impact of the Lanarkshire LEADER Programme, with particular reference to achievements against LDS and Scottish Government targets and priorities
- Highlight key issues for consideration, including the efficiency and effectiveness of programme management and administration, and lessons learned from programme delivery.

2. Programme Development and Delivery

2.1 The 2014-2020 Programme Developing the LDS

Local Development Strategies are used to support and guide the work and decision making of Local Action Groups. Typically, the LDS sets out the social and economic needs and demands/opportunities of the area it covers, helping to establish priorities for funding. A set of objectives are then detailed, with target groups and quantifiable outcomes for each, together with guidance on what animation activity may be required to deliver it. As such, developing an LDS is one of the first steps undertaken by a LAG.

With the 2007-2013 LEADER programme drawing to an end, the South Lanarkshire LAG submitted an Expression of Interest to the Scottish Government to continue delivery of the programme in the new Lanarkshire geography. An LDS Working Group was established to bring together the key LEADER partners, with representatives from the outgoing LAG. South Lanarkshire Council took on the role of Accountable Body.

The South Lanarkshire Rural Partnership initially provided a strategic overview of the delivery of LEADER in South Lanarkshire and integration with the Community Planning structures [CPP]. In the North this was through the Local Area Partnerships.

The programme objectives were developed through consultation and a Community Rural Conferences.

2.2 Programme Objectives

The Lanarkshire LDS had 3 linked strategic themes.

The strategic themes and priorities of Lanarkshire LEADER reflected the regeneration needs and opportunities of rural Lanarkshire where:

- **Developing Communities**
- **Growing Business (including social enterprise and entrepreneurship)**
- **Heritage, Culture and the Environment**

The community development and economic development rank highly as areas of concern within the LDS area.

The theme encompassed 8 objectives to enable and empower local communities to act on tackling disadvantage and contribute to their own development, along with proactively addressing geographic disparity and levelling up community capability across the territory. The themes, objectives and targets are set out in [Table 2.1](#)

Table 2.1 LDS Objectives

	THEMES AND OBJECTIVES	BENIFICARIES	TARGETS
	DEVELOPING COMMUNITIES		
1	Developing Community Capacity	Community organisations based in deprived areas, Existing 3rd sector services and support providers, Community groups and organisations in North Lanarkshire	15 projects within most deprived areas 5 projects linked to strategic initiatives such as CAVLP 20 no community awareness raising events
2	Support Communities to take on local community assets	Community groups and trusts seeking to take on community assets, community owned renewable energy projects	5 asset transfer projects
3	Improve mobility of rural residents	Community transport providers, older and younger residents of rural communities	3 community transport projects supported
	GROWING BUSINESS		
4	Support Young People access employment	16-25 year olds living in rural areas especially those NEET, Rural social enterprise	5 youth employment projects supported
5	Improve Vitality viability of rural towns	Develop community Trusts, Business and trader groups including Business Improvement Districts	4 Development Trust projects supported 2 BIDS supported
6	Support Collaborative initiatives that aim to improve agricultural sector	Local food drink business, producer groups and farmer markets, Agricultural, sector support	3 collaborative projects that aim to create an inclusive support framework
7	Improve access to business finance	Non Agri or para Agri rural business with identified growth potential, Social Enterprise	2 no social enterprises supported 5 businesses supported
	HERITAGE CULTURE and THE ENVIRONMENT		
8	Support Collaborative visitor initiatives	Communities and business groups wanting to connect with attractions, strategic partners, key attractions	3 community projects connected to major attractions

2.3 Governance

The business plan set out the delivery responsibilities as in [Table 2.2](#)

Table 2.2 Delivery Responsibilities

DELIVERY MECHANISM ELEMENTS	MAIN RESPONSIBILITY
Preparation of strategy and business plan for Programme	Programme Manager and current LAG
Ongoing development of LAG operational strategy and action plan	LAG and staff team
Development of project quality appraisal standards	LEADER staff and LAG
Support for the development of projects that fit with the above strategy and criteria	LAG partners and staff team
Managing and administering the application process	LEADER staff team
Liaison with SG Rural Communities team	LEADER staff team Accountable body
Liaison with SNRN	LEADER staff team LAG members
Technical appraisal and eligibility check including State Aids issues	LEADER staff team (appraisal & assessment separated to meet audit requirements) supported by Accountable Body
Project monitoring and ensuring complementarity with wider programmes and strategies	LEADER staff team, LAG, Accountable Body
Assessment process, scoring recommendations	LEADER staff team and LAG (appraisal & assessment separated to meet audit requirements)
Monitoring implementation of equal opportunities Policy	LEADER Manager and LAG
Project assessment	LAG
Issuing of formal offer of grant letter with attached Conditions	LAG, LEADER staff team, Accountable Body
Formal letter of acceptance of grant offer and the associated conditions	Project applicant
Managing and administering the project claims process - financial and physical progress	LEADER staff team and Accountable Body finance team
Issuing payment of grant to applicants	The Accountable Body finance team
Programme monitoring through detailed tracking of individual project performance	LEADER staff team and LAG members
Review of performance against the LDS and amending LDS accordingly	LAG supported by LEADER staff team. SG agreement as required.

Local Action Group

LAG membership was by invitation basis based on set criteria, all prospective LAG members followed the same selection process. Selection was undertaken on a pragmatic basis– a balance between open and transparent and purposive. This was to be done using agreed selection criteria and a matrix of essential membership requirements to ensure there is suitable representation of the territory, the LDS thematic priorities, target groups or areas identified and the skills and capabilities required. In so far as is possible this would reflect the ‘thirds’ principle of community, business and public sectors. No more than 49% membership could come from any one interest group and at least 51% of votes from non-public sector members.

The membership was 13 with 5 from the public sector and 8 from the Community sector. The Lag was relatively stable in membership with only a few leaving in 2021. These memberships weren't replaced as all awards had been made by that time

2.4 Management and Delivery Arrangements

Initially the delivery of the LEADER support was through a 3rd party contract, within the initial business plan drafts this was considered would continue however the AB and 3rd party the Rural Development Trust agreed to TUPE staff into the AB which happened in 2016. The LEADER staff team are employed by the SLC as Accountable Body.

The original manager of previous programmes retired towards the end of 2018. A new manager was recruited who managed the contract from January 2019. Other members of the team were kept on by the SLC. This meant there was a high level of continuity in the transition from one programme to the next.

At present there are four staff working on Lanarkshire LEADER:

- Programme Manager (1.0 FTE)
- Development Officer (0.5 FTE)
- Claims and Admin and Support Officer (1 FTE)

The table below outlines the proposed LAG applications and approvals process.

Table 2.3 LAG application and approvals process

Stage	Process	Description of activity
1	LEADER Officer	Engages with potential applicants, animates and develops the project ideas into projects where appropriate
2	Pre Application Check	Check applicant eligibility Check strategic fit and alignment with other support schemes Equal opportunities and sustainability checks
3	Application prepared	By applicant with assistance / support from project officer / relevant partner to develop their capacity for the future. All eligible costs and match funding identified and confirmed.

4	Technical Assessment by Programme Manager	<p>Project eligibility for LEADER Programme support</p> <p>Robustness of project description and objectives</p> <p>Realism of outcomes and outputs</p> <p>Soundness of funding package</p> <p>Consider Reasonableness of Costs</p> <p>Consider if the project is additional and will not displace existing activity</p> <p>Assessment of applicant project management capability</p> <p>Check that planning or other regulatory consents are in place</p> <p>Assess any child protection issues</p> <p>Check accounts been provided that show the organisation have adequate reserves to manage the cash flow required for a project of this size and that there is a need for the grant</p> <p>Check that a viable strategy is in place to continue after LEADER funding is completed</p> <p>Assess State Aids</p> <p>Check VAT status</p> <p>Check match funding in place</p> <p>Apply for BRN / Location Code [if required]</p>
5	Application signed off for consideration by LAG	Application set as complete by LEADER staff
6	Application presented to LAG or LAG Sub-Group	Application and supporting documents circulated to the members of the LAG or LAG Sub-Group electronically for full consideration prior to meeting. LAG scores project against agreed criteria.
7	Application considered by LAG	<p>Any conflicts of interest identified and excluded</p> <p>Scores reviewed and variances discussed</p> <p>Decision reached on approval, request for more information or rejection. Conditions for approval will be confirmed</p>
8	Feedback provided to applicant	Where unsuccessful, constructive feedback will be provided to the applicant which may result in a revised application or project idea.
9	Approval prepared	<p>A standard approval letter is used as the basis for all approvals and is tailored for any conditions. This is prepared by the LEADER team, approved by the Programme Manager and signed and sent out by the Accountable body. This letter will also contain claim paperwork.</p> <p>The applicant is required to accept the grant offer in writing within 21 days</p>
10	Managing Your Grant Session	This is a face to face meeting with the applicant and covers agreement on
		<ul style="list-style-type: none"> • Claim procedure, monitoring and payment schedules • Confirmation of outcomes and evidence requirements • Publicity • Financial information requirements for claims
11	Monitoring	<p>The LAG receives activity reports at each meeting based on financial and physical project monitoring.</p> <p>The LAG will prepare an update report for each Rural Partnership meeting to advise of approvals and the financial position of the programme.</p>

2.5 LAG membership feedback

Feedback from LAG members was undertaken with the following feedback summarised.

A belief the LAG had operated well during its decision-making term however latterly in 2020 and 2021 there was no need for meetings.

A strong feeling the programme had delivered on its aims and objectives as set out within the LDS

All LAG members agreed the purpose and role of the group was well established and clear and that all members were clear in their roles

A particular feeling the programme had delivered on large strategic projects.

A belief the programme had strengthened community development and links between organisations.

A belief that co-operation projects had merit but were more difficult to measure the local benefit

3 LDS PROGRAMME PERFORMANCE

3.1 Application data

This section provides an overview of the demand and spread, and range of projects delivered by Lanarkshire LEADER programme.

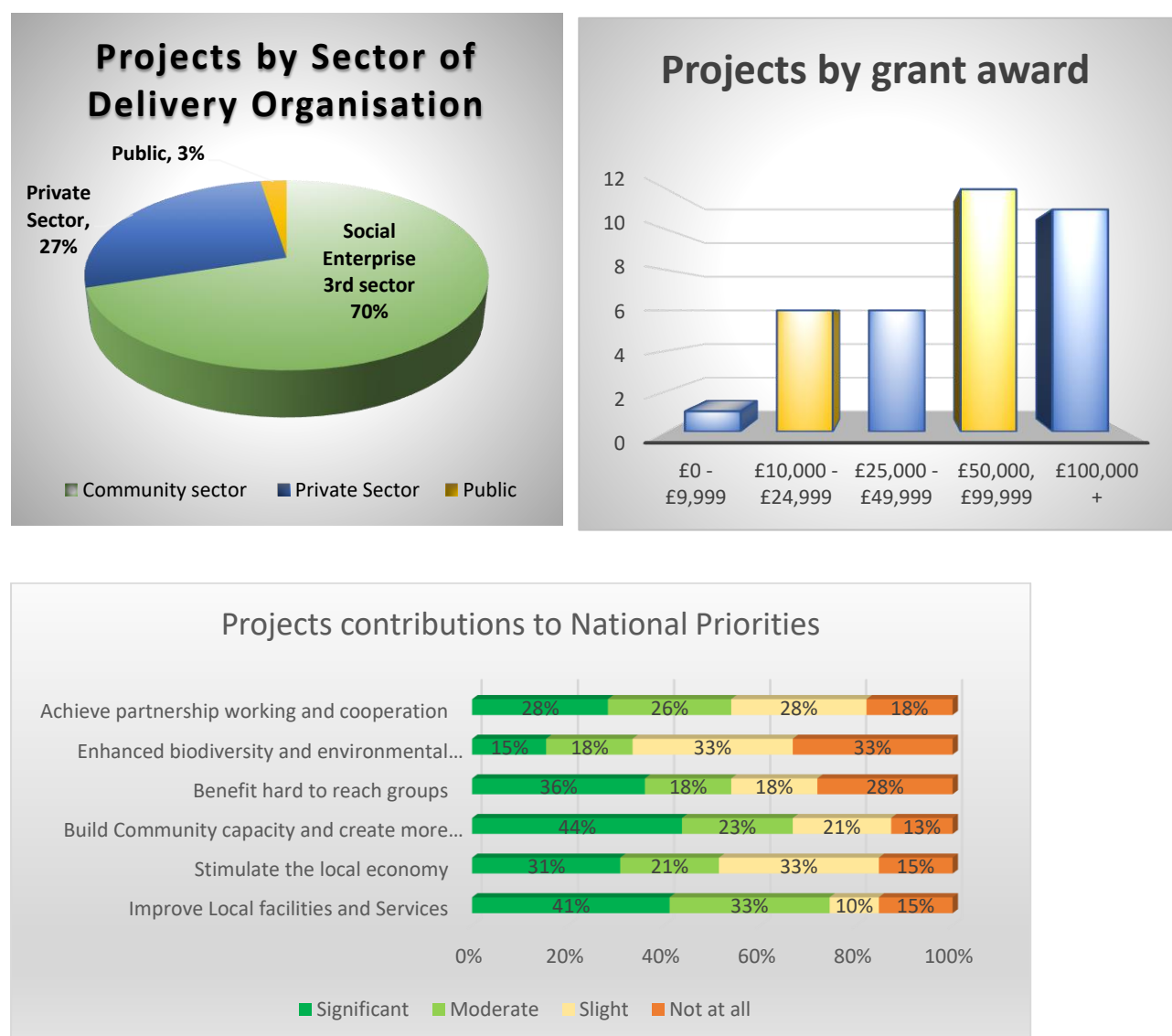
3.2 Overview

The summary graphics and information below provide an overview of the projects and there contribution to the Local Development Strategy.

57 Expressions of Interest were received and 40 progressed as projects to completion. Most projects 51% completed in 2021.

Total LEADER grant value award was £3.149m with an average grant value of £79k, the smallest award was £7.5k and largest £331k.

The total value of projects supported by LEADER in Lanarkshire was £5.4m was for every £1 of LEADER it attracted £ 0.84 pence match funding.



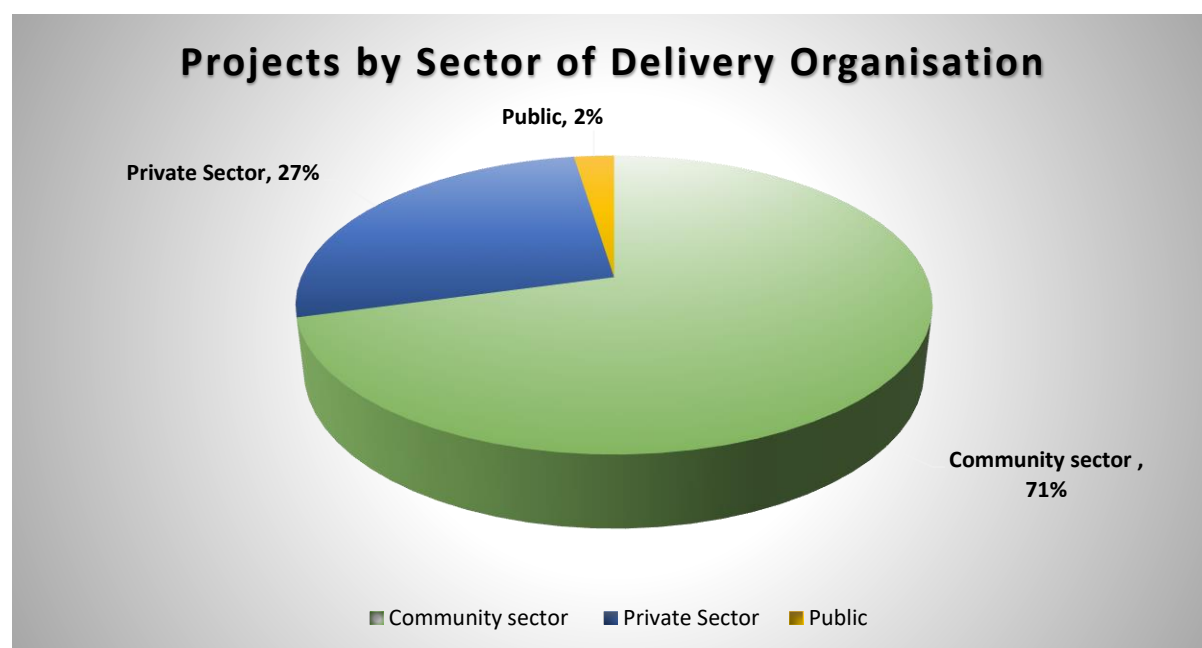
3.3 Detail

A total of 57 EOI were received. Of these 42 progressed to approved projects (73%). Of these 2 did not deliver both finding alternative sources of finance (Biggar Gin and Apple Pie Bakery). The majority of EOI were received in 2017 and 2018 with none from 2019 onwards. Of the 41 projects one was a cooperation project and in addition Lanarkshire LEADER took part in 3 other Cooperation projects which did not go through the EOI process in Lanarkshire.

No applications were rejected once they reached the LAG although some were required to rework or develop the application, Auchengray Church hall project being one such project.

71% of projects awarded funding and proceeding were community projects [Figure 3.1](#) demonstrates the split with 28 Community led projects and 11 private sector led projects.

[Figure 3.1 Projects by Sector of Delivery organisation](#)

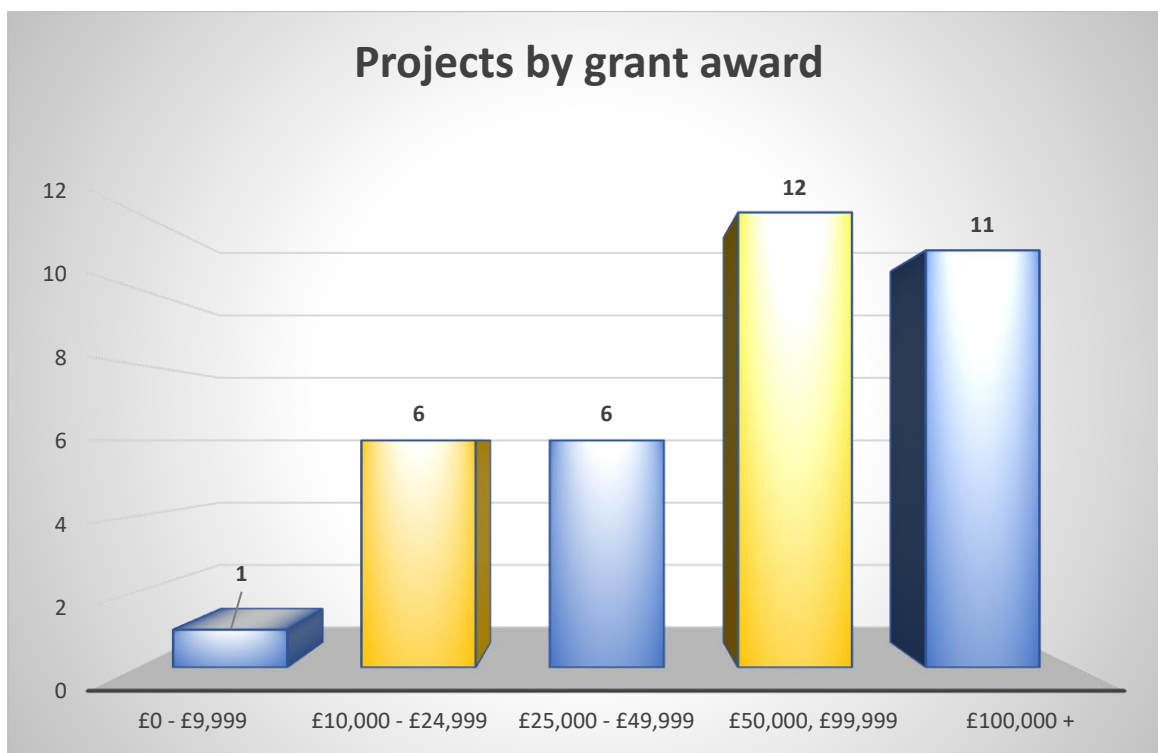


The total value of projects (40) delivered excluding Administration costs was £6.493m, with £3.149m grant. The total value of excluding Cooperation projects this £5.440m with match of £2.486m.

The LDS set out an aim to maximise leverage of LEADER funding and achieved 0.84p additional investment for every £1 of grant a leverage of 84%. Match funding came from many sources including private sector and bank investment and other grant funders such as the local Community Benefit Funds.

Grant awards were made of all value however the LAG and LEADER team focused on large scale projects and awards due partly to the administration requirements of the LEADER programme in 2014 – 2021 in comparison to earlier programmes. [Figure 3.2](#) sets out the number of awards over a range of grant values.

[Figure 3.2 Grant awards progressed by grant value](#)



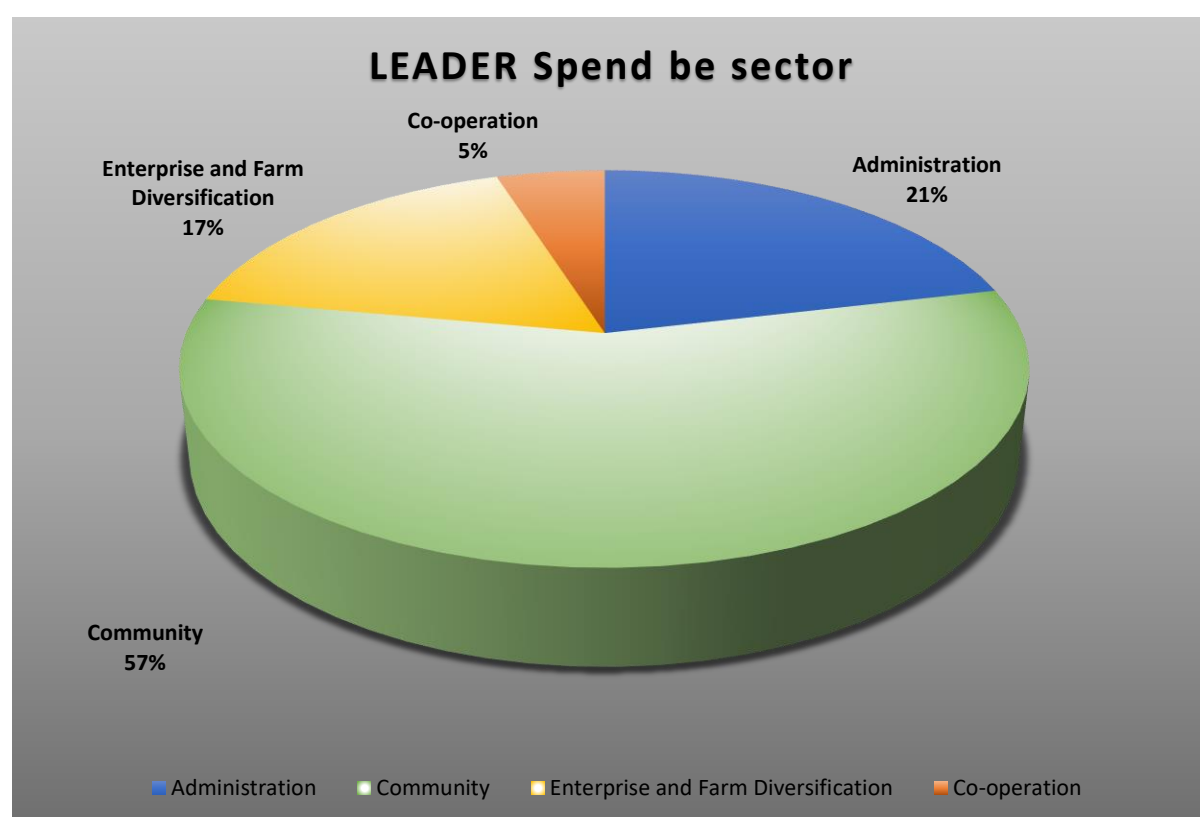
Grants to support the community where the largest proportion of LEADER spend the following [Table 3.1](#) demonstrates the spread including Administration costs

Table 3.1

SECTOR	Value
Administration	£ 852,750
Community	£ 2,265,717
Enterprise and Farm Diversification	£ 687,900
Co-operation	£ 195,823

The [Figure 3.3](#) demonstrates the allocation by percentage of the total value, The national programmes targets of 5% cooperation's spend was met and the administration costs were within the 25% allowed at 21%. The target of 20% Enterprise and farm diversification of 20% was not met at 17% this was partly due to 2 business failing to take up the LEADER grant and using commercial finance instead.

Figure 3.3 LEADER Spend by sector



The Lanarkshire LEADER area was an expanded geography from the previous programmes South Lanarkshire geography, specific measures were undertaken to ensure community capacity was supported within deprived areas across the Lanarkshire area but specifically in the North Lanarkshire areas. These areas were identified as particularly weak in community capacity and suffering from deprivation.

A specific project was developed by the LAG "Developing Community Capacity" The work developed community capacity and Community Led Action Plans under one project for the following projects in North Lanarkshire Upperton, Plains, Caldercruix, Harthill, Eastfield and Greengairs and in South Lanarkshire the communities were Kirkfieldbank, Carstairs Junction, Lesmahgow, Brocketsbrae and Hawksland. This projects is listed as multi location within the [Table 3.2](#).

The table demonstrates a wide geographic coverage of LEADER projects with some Hibbing around communities with existing developing 3rd sector charity organisations in Lanark.

Table 3.2 LEADER Projects Geographic locations

Community	Number Projects
Auchingray	2
Carluke	2
Chapelton	1
Chatelherault	1
Douglas water	2
Drumclog	1
Dunsyre	1
Forth	2
Kirkfieldbank	1
Kirkmuirhill	1
Lanark	9
Leadhills	1
Multi Rural locations	3
New Lanark	4
Plains	1
Strathaven	2
Tarbrax	1
Wiston	1
	36

3.4 Performance against targets

The LAG agreed a set of targets for the Lanarkshire programme to aim for Table 3.3 sets out the targets and the actual numbers reached. The LAG agrees the programme was generally successful in its targeted aims. Some significantly exceeded the target set, significantly the number of community awareness raising events set at 20 but achieved 45. The number of Social Enterprises supported set as 2 but achieved 6. The number of businesses supported set at 5 but achieved 9 and the stretch of LEADER into new areas 6 rather than the targeted 3.

Areas that did not reach the target included youth employment projects which was 1 rather than the projected 4. This was due to close working between the LEADER team and SLC and NLC Employability Services projects were delivered in the rural area without the need for LEADER funding. The projected 3 Community Conferences became 1 this was partly due to COVID preventing physical conferences and no online conference being held. The number of community projects connecting to major attractions was 1 rather than 3 this was despite significant activity in tourism and communities however its not considered the measure of linking the two was reached. However in this case significant other progress was made with initiatives such as Lanark Vision a collaboration between New Lanark and Lanark Community Development Trust growing from the LEADER supported projects through 2021.

Table 3.3 Performance against targets

Targets	Target	Actual	Variance
2x Social Enterprise Supported	2	6	4
5x projects linked to strategic landscape initiatives such as CAVLP and CSGN	5	5	0
15x projects within the most disadvantaged areas	15	15	0
4x Development Trust projects supported	4	4	0
2x BIDS supported	2	1	-1
5x youth employment projects supported	5	1	-4
3x collaborative projects that aim to create an inclusive support framework	3	2	-1
20x community awareness raising events	20	45	25
3x projects within new LEADER areas	3	6	3
5x asset transfer projects supported	5	3	-2
3x community transport projects supported	3	4	1
5x Businesses Supported	5	9	4
3x Community Projects Connecting to major attractions	3	1	-2
5x Community Conference	5	2	-3

COVID has impacted on projects both in terms of how projects were delivered and in terms of costs and timescales. A complete Risk register of the projects and risks was maintained and close contact with grantees through the period to assist with required changes. Some projects significantly changed their delivery such as the Dementia Co-operation project with Angus. Others required additional time to complete physical activity. Services delivered by social Enterprises such as Healthy Valleys were essential through the COVID period and LEADER funding supported these supporting families' initiatives.

4. Feedback from Grant Recipients

4.1 Introduction

A total of 27 projects, 75% of all projects awarded funding from Lanarkshire LEADER responded to telephone interviews providing their experience on applying and managing LEADER funding. They were also asked to provide information on the project taken forward and what it has achieved as well as future support needs

4.2 Respondent Profile

Figure 4.1 provides an overview of the organisations providing feedback through the survey. A representative mix of organisations was achieved. It should be noted that Scio, charity and the organisations listing themselves as Company Limited by guarantee are all within the 3rd sector and social enterprise sector and make up 77% of the respondents which is slightly higher than 71% of project value to the 3rd sector but broadly comparable and representative survey.

Figure 4.1 Respondents by organisation type

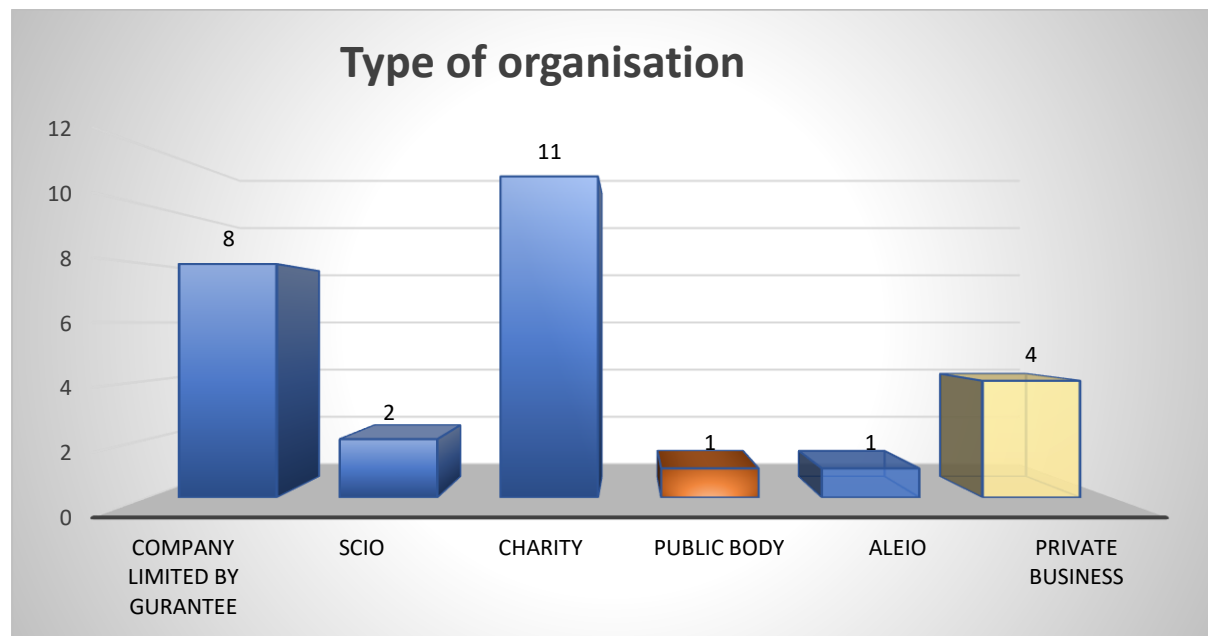
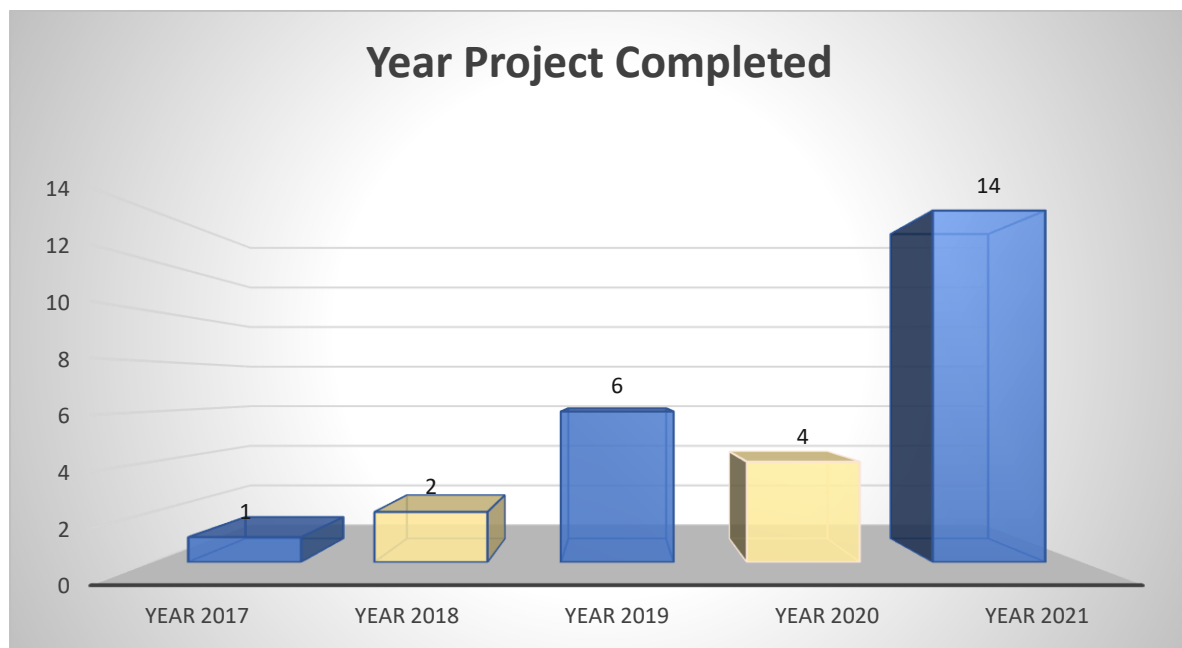


Figure 4.2 demonstrates the year projects were completed and the majority completed in 2021.

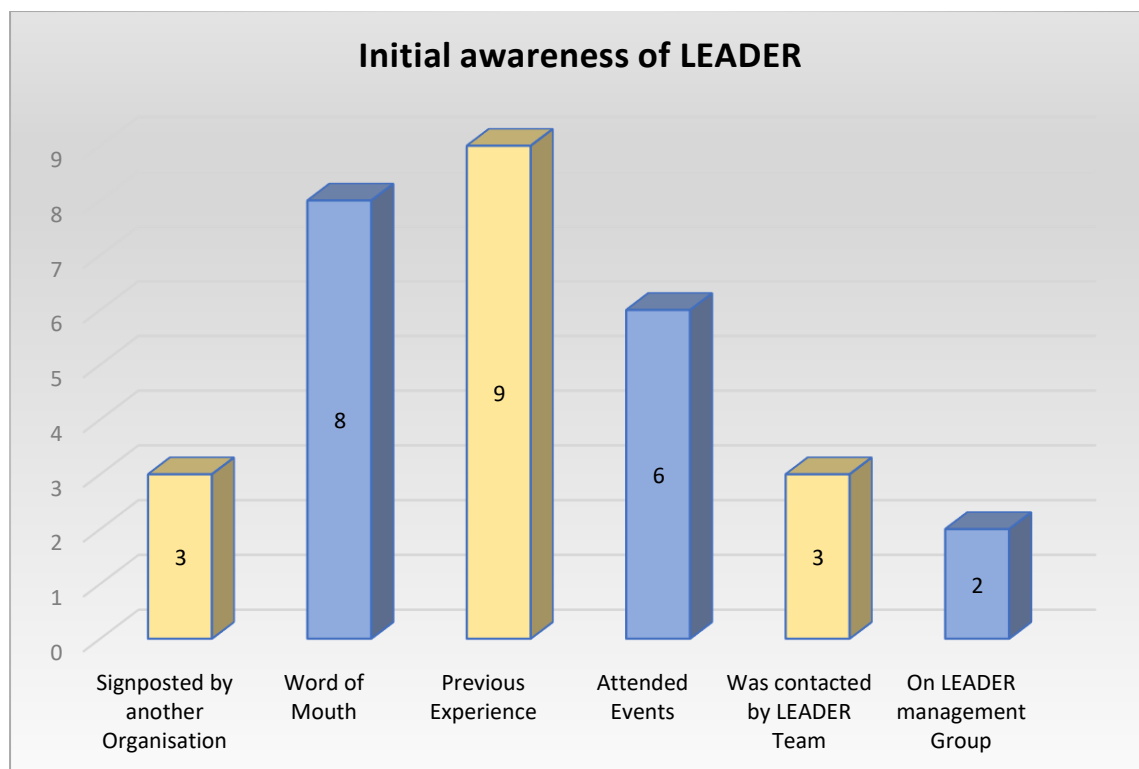
Figure 4.2 Year projects completed



4.3 Initial Awareness

The 3 key ways organisations became aware of the LEADER programme were from previous experience (29%) word of mouth (25%) and attending events (19%). Some respondents reported multiple sources.

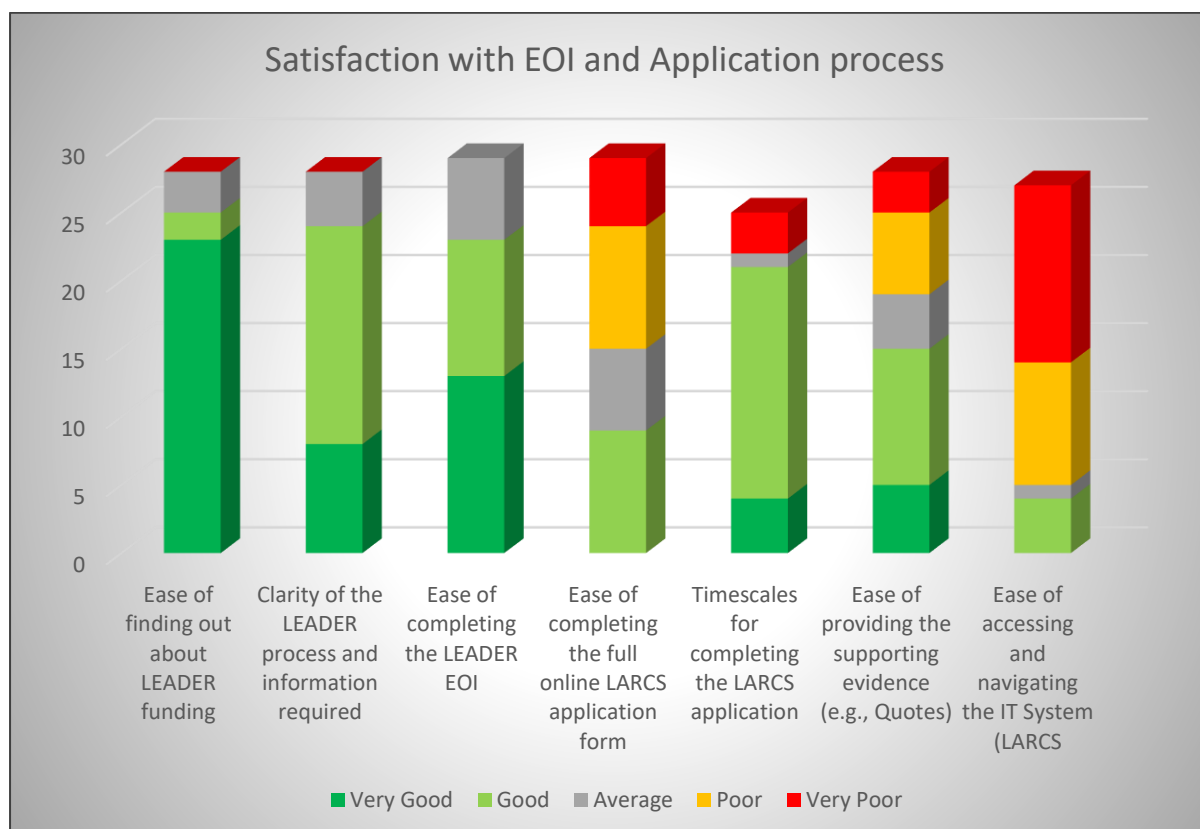
Figure 4.3 How respondents first became aware of LEADER Funding



4.4 Views of Expression of Interest process

The majority of respondents were happy with the early stages of the application process, including the ease of finding out about project funding (89% very good/good) and the process of completing the EOI (79% very good/good) – Figure 4.4. Views were more negative when it came to completing the full application, with 31% rating it as good, and 17% as very poor. Satisfaction with the LARCS system deteriorated the further applicants progressed through the process. With 75% of applicants responding that the ease of navigating the system was poor or very poor.

Figure 4.4 Satisfaction with the EOI and Application Process



A number of comments were received relating to the EOI and Application process, listed below. Common themes included frustration with aspects of the application process, particularly LARCS, and appreciation for the support from the Lanarkshire LEADER team, that was crucial in helping them through this.

Comments

- *EOI could have been a simpler process. It appeared to be more focussed towards farming/agricultural sector*
- *The LEADER team were supportive in completing applications. LARCS was beneficial but a bit clunky as it was trying to make an agricultural based system fit a third sector service delivery organisation. It was still useful to have a system that allowed upload of documents, see changes that the LEADER team had made etc*

- *The Haven is an experienced, mature organisation with experienced staff, a smaller organisation might not have had the resource capacity to use LARCs and work through the systems.*
- *The IT system very complex to navigate but the LEADER team were great at guiding us through it*
- *LARCS system is a nightmare – completely user unfriendly.*
- *Uncertainty early on about detail and system*
- *Was a lot of work to complete the application form – all funding application have challenges – they system islet was very clunky, not intuitive. Every time you had to use it it felt like you were starting to learn it from scratch.*
- *LARCs is a mess that created all sorts of problems e.g., where other funders allow a download of an application form that can then be uploaded when complete, LEADER was an online only version so progress would be lost if the internet went down or the network was busy.*
- *LARCS was a challenge but the staff team were great at helping.*
- *Considering who the funding was targeted at – rural/farming/agriculture – the IT system wasn't a fit for how these sectors operate.*
- *It wasn't easy getting comparable quotes due to the different ways in which a piece of work could be undertaken.*
- *Very clear support, guidance from the staff team (Chris, Yvonne) with emphasis on interview process rather than form completion. Clear that the team were looking to ensure that the organisation was viable (specifically could sustain payment in arrears, had a clear, realistic understanding of what we were intending to do*
- *Seeking 3 quotes was problematic. We had previously engaged a specialist architect for the feasibility study who had experience with old churches, public buildings and getting to a state that they were functionally useable. Having to access quotes from additional architects was difficult as they essentially knew they weren't getting this business but had to go through the process.*
- *LARCS looked as if it had been made up as it went along. It wasn't intuitive for an end user to operate. Other funders don't work in the way that LARCs works. The system was pushed through to the end user but was not an end user friendly system.*
- *LARCS was horrendous but the staff team helped.*
- *Getting 3 quotes was a nightmare as the companies knew that they might not get the work out of it so it was a struggle to get them to turn up. This problem was exacerbated by the time restraints to get the application in.*
- *EOI could have been a simpler process. It appeared to be more focussed towards farming/agricultural sector*

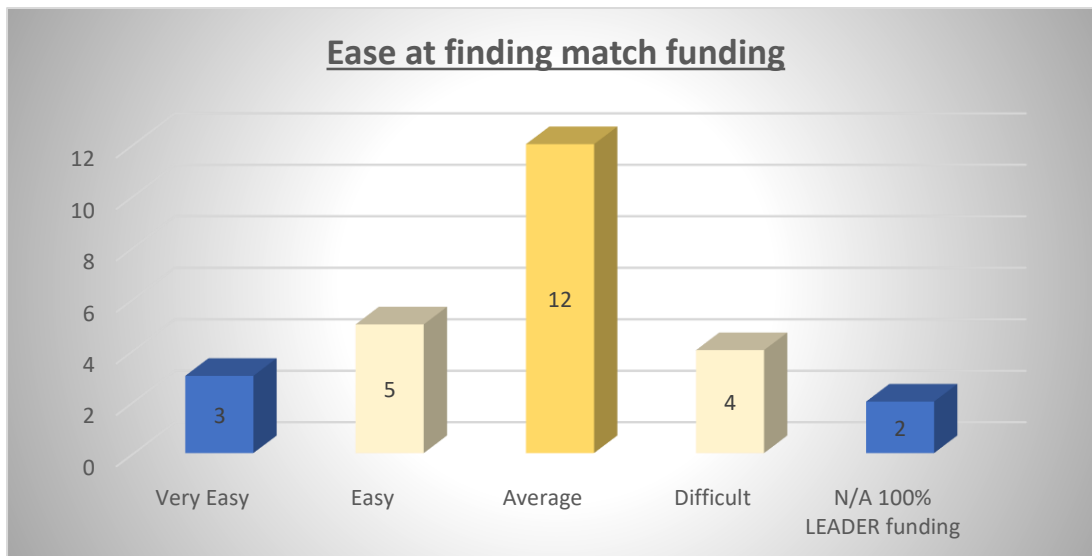
4.5 Ease of securing match funding

Projects were asked how easy they had found the process of match funding. Two projects were 100% funded by LEADER and did not have any difficulties, the majority were content with the level of difficulty. Some primarily the private sector had found it ease securing match funding from their own resources or bank loans. Of the projects that found it hard one had an exceptionally complicated range of match funders and timescales to coordinate grants and reporting was commented as challenges. Additional comments were gathered as summarised below an interesting comments was

“LEADER shouldn’t be considered a funder of last resort (which is how it seems to have been presented locally). It was developed as a hook to bring in other funding.

Perception of the Trust that there was a requirement to prove exhaustion of every other funding avenue before applying for LEADER.”

Figure 4.5 Ease of finding match funding



Additional Comments

Initial match fund application was rejected so met match costs internally

- *The whole CAVLP programme required multiple match funders; each had different requirements which created challenges in complying*
- *Community benefit windfarm money – directly to WATIF – was used as match.*
- *The intervention rate was a challenge across all our LEADER projects with regards to balancing the rate with match funding e.g. where less match funding was awarded than requested.*
- *Match fund requirement appears good in principle but not always easy and even a small match can cause problems. The match fund was sourced internally but it was a challenge to identify a match fund.*
- *17 Sourcing the match fund was a lot of work. We had good relationship with bank who was very supportive but we had to go down a few a different routes to secure all the match. LEADER grant helped to secure match fund as it reassured the bank.*
- *Business gateway were helpful through the process, providing training with business plan including cashflow etc.*
- *Renewable energy fund – relatively simple grant application process*
- *team were very supportive and helped identify match funding.*

4.6 Support from the LEADER Team



Reflecting the comments provided on the EOI and application process, respondents rated their interaction with and support from the Lanarkshire LEADER staff team very highly. This included 93 % very good/good ratings for both experience and knowledge, helpfulness and feedback and overall quality of the interaction. – Figure 4.6.

Figure 4.6 Satisfaction with support from the LEADER team

Respondents provided additional comments which included

Comments

- Only a very good rating because fantastic isn't an option!
- LEADER team very understanding and supportive of the required change requests.
- The experience and professionalism of the LEADER team were essential in assisting us to create, deliver and monitor this project.
- Application process (q 3) was not 'very poor' because of the support available from the staff team.
- The team were very supportive from the beginning through to the end of process, and they made the application doable
- We had no doubts about the teams ability and friendliness; no issues whatsoever. We had tremendous support from Cheryl using LARCs for the claims process.
- The whole team were incredibly helpful through the whole process.
- Help with the claims process, they always offered to do more to help. Communication was always excellent and very friendly and supportive.
- Really helpful team which made the whole process much easier for us
- The Haven has worked with lots of funding teams and the LEADER team went over and above in terms of support, guidance and having a strong collaborative approach with the organisation.
- The LEADER team were amazing when COVID restrictions impacted. At the time all 3 projects were still live but overnight they and our fundraising activities had to stop. The team were incredibly understanding of where we were as an organisation, and were open and supportive to changes that we needed to make to ensure continuity of the organisation and services.

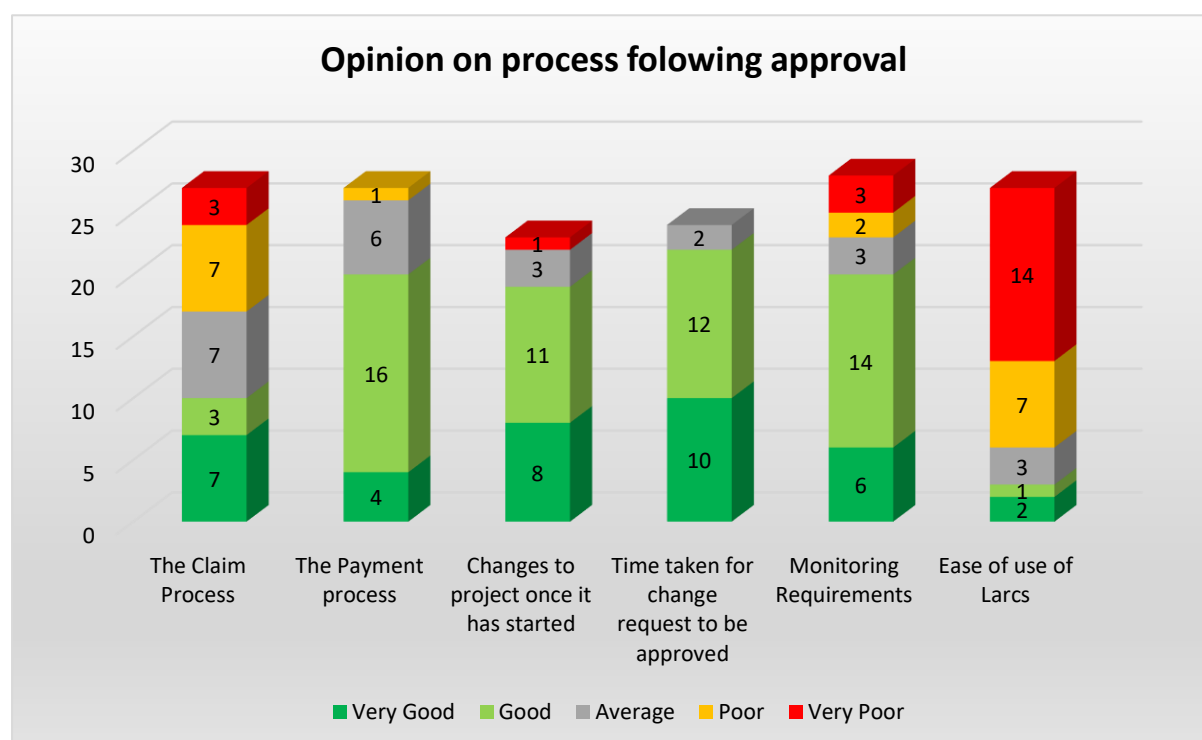
- *The support of the team saved my sanity. We couldn't have managed with the application, the claims process and the LARCs system without the LEADER team.*
- *First class!*
- *Despite the problems with the structures and processes of LEADER the staff team were all very good. The team provided huge amounts of support and advice on how to use/navigate the system. They were always quick with answers, feedback or requests.*

4.7 Following Project Approval

The majority of respondents were content with the time taken to receive a decision on any change requests that they made to the project (91% very good/good) and the process of change once a project had started at (82% very good/good).

Some concerns were raised around the time it took for claims to be paid (43% very good/good), particularly as this is paid in arrears. Key issues were raised though around the ease of use of LARCS with only 11% reporting it as Very Good or Good and the majority 52% rating it as Very Poor. Figure 4,7 demonstrates the opinion of respondents.

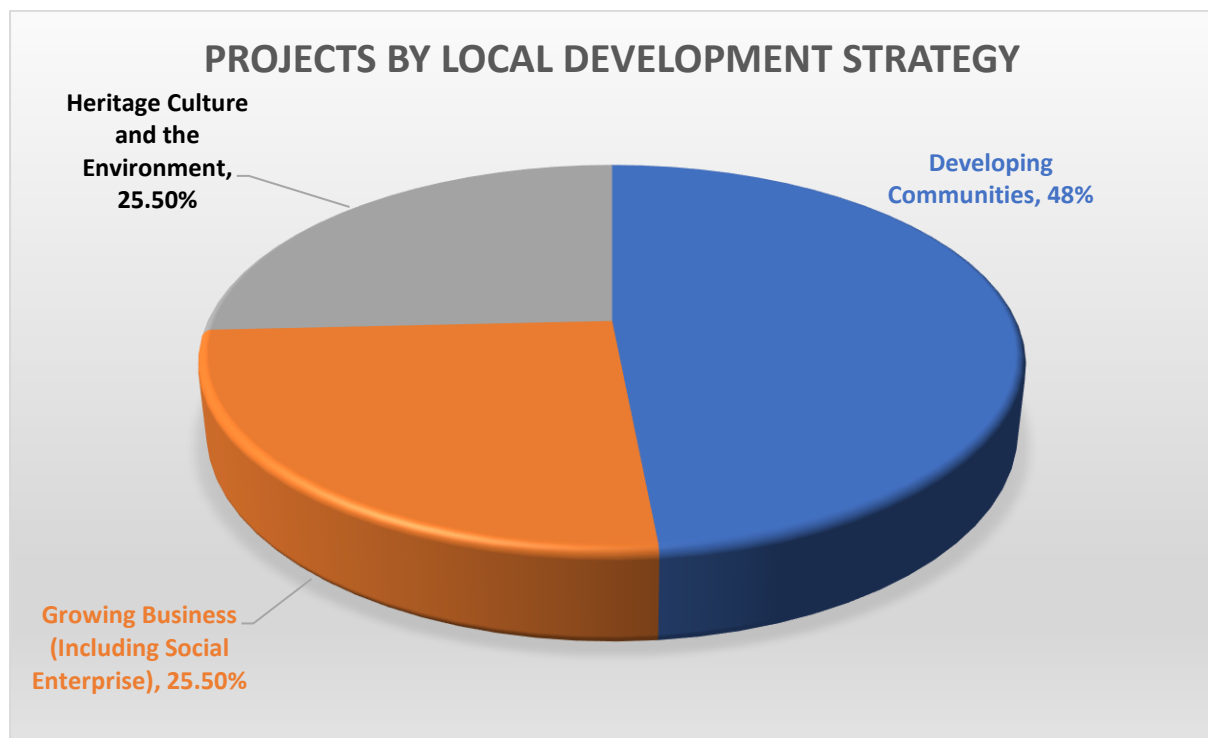
Figure 4.7 Opinion on process following appraisal



4.8 Links to LDS Strategy

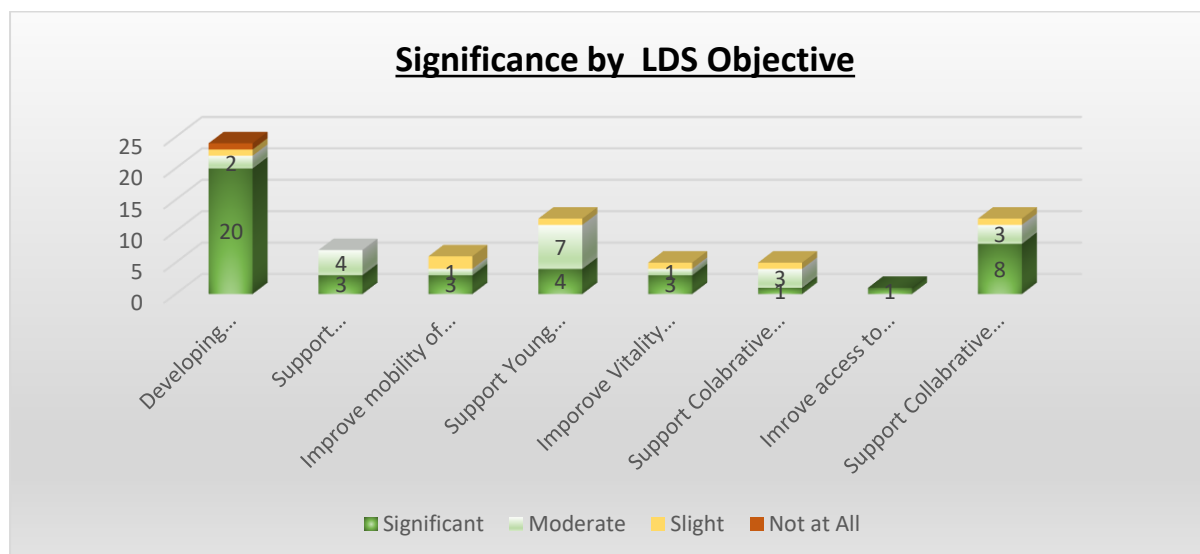
Respondents indicated where their project delivered on LDS strategy objectives with sometimes projects delivering against multiple objectives. The largest single outcome was support for Developing Communities at 19 responses and 48% Figure 4.8 demonstrates the even spread through objectives.

Figure 4.8 Projects by Local Development Strategy Objectives



Respondents then went on to rate the significance against LDS Objectives Figure 4.9 demonstrates the impact with no respondent thinking their activity hadn't contributed to the LDS strategy. The largest impacts were around Developing Communities where 83% believed their project had had significant impact. The second most significant was support collaborative visitor initiatives which is interesting as this was an area the targets achieved hadn't reflected a high outcome. Finally support young people access employment had reported 91% which again was higher than the achieved targets indicated and may have been around Social Enterprise employing and supporting young people as a secondary outcome of their project.

Figure 4.9 Significance of project by LDS Objectives



Respondents provided comments of the benefits of LEADER to the local area and communities with the comments identifying better connections to the community and improved capacity to deliver more. Issues around COVID and community transport were also identified.

The comments are summarised below:

Comments

- *of the 3 developed business plans have resulted in significant community involvement in social enterprise activity.*
- *The work has resulted in a stronger bond with our local community. The grounds were used extensively during COVID, providing outdoor space not just to locals but also the wider community who were visiting more outdoor spaces in their area.*
- *We've been able to connect with other community led initiatives on the back of the LEADER funding.*
- *The purpose of CAVLP project was to connect communities to the land and heritage of the Clyde Valley, in this it was successful and stimulated grass route community capacity.*
- *Made a massive impact on the capacity to develop our aims and objectives and community action plan and to enable our community to become more sustainable in the long term.*
- *This is already providing resources that improve the visitor experience e.g. an augmented reality app.*
- *Impact low due to covid – normally carry out 4000 journeys a year (community bus trips), down to 12 last year.*
- *LEADER funding provided vital support to the local business community.*
- *We stock farming produce from the local area and have been part of creating Lanarkshire Larder. Lanarkshire didn't have a food/local produce network group prior to this.*
- *The shop and café encourages visitors from other areas of Lanarkshire and neighbouring areas and taps into the local cycling trail. Generally it's about bringing more people into Strathaven – visit the shop/café and on the way back visit Strathaven Park or the town. There is a benefit/boost to the town centre of us being in the area. Something of good quality in the area has boosted the wider area.*
- *Various benefits to the community of the Haven building and services being available and accessible for the local community;*
 - *Increasing use of local businesses when clients are in the area e.g. visiting local shops and potential for social enterprise activities/organisations at the space.*
 - *Made improvements in the area by building on old derelict ground*
 - *Providing 'services on the doorstep' approach, at home and outreach to other rural communities reduced the need for car journeys or not being able to access these services. People with life limiting illness previously may have had to travel outwith their locality to access specialist palliative care.*
 - *There's a commitment in the local community to use/access the building – it's their community asset*
- *The funding has enabled greater community involvement in social inclusion and social enterprise activities*
- *Local people were employed into the posts created through the funding.*
- *Project wouldn't have happened without LEADER funding. The project has opened up opportunities for a variety of further community initiatives e.g. climbing bolder can be used by local schools, paths improved and extended that link to other features. It was such a poor quality space it's been transformed.*

- *If we didn't have LEADER support a lot of the significant community development (including the establishment of the new ONECAN group) would not have happened. Having an additional member of staff freed up time for the Trust to develop community services; developing food workshops, volunteering etc. All of these things have come from having the resource to commit the time to develop all the services that are now available. It provided the flexibility to deliver significant community investment and engagement.*
- *Huge benefit – 70 families come every week to us which is incredible. All those families accessing long periods of time outdoors, especially during covid has had a huge impact.*
- *We employ 12 staff / week from the local community. One of our main aims was to employ young people in local area.*

Comments were also gathered in regards how LEADER had helped the organisations

Comments

- *CCI developed 2 sustainable long term social enterprise activities that continue to contribute to our work and future developments.*
- *The funding has enabled the organisation to recruit more local staff; 3 young people via Community Job Scotland and 2 additional staff.*
- *The organisation is benefiting from an additional classroom e.g. this is of interest to colleges to use as an external campus.*
- *The project stimulated new community projects but in itself was a short life project.*
- *Allowed us to develop our projects without a dependence or too high demand on volunteers/trustees time.*
- *If we hadn't received LEADER funding we wouldn't have been in a position to employ a BID Manager and get the BID process up and running. It allowed this work to proceed.*
- *Huge impact on the business. There's a mortgage on the land so it's almost impossible to generate an income from, therefore it's essential to diversify. The shop and café are supporting the farm to run as a farm, it makes the farm a viable proposition. It also generates increase in revenue as it provides a direct market for our own produce.*
- *The LEADER funding helped us to grow quicker than we would have and provide courses that are unique to Scotland.*
- *This project allowed us to get our service model introduced and tested in a rural community.*
- *We were able to engage directly with the community to establish what was needed from Haven services.*
- *The community became very supportive of the organisation which is evidenced in the level of community fundraising and volunteer support.*
- *It allowed us to expand our services all the way to edge of Clydesdale e.g. Leadhills which is something we could never have done from Blantyre.*
- *The Centre generates income for the Trust through room lets and courses.*
- *Without leader funding the work wouldn't have happened.*
- *The research undertaken identified and established good links with local groups. After launching initially we've kept good links with Scottish Autism, South Lanarkshire Alcohol and Drug Partnership, Clydesdale Foodbank, TSB.*
- *Access to this funding has improved social enterprise viability and improved access to training and development for people experiencing exclusion to employment and wider community opportunities.*
- *The funding helped organisation to grow as it created 3 new posts to the organisation that are still operational.*

- *Project gave local credibility to the group (Plains Community Futures) by being involved in the delivery of a key local greenspace. It helped give them the confidence to enter the Keep Scotland Beautiful award where it has reached silver medal status, quite an achievement from a low base.*
- *This focus on maximising income was an addition to Health Valley's ongoing family support work, and it provided the opportunity to recruit an additional staff member.*
- *Couldn't have set up the nursery and delivered this work without the funding. Having the funding in place helped with things like progressing planning permission.*
- *Funding was essential to get us going. It was half what we anticipated but essential to give the kick start we needed to access other funders. There's a long way to go emerging from COVID, but we are in a position to support local community initiatives now.*
- *LEADER funding allowed the work to go ahead in one go rather than it being a phased development for the business.*
- *It has increased turnover, not as much as anticipated to date because of COVID but as restrictions have eased it's anticipated that the business will continue to grow.*
- *Allowed us to deliver the project: CLAPs*
- *Took all the learning from the first 2 LEADER funded projects and allowed a test change of the dementia service beyond any geographical boundaries.*

Respondents were also asked as to the Legacy of LEADER funding with the following summarized responses

Comments

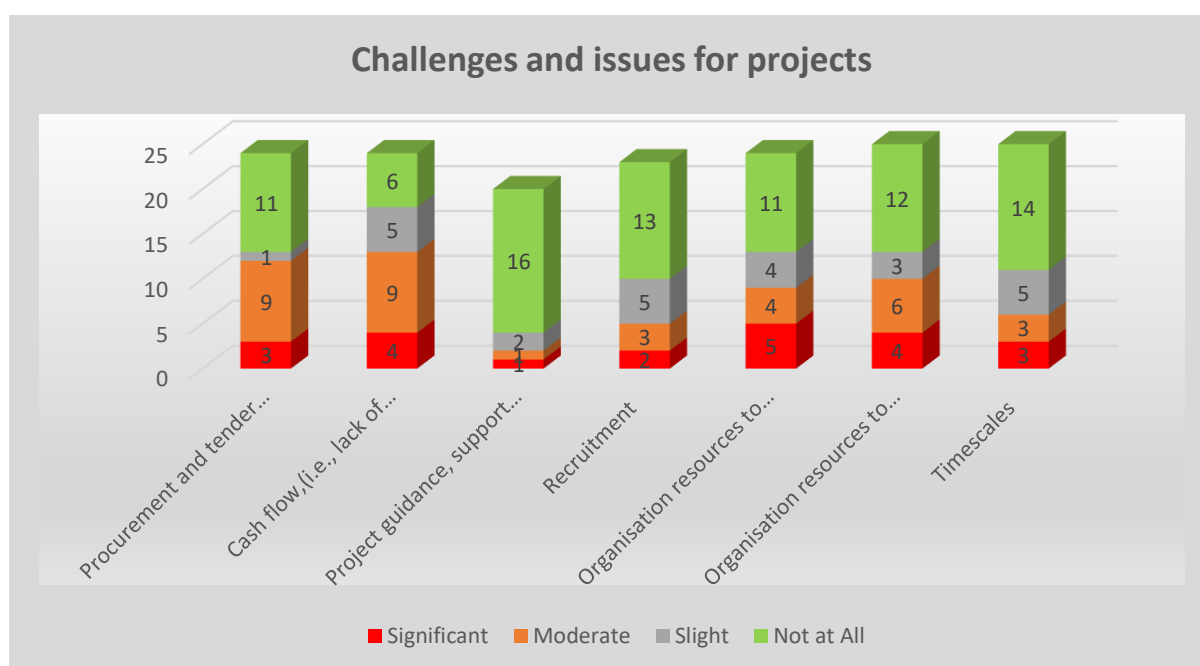
- *Incredible legacy of this funding. The organisation has an increased balance sheet, increased asset value which allows them to borrow more.*
- *It's become the starting point of a programme of work that will go on for next 5 years. The outcomes are all about the outcomes and impact for the children and young people that use the centre rather than simply there being additional facilities on site.*
- *It's legacy is in what the communities took forward which was successful.*
- *The experience of employing a Development Manager has provided essential learning for the organisation. This huge learning experience has brought us to now a different organisational structure and better understanding of roles and responsibilities needed from the role. It has increased our knowledge of what's needed to fit with our aims and objectives.*
- *The legacy of the LEADER funding is the improvement to facilities management and estates planning in the future.*
- *We now have a long term flexible space with we didn't have prior to LEADER intervention*
- *Now its up and running we're beginning to see benefits of having a bid - the town centre is more vibrant as a result of BID.*
- *There's a future for the farm and the family. If the kids want to take on the business, there's a viable, thriving opportunity.*
- *The legacy is that the courses will continue to be available and develop further.*
- *LEADER funding accelerated our presence across Lanarkshire and opened the door to other opportunities e.g. as a partner with the Life Changes Trust.*
- *LEADER support to adapt to the changing requirements as a result of COVID means that The Haven is not limited by geographical boundaries. We can support more organisations, families and individuals across Scotland because we don't physically have to be there.*
- *Involvement of schools in the space and the habitats*

- *There's a longer lasting impact for the families that we worked with who are better able to cope on limited income.*
- *Given the current climate and impact on food and fuel poverty, long term funding is needed to support families who are struggling to make ends meet.*
- *Can't convey how valuable this fund was – it's changed mindset of a whole community who now benefit from spending time outdoors. We've got a strong partnership with the Council and have changed minds about what a nursery could look like.*
- *Over the next 2 – 3 years the business will grow and develop. It's been well worth doing the work.*
- *Enabled us to use the action plan work to leverage other funding and to deliver projects for communities.*
- *Difficult to estimate due to covid impact and withdrawal of council funding – extremely difficult to keep afloat – it needs to turn quickly.*

4.9 Future Challenges

Respondents were asked their challenges and issues with delivering the LEADER project, most significant was the tender process and complying with securing 3 quotes for all works and activities given by 50% as significant or moderate issue and cash flow as LEADER funding was not prepared to provide a proportion of grants up front which 59% reported as a significant or moderate issue. Thirdly internal organisation resource was identified as an issue with 40% reporting that as an issue. The following Figure 4.10 demonstrates the responses.

Figure 4.10 Challenges and Issues for Projects



Some comments of the challenges were the following:

Comments

- *Delays to the construction process; delays in site start due to contractor and delayed progress due to supply chain problems (supply chain started to dry up in anticipation of Brexit)*
- *COVID was significant challenge impacting on timescales for completion, staff furlough, accessing materials for the build, service delivery etc.*
- *Availability of local trades people in very rural area is an ongoing challenge for work of this type.*
- *Cash flow was a real down side of funding with LEADER as a bridging loan was needed to cover costs. As the project was delayed due of Covid that meant that costs of borrowing were significantly higher than projected. Financing cost the organisation close to 10k which is a lot for an organisation to find out of it's own funds. An interest free bridging facility would be an ideal solution.*
- *Co-ordinating multi-faceted community projects with other funders such as Heritage Lottery Fund and their conditions and their timescales was a constant challenge. With support from Council departments and other agencies it ended up being successful.*
- *Finding the right person/skill set for the post in a rural location was a challenge*
- *As mentioned previously it was difficult to access architect to provide a quote for work that they had a fair idea they wouldn't get.*
- *Without having an understanding Builder we couldn't have done the project. He was very understanding with regards to how he billed us, the language, timing and detail required by LEADER for invoices etc*
- *The Bank also had to be very understanding. They scheduled our injections of cash to meet the shortfall on LEADER cash not coming in quickly enough.*
- *Delays to the construction process; delays in site start due to contractor and delayed progress due to supply chain problems (supply chain started to dry up in anticipation of Brexit)*
- *Project went well – on time and on budget*
- *LEADER appears to be more geared up to support capital projects (bricks and mortar) and isn't necessarily supportive of revenue based work (community projects and programmes).*
- *The amount of reporting and accountability for a relatively small amount of money is out of proportion. Accountability is disproportionate with levels of funding.*
- *The system is inflexible and therefore is unable to adjust or adapt for the diverse range of work being funded.*
- *Payments in arrears forces smaller voluntary sector organisations and community groups to struggle and places additional pressures on their finances. The practice would go against OSCR practice/regulations.*
- *Not fit for purpose.*
- *Local Authorities used the same procurement process they use across their other funds (the Councils internal procurement processes) and this creates huge difficulties for community organisations who don't have anything near the capacity required to follow these processes. For a relatively low level of funding, the tender and procurement processes are ridiculous. No other funding that the CDT have accessed have had anything near the level of bureaucracy created with this fund.*
- *The claims process was an ongoing bureaucratic marathon_e.g. for a £2000 claim, 5 pieces of evidence had to be generated, signed by a volunteer director, scanned and submitted*

- *Why were there no upfront payments when the fund was targeted at local community groups? Small groups wouldn't have sufficient cashflow to pay upfront (staff, contractors, resources etc) and then wait 4 weeks (minimum) to receive payment. Organisations would have to try to seek match funding that could be paid upfront or approach the bank for a bridging loan. If LEADER was about distributing funds at a local level then why was there no possibility of even a proportion of a grant being paid upfront?*
- *LEADER wasn't integrated with other funding, it doesn't collaborate with other funders e.g. lottery, trusts: this is left to groups to do. Funding should be part of a portfolio, instead LEADER sits in a vacuum.*
- *Is it a catalyst fund or a fund of last resort?*

Future Outlook

Respondents were asked to assess their future prospects for their organisations after COVID and LEADER Funding, just under half 48% forecast future growth, 22% reported a return to normal business and 29% forecast a reduced activity part of this was around COVID and changes on transport and visitors to certain areas. Figure 4.12 demonstrates the split.

Figure 4.12 Organisations Future Outlook



All organisations were asked if future Rural support grants of the form similar to LEADER were required and should continue 100% agreed they should.

4.10 Final Comments

Respondents were asked to summarise their thoughts most agreed LEADER funding had been essential and had helped organisations grow and develop. Frustration in regard to the systems and bureaucracy and use of payment in arrears were frequently raised. Respondents expressed a fear of the loss of LEADER and lack of anything else taking its place.

Highlighted Comments included

Without further rural development funding we will lose our community led projects and people in rural communities will start to feel ignored by Government. The capacity that we've built up through LEADER, if not continued and supported will fade away.

Bring back LEADER!

Losing leader is a huge, huge loss to groups like ours.

Experience with leader has all been very positive – has been a great thing for rural Scotland, no question. Nothing else has been set up in its place. I miss it tremendously.

Rural investment into disadvantaged communities must work to diffuse the inequality gap between affluent towns and villages and the more disadvantaged towns and villages. Post pandemic the need in these communities is greater than ever before e.g increases to mental health illness, food insecurity, and fuel poverty.

Funding needs to be easier and more proactive in how it supports local groups to access it; a simplification of the language, the process, the rules...the rules were bonkers.

Can't put into words what the LEADER funding did for us and the wider community. Without the funding we wouldn't be in the position we are today.

5 Conclusion

5.1 Introduction

This section presents our overall conclusions in line with the evaluation objectives.

5.2 The LEADER approach

The LEADER approach has seven key principles: an area based LDS;

- Area based Local Development Strategy
- Bottom-up implementation of Strategies
- Public, private partnership Local Action Groups
- Innovation
- Integrated and multi-sectoral action
- Cooperation
- Networking

It is worth considering each for a full assessment of how effectively the LEADER approach was embedded within the Lanarkshire LEADER programme.

The LDS was developed through public consultation events and partnership working. It reflected the conditions within Lanarkshire when it was developed. The LDS provided a robust framework for bottom-up support. LAG members were comfortable with the priorities and understood the strategy behind the Objectives.

The large community led, and 3rd sector led delivery of projects demonstrates the bottom-up approach in Lanarkshire. The Lanarkshire LAG, in recognising the very high levels of deprivation and poor capacity within key communities, supported targeted work in these communities to “seed” longer term activity. This work is recognised as a legacy of LEADER.

The Governance of the LAG group worked well with open discussion led by community participation in funding decisions and developments.

All projects in Lanarkshire demonstrated levels of innovation particularly the approach to supporting deprived communities but also through introducing public milk vending machines and robust support of the Social Enterprise sector.

Flowing from the multi sectoral LAG partnerships were formed between Social Enterprises, business and Community Organisations. Evidence of this would be the growth of Lanark VISION, a partnership between New Lanark Trust and Lanark Community Development Trust which has grown from support of both organisations.

Lanarkshire LEADER worked in the spirit of cooperation at a local level and coordination and information sharing.

Similar to cooperation the feedback from respondents is that the programme had helped them develop their local networking and through these helped organisations be stronger and grow.

In summary the Lanarkshire LEADER programme has kept to and maintained the key LEADER principles at the heart of the LAG and decision making and delivery.

5.3 Progress against LDS Objectives

The LEADER programme made good progress towards the LDS Objectives as shown in Table 5.1, measures overachieved and some underachieved. The reasons for the under achievements are understood by the LAG and LEADER team and these reflect local changes too conditions at the time. Either capacity of groups such as BIDs to progress projects, changes to the employability environment, or the start of COVID.

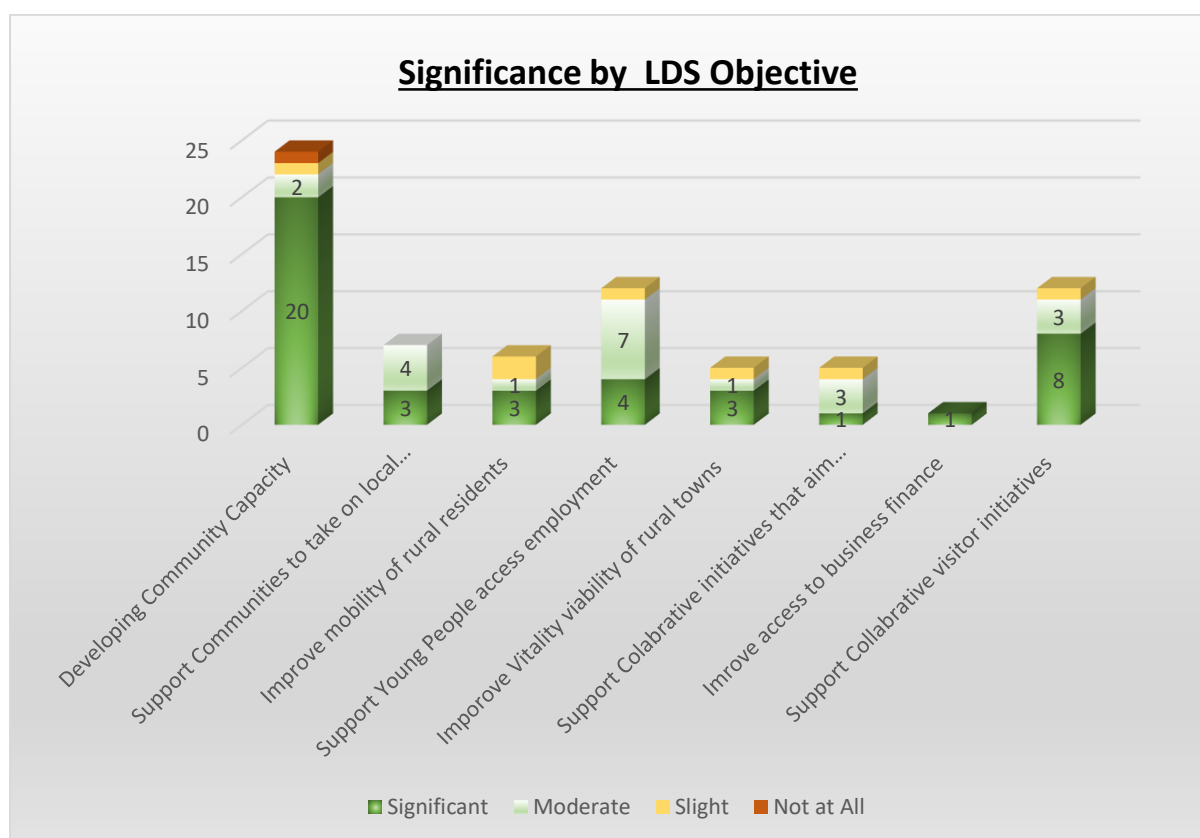
Table 5.1 Progress against LDS targets

Targets	Target	Actual	Variance
2x Social Enterprise Supported	2	6	4
5x projects linked to strategic landscape initiatives such as CAVLP and CSGN	5	5	0
15x projects within the most disadvantaged areas	15	15	0
4x Development Trust projects supported	4	4	0
2x BIDS supported	2	1	-1
5x youth employment projects supported	5	1	-4
3x collaborative projects that aim to create an inclusive support framework	3	2	-1
20x community awareness raising events	20	45	25
3x projects within new LEADER areas	3	6	3
5x asset transfer projects supported	5	3	-2
3x community transport projects supported	3	4	1
5x Businesses Supported	5	11	6
3x Community Projects Connecting to major attractions	3	1	-2
5x Community Conference	5	2	-3

5.4 Programme Impact

The Lanarkshire LEADER programme has delivered significant benefits to the communities within the area as evidenced by the participant survey and comments fed back. The programme has delivered particular success in Developing Community Capacity a fundamental objective of LEADER and the LDS as shown in Figure 5.1.

Figure 5.1 Significance by LDS Objective.



Key themes from the response were

- The support for the Social Enterprise and 3rd sector (77% of respondents)
- The support and knowledge of the LEADER Team (92% stating this as very good)
- The significant leverage LEADER has with funding every £1 of LEADER adds at least another 84%
- The good spread of total projects through the 3 LDS objectives (48% Developing Communities, 25.5% Heritage and Culture and 25.5% Growing business)
- Good spread through the geography
- Good strong community collaboration
- LEADERs impact in strengthening rural communities
- LEADERs impact on supporting the social enterprises in Lanarkshire
- Success in reaching hard to reach groups through organisations and projects

Challenges identified include

- Procurement
- Cashflow
- Organisational Resourcing issues
- The difficulty of using the LARCS system
- The Difficulty of the Claims process
- Lack of inclusion of young people
- Future funding especially for revenue and 3rd sector

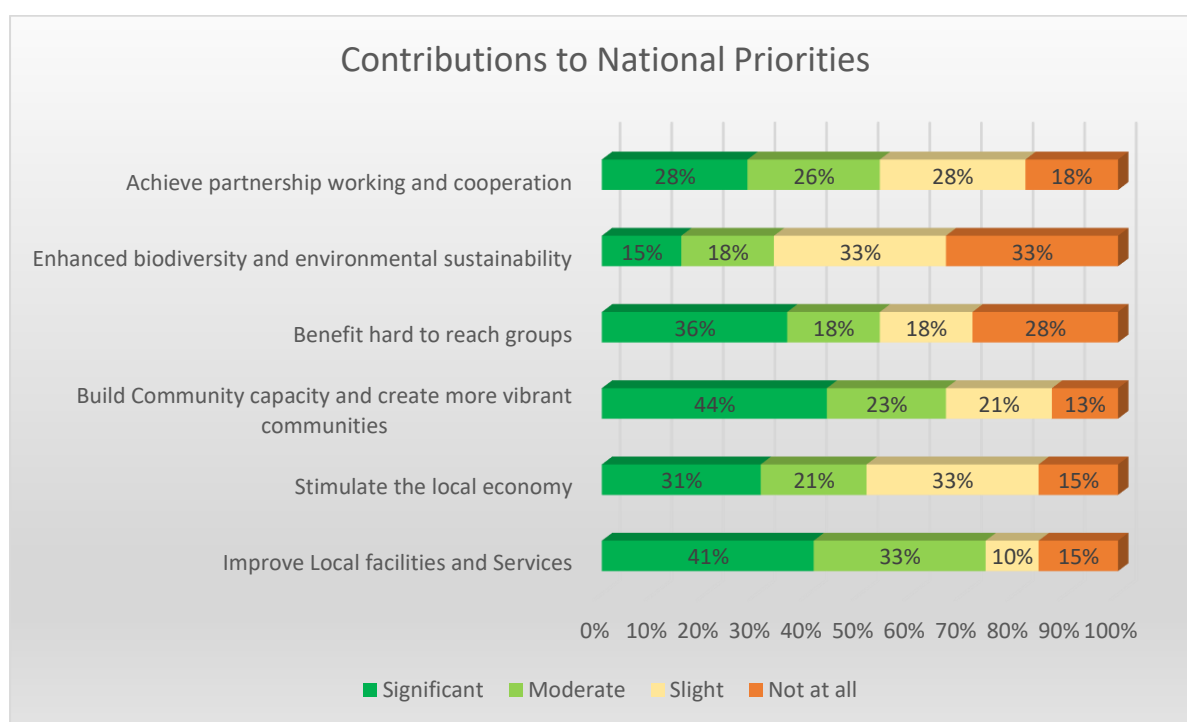
Overall the feedback from the LAG and participants was the programme had been successful and required a replacement programme of some sort without the bureaucracy but

with local direct and decision making. Decision close to those most in need and with best understanding of the communities.

5.5 National Areas of Impact

During the Programme, the Scottish Government introduced national areas of focus, which would feed into an evaluation of the LEADER Programme in Scotland. How the existing projects fit against these national priorities and to what extent was undertaken with Figure 5.2 setting the results. The positive contribution may be slightly understated as the LEADER programme funded 4 feasibility projects which do not score generally well against this matrix however are essential for delivering the objectives for communities in the end.

Figure 5.2 Lanarkshire LEADER projects contribution to National Priorities



5.6 Lessons Learnt Conclusions

Governance

The Lanarkshire LEADER LAG was a well matured structure that had developed from previous LEADER programmes and the South Lanarkshire Rural Partnership. The decision to not become constituted maintained the LAGs independence and clear separation of duties. The wide inclusion of partners across the Community and Public sector was a strength as was the inclusion of VANL and VASLAN. Opportunities for development were agreed around youth engagement and inclusion of Universal Connections S Lanarkshire youth organisation however this failed to receive the commitment required from the Universal Connections

. Key to local the Lanarkshire LAGS is the level of involvement and the maturity and the breadth of experience and knowledge of the body both of these the Lanarkshire LAG had and which would be a loss not to maintain into future decision-making structures.

Systems

Procedures and IT systems where were a barrier to the uptake and efficient operation of the LEADER programme, especially in comparison to other grant funding available. Procedures such as requiring three quotes or proof of best value while challenging are not unfamiliar to medium sized applicants. However, they are they are however challenging for small or new organisations. The lack of ability to assist with cash flow for projects through advance payments reflected negatively on LEADER in comparison to some other grants such as the local Community Benefit Funds and BIG Lottery. The LARCs system was a near universal issue for grant applications and grant payments again in comparison to other Government grant systems or local grants, resulting in the need for additional time and resource in assisting and advising project applicants in its navigation, in addition to the demands of project development and delivery. **Support and Guidance**

All organisations reported the knowledge, insight professionalism and ability to provide comprehensive support from community plan development to business plan and delivery was a large strength of the Lanarkshire LEADER Programme and are essential elements of local funding programmes.

Theme Developing Community

Lanarkshire LEADER built on a strong track record of community capacity support through all the stages of development. Links to local support agencies such as Business Gateway, VANL VASLAN provided a comprehensive network of local support and guidance. LEADER “seeded” many new communities led actions and groups through the Community Capacity contracts. Many small medium sized organisations were supported in developing and growing their capacity. The key finding though is this is a continuous work, all communities especially those with reduced local capacity are on the progression and the availability of support and financial resources through LEADER is required or communities will be left in limbo.

Theme Growing Business

The joined up and close working with the local Business Gateway contractor and local Economic Development teams for signposting and support worked well. Business support was a new aspect for LEADER locally and this was challenging in the pure farm diversification, business support in terms of navigating other funding options. The Objective delivered well on supporting rural businesses but also especially well in supporting Social Enterprises across sectors. The joining of Community and business grants and support was a success and growth for rural organisations.

Objective Heritage Culture and the environment

Culture and heritage are often important assets within communities the work in this objective brought communities together behind common goals with common learning. Projects such as Clyde and Avon Valley Landscape Partnership worked with communities on a wide range of bottom-up training, volunteering, and improvement of assets. The work “seeded” or supported many projects to the next growth stage including Lanark and Carluke development Trusts. In

New Lanark and Lanark, it was the “Seed” for the Lanark VISION, bringing together many aspects of culture, heritage and tourism. Other aspects of the environment such as energy saving carbon reduction through use of electric buses helped communities with a just transition further opportunities around this and “20-minute Neighbourhoods” for rural communities remain challenging. The environment in terms of Carbon reduction was addressed but sometimes as a secondary aspect not primary motivator.

Cooperation

Lanarkshire LEADER has supported a range of projects with varying amount of success.

For example, The Crowdfunding portal and mentoring project, experienced staffing issue, and was impacted severely by the Covid crisis. It is understood that other partner LEADER areas plan to continue with Crowdfunding portals, run by their local authorities. It is felt that for SLC this would be a burden to resource, with limited potential return, so will not be progressed. However, it will be used as a signpost for one element of funding support for certain business, social enterprise and community projects.

Foraging Fortnight, a festival of wild foraging events in Autumn and Spring served as an opportunity to showcase local producers retailers, tourism retailers, tourism and social enterprises producing and selling fresh local produce and linked. The project has helped to inform the development of SLC Food Strategy and continues to be promoted and hosted by Naturescot. As partners of The Rural Youth Conference Project Lanarkshire LEADER hosted the first of a series of conferences at Wiston Lodge, which led to the recruitment of a local young champion who maintained participation in the project as a Digital and Recruitment champion through the time of the project. Both these these example projects involved multiple LAGs and third party bodies/contractors. The Dementia Connected and Supportive Communities Project, which was a Lanarkshire led project involved working in partnership with only one other LAG, a project manager and one other participating organisation.

Cooperation projects can be complex in communications, researching, development, delivery and management. The Lag LAG found that they are resource heavy, which was a challenge for a small delivery team of 1.5 fte. Going forward, it is suggested that substantial forward planning and research is undertaken, and suitable partner LAGS and projects are identified at very early stages of any Programme delivery.

National priorities Improving local facilities

The programme was well resourced and delivered on improving many local facilities, Castlebank, Stanrigg Park and Auchengray hall. The key lesson is the need for time for these projects to develop and consistent support through the process.

National Priorities Stimulating the local economy

The integrated approach with partners locally was a strength, education those involved in the different barriers and opportunities to business growth in the rural area is important. More can be done in developing the local partnerships such as around IT infrastructure, training, farm diversification and initiatives such as Farm to Fork and Lanarkshire Larder.

National Priorities Building Capacity and creating vibrant communities

Lanarkshire LEADER built on a strong tradition of capacity building, the landscape locally is changing with new community partnership networks but the base of learning within the LAG and LEADER team provides a strength for continued strong local engagement. Capacity

support delivered locally with communities looking at the Community Wealth Building potential requires local resources.

National Priorities Benefiting hard to reach groups

Reaching harder to reach groups and communities requires consistent approach over time, many communities see a short life 1 – 2 year support appear in their community and disappear. Many projects funded through LEADER delivered 1-1 support in communities to the hardest to reach over 2 – 3 years however that support post COVID has stopped due to lack of funding and leaves vulnerable rural groups more vulnerable, multi year consistency of funding is essential.

National Priorities Enhancing biodiversity and environmental sustainability

The LEADER programme delivered energy efficiency programmes, landscape improvement programmes and energy efficient transport programmes. The challenge is that more needs to be done quicker around this work to assist rural communities to maintain the sustainability as communities. Additional training and awareness training is required to grow the capacity of communities and ensure environmental sustainability to tackle climate change at local community level.

National Priorities Achieving partnership working and cooperation

Decision making by local experienced multi agency partnership boards or LAGs provide robust oversight, improved joint working and scrutiny, and can be used for other national and local funding. Robust panels with strategic oversight and ability to cooperate and partnership work are essential for further funding development that supports rural communities.

Lessons Learnt

- LEADER works.
- Local decision-making works
- Local decision-making panels requires multi sector cooperation and skills
- Rural Community Development needs financial resourcing
- Rural Community Development need skilled local team resources
- Rural Community Development need continuity over time
- Vulnerable communities need constant support over time
- Communities and staff require continued training
- Engagement of hard-to-reach groups such as youth is difficult and needs new approaches

Partnership working - Multi-sector nature of the LAG aids knowledge sharing, including investment opportunities

Appendix A CASE STUDYS

Theme: Developing Communities - Community capacity building

1. Project Name – **Auchengray Church Centre Refurbishment**

Location – Auchengray

Project Costs – £480,493.85

Grant - £99,275.47

Auchengray Church and Community Hall. This exterior and interior refurbishment project was complex due to a wide ranging funding package from multiple funding bodies, and due to the historical heritage and the condition of the B-listed building. Works included installation of a ground source heat system and new supporting boiler, improved insulation and interior building fitout, ensuring a more environmentally and financially sustainable building.

Prior to supporting the capital works phase of project, the LEADER team and LAG assisted the applicant organisation with essential pre-planning, taking them through a second stage costing and tendering process. This exercise informed the funding packages (LEADER and other match funders, including REF) for the capital works, to which signposting and advice was also offered, resulting in a major investment to the facility that serves the cluster of remote hamlets of Auchengray, Tarbrax and Woolfords that historically experience barriers to accessing funding.

Successfully completed, with only a slight delay due to Covid, the project, which project links strongly with the Developing Communities theme, is providing a further enhanced community facility used by a wide range of community organisations and individuals, including the young pupils of the adjacent primary school, local families, and the older members of the community.

2. Project Name – **Clydesdale Community Hub**

Location – Lanark

Approved Costs - £341,562.82

Grant - £176,385.82

Supported by Lanarkshire LEADER, Clydesdale Housing Association built and fitted out the Clydesdale Community Hub offering a base for the outreach delivery of services and activities and a meeting base for groups to hire.

The aim of this project is to provide new facilities, services and activities of benefit to all residents of Lanark and the wider Clydesdale area. Led by CHA, the project will target those in greatest need, providing a means of referral and joint working with other partners to offer support and opportunities to help disadvantaged people overcome hardship. The project will aim to empower people by access to training and community action activities which will increase the skills, confidence and wellbeing of participants.

CHA consulted with its tenants, wider stakeholders representing community, voluntary and public sector agencies and wider community. This helped to establish priorities, ensure new services and programmes complement the work of partners and to fill gaps in provision of facilities and services.

The Community Hub comprises a reception area containing 3 three computers with high speed broadband access for public use, a multi-purpose space with presentation equipment and video conferencing to accommodate up to 30 people, two smaller confidential meeting rooms ideal for individual consultations and outreach worker hot desking, accessible kitchen, toilets and baby change, free high speed broadband Wi-Fi.

Going forward the CHA continues to work with a range of partners representing voluntary and public sectors to offer services and support to be made available from the Hub targeting the most vulnerable residents. Joint initiatives will be in place to allow CHA to make better referral routes for tenants and wider public with partner agencies that will use the base for services.

Theme: Growing Business (including social enterprise and entrepreneurship)

1. Project Name - Marshall Milk Vending

Location – Kirkmuirhill/Clyde Valley

Project Costs - £146,601.95

Grant Approved - £67,569.71

The project provides a direct supply of milk from the business's organic dairy farm to the public using milk vending machines. LEADER funded enabled the agri-business to install a small-scale milk pasteuriser to process milk from the dairy herd to be sold via automated milk vending machines, located at key distribution points in the rural Lanarkshire.

The project supplies organic milk produced on farm at Marshall located on the edge of Blackwood/Kirkmuirhill. It provides an opportunity for the business to add value to its organic milk, currently the other vending machines are marketing milk at £1.50 per litre (farm gate price is around 35 pence per litre).

The system has a low carbon footprint – the milk is organic, the pasteurisation process uses heat from an existing biomass boiler system on the farm, the electricity needed is provided by on farm wind energy.

The project experienced technical issues: Due to a bereavement the project was postponed but proceeded following a cost and delivery review.

Post COVID-19 for Marshall aims to site more vending machines around rural Lanarkshire, offering affordable fresh milk to local communities. It is also proposed to use an electric delivery van that can be recharged on the farm using wind energy.

2. Project Name - **Heron Farm Shop and Cafe**

Location - Strathaven

Project Costs - £387,771.37

Grant Approved - £149,620.00

LEADER funding enabled a farm business of 375 acre mixed livestock and Christmas tree farming to diversify by opening a farm shop and café on the farm.

Operated by Kindrochet Ltd, The Heron sells a selection of home grown and local / regional farm produce, with an emphasis on food provenance, seasonality and freshness. It also stocks a small selection of rural themed giftware operating alongside an 85-cover café. Farm produce is showcased on the café menu and available to buy in the farm shop, where shop stock near the end of its shelf life can be utilised in the café, creating operational efficiency and minimising waste. The primary aim of the farm would now be to supply produce to the farm shop and café over the year, and to manage the offering according to seasonality.

The enterprise is expected to be a boost to local rural employment; with the expectation of creating 9 FTE roles, excluding Emma and farm labour, by the end of the first year of trading. As a 'destination', it is also expected that the farm shop/cafe will increase visitors to the local area from nearby conurbations, benefitting local businesses including those in Strathaven.

Supplying produce to the farm shop is expected to increase the productivity and profitability of the farming enterprise, and to require additional farm staff to enable this e.g. a market gardener and stockman. This has not been included in this business plan.

The project experienced some issues due to delays in building warrant and contract negotiations to costs increasing due to changes in building plans but was successfully completed.

During COVID-19 hit the business offered a pickup service of goods. Now open fully again they also offer speciality nights like Curry Nights. Steak Nights, flower arranging and Christmas wreath making workshops, which helps promote the business out with the Strathaven area.

Theme: Heritage, Culture and the Environment

1. Project name: Castlebank Park

Location: Lanark

Project cost:£189,598.45

Grant Approved - £112,612

Located close to Lanark town centre and the River Clyde, this project involved the regeneration of derelict Sawmill buildings within Castlebank Park, an 18th Century parkland, into a Horticultural and Environmental Training Centre. The project is part of a wider vision for Lanark, creating a vibrant, economic culture. It links with the natural and historical built heritage of the Park, enhancing the local communities' and visitors' experience and enjoyment.

A vibrant multi-use community space promotes social cohesion and offers learning and development opportunities. Workshops in growing and learning are offered, alongside accredited training, therapeutic gardening for a range of groups, messy play for schools and younger children, parties and activities for specific groups.

A partnership approach between the Lanark Community Development Trust and South Lanarkshire Council has been vital to the planning and implementation of the project. Both the buildings and the land are owned by SLC and LCDT has a twenty-five-year lease. SLC is committed to improving the Park: over the last 5 years, it has worked closely with the Trust and other partners to develop a master plan to restore the park as a community asset.

A core aim of the project remains to continue to link with local community and public organisations and agencies to enable creating employability and volunteering opportunities, delivering meaningful training, in the fields of horticulture, environment, hospitality, event planning, marketing and administration. Accredited training will be available in environmental conservation and horticulture.

2. Project name: New Lanark World Heritage Site - Electric Vehicles

Approved Costs – £294,284.44

Approved Grant - £181,797.10

This project aimed to reduce pressure on the infrastructure, negate the negative impact traffic has on New Lanark Village and World Heritage Site, and improve the visitor experience, through car parking improvements and an electric bus service.

New Lanark WHS welcomes over 300,000 visitors annually to explore the site's rich history, iconic architecture and spectacular landscape setting. Whilst around 80,000 of visitors make use of the paid Visitor Attraction, more than two thirds of visitors enjoy the site for free. Visitor numbers increased from 298,000 in 2013 to 360,600 in 2017- an average of 12,520 per year.

As New Lanark continues to see an increase in the popularity of its outstanding scenic area, we will also experience a further increase in traffic volume, causing more pollution and disruption to the local residents. Access to local shops is also an ongoing issue for the residents.

Essential parking and access improvements were implemented, including CCTV and lighting to encourage visitors' usage and parking bollards in the village to prevent parking in pedestrian areas. The electric bus service would comprise two buses doing loops from the car park to the village of New Lanark and the town of Lanark, making both more accessible to visitors and locals alike. This project not only aims to encourage visitors and enhance their visitor experience but also minimises disruption to the village's residents and lowers carbon emissions

Going forward it is suggested that the project will create a more resilient community that is more engaged with the work of New Lanark Trust and understands how the Trust strives to balance the requirements of the site as a tourist attraction but also as a living, working community, better linked to the town of Lanark and the services provided there

Co-operation

Project name: Dementia Connected and Supportive Communities Project

Project cost = £72,097

Lanarkshire =£64,887.30

Angus = £7,209.70

This LEADER Co-operation project between Lanarkshire and Angus LAGs awarded 100% funding, which was in line with both the Lanarkshire and Angus LAGs agreed intervention support level for cooperation projects, and met with the guidelines provided by Scottish Government. Lanarkshire was the lead LAG and contributed 90% of total project costs against 10% from Angus.

The project demonstrated a clear linkage to the Local Development Strategies of both Lanarkshire and Angus, with the shared theme of developing communities as integral to the overall vision of creating more sustainable rural communities that will improve the quality of life and address rural disadvantage and inequalities. Driven by the community, the project focusses on developing capacity in the rural community, improving third sector delivery of priority services supporting local communities. The project partners are located in similar rural areas, with similar target beneficiaries and challenges for local people: rural mental health; isolation/loneliness; aging population; pockets of SIMD; limited access to services; growing need for Dementia support services and wider understanding of challenges Dementia brings.

The project used a partnership approach between The Haven Centre, Forth and Kirriecconnections, Angus, to pilot the Dementia Connected and Supportive Communities Project that will build capacity within 6 communities (5 in Rural Lanarkshire and 1 in Angus) to create strong dementia supportive communities where families affected by Dementia are connected to specialist local support. In doing so helping families and communities become better able to manage the emotional and practical impact of Dementia, and reduce isolation and loneliness in rural areas.

Key outcomes saw the

- Delivery of inter-territorial cooperation project
- Creating new jobs
- Strengthen networks and connections to specialist Dementia support services
- Capacity building of target communities, supporting families affected by Dementia
- Share and disseminate learning with key partners and stakeholders

The project also linked with: National Wellbeing Outcomes, Scottish Mental Health Strategy 2017-2027; Scotland's National Dementia Strategy 2017-2020; and A Connected Scotland – Tackling social isolation and loneliness and building stronger social connections

The Covid crisis impacted on the management and delivery of the project. The Haven Centre and the project partner Kirriecconnections Centre were closed. Project activities such as workshops/awareness raising events could not be conducted. Training and development were conducted as virtual meetings and or by telephone, and email. The project completion the Lessons learned and Knowledge Sharing Event, which is integral to the project was conducted virtually as per Governmental Health guidance.

Going forward The Haven is now exploring funding opportunities to further develop the project and is being assisted in this by the South Lanarkshire Council Funding Team.

APPENDIX B PROJECT LIST

Company	Project Name	Project Cost	Grant
Auchengray Church Centre Trust	Auchengray Church Centre Improvements Design Phase	£ 25,150	£ 24,955
Auchengray Church Centre Trust	Auchengray Church Centre Improvements Design Phase	£ 492,873	£ 99,275
Carluke Development Trust	Carluke High Mill Community Growing & Learning Project	£ 47,012	£ 22,870
Clydesdale Community Initiative	Clydesdale Environmental Volunteering	£ 97,723	£ 68,406
Central Scotland Green Network Trust	Stanrigg Park - Improving Community Access	£ 229,021	£ 135,965
Clydesdale Community Initiative	Business Plan for Social Enterprise	£ 18,220	£ 18,220
Clydesdale Community Initiative	Streetscape Industrial Unit	£ 81,232	£ 56,360
Clydesdale Housing Association Limited	Clydesdale Community Hub	£ 341,961	£ 176,386
Envirosan	Business Growth	£ 149,697	£ 74,848
Forth Valley & Lomond Local Action Group	Crowdfunding Coaches - LEADER Co-operation Project	£ 402,100	£ 44,710
Healthy Valleys	Healthy Valleys Resilient Families	£ 73,943	£ 73,943
Healthy Valleys	Healthy Valleys Community Health Matters	£ 225,390	£ 156,948
Jennifer Gilchrist T/A Romanno Stud	Romanno Purrfect Palace	£ 60,125	£ 30,063

Kindrochet	The Heron Farm Shop and Cafe	£ 385,829	£ 149,620
Lanark Community and Development Trust	Lanark Vision and BID Development	£ 54,547	£ 30,047
Lanark Community and Development Trust	Feasibility - St Kentigerns	£ 7,455	£ 7,455
Lanark Community and Development Trust	Castlebank Horticultural and Environmental Training Centre	£ 189,598	£ 112,612
LEAP	Avondale Hands On Project	£ 195,946	£ 131,446
Lowther Hills Ski Club Community Interest Company	Lowther Hills Ski Club Mountain Lodge	£ 88,956	£ 49,066
New Lanark Trust	New Lanark Exhibition Gallery	£ 158,996	£ 79,468
New Lanark Trust	New Lanark Built Environment Study	£ 43,375	£ 32,500
New Lanark Trust	New Lanark WHS electric vehicle and car park upgrade(Capital costs)	£ 478,413	£ 181,797
New Lanark Trust	NLT Funding and Development Officer	£ 17,482	£ 12,237
Rural Development Trust	Building Community Capacity	£ 331,431	£ 331,431
Rural Development Trust	Rural Transport Infrastructure	£ 98,190	£ 68,733
Rural Development Trust	North Lanarkshire Community Led Plans	£ 16,931	£ 16,931
Skills Exchange Scotland CIC	Moving On 2	£ 147,820	£ 99,212
South Lanarkshire Council	Clyde and Avon Valley Landscape Partnership	£ 161,440	£ 90,422
South Lanarkshire Leisure and Culture	Experience Chatelerauld	£ 19,250	£ 18,250
The Biggar Gin Company Limited	Biggar Gin		
The Haven Caring Counselling Communication Centre	The Haven - Engaging the Community	£ 142,892	£ 106,451
The Haven Caring Counselling Communication Centre	The Haven Children and Young Peoples support service	£ 64,042	£ 59,542
The Nature Nursery	The Nature Nursery	£ 65,198	£ 32,304
The Rissco Collection	Strathaven Hotel	£ 93,504	£ 39,945
Thomas R Anderson	Broadlees Golf	£ 358,300	£ 100,000
Wat If	Development Manager	£ 97,647	£ 34,479
Wiston Lodge	Wiston Lodge - Growing the Business	£ 271,147	£ 162,688
Cooperation project	Foraging Fortnite	£ 145,150	£ 19,282

Cooperation project	Rural Youth Cooperation Project	£ 418,700	£ 44,234
The Haven Caring Counselling Communication Centre	Dementia connected and supportive communities project	£ 87,597	£ 87,597