

# Orkney LEADER/EMFF Programme 2014-2020

*“Leading Resilient Growth in Orkney”*



## Programme Review

To 31 December 2019

Orkney LAG is being part-financed by the Scottish Government and the European Community LEADER 2014-2020 Programme



Scottish Rural Development Programme



## Programme Aims

The Orkney LEADER Programme aims to 'achieve an increase in sustainable employment and incomes, and in social cohesion and quality of life, and to conserve and enhance the high quality of heritage and environment whilst maximizing the benefits of economic, social and environmentally sustainable terms'.

LEADER and EMFF funding will therefore be used to help support the local economy and communities to become stronger and more resilient, building capacity within communities. To achieve this, core themes were identified as priorities for the Orkney LEADER and EMFF programme, these being:

- Support for small business and enterprise start-up, growth and diversification
- Support for Orkney's tourism, cultural heritage, crafts and food and drink sectors
- Support for Orkney's community services and facilities
- Support for Orkney's natural environment and development of sustainable energy
- Support for development of Orkney's fisheries sector and communities

## Introduction

Following submission of the Local Development Strategy and Business Plan in September 2014, the Orkney LEADER programme was awarded an indicative allocation of just over £2.5 million of LEADER funding in August 2015. This was followed by a further allocation of £482,000 of European Maritime and Fisheries Funding in March 2016.

Since the Orkney LAG held its first meeting to allocate funds in June 2016, a further 12 rounds have been held, resulting in just over £2 million being allocated to 46 projects.

The Fisheries Local Action Group, having held 6 meetings in total, have allocated 100% of the available budget.

<b>Summary of LEADER Activity up to 31 December 2019</b>	
Number of LAG meetings supported	16
Number of LEADER enquiries received	228
No of LEADER expressions of interest received	145
Number of LEADER applications presented to LAG	50
Number of LEADER applications approved	47
Number of applications awarded a Decision in Principle which expired	1
Total amount of LEADER funding allocated to projects	£2,142,274.50

<b>Summary of EMMF Activity up to 31 December 2019</b>	
Number of FLAG meetings supported	6
Number of EMFF enquiries received	22
No of EMFF expressions of interest received	9
Number of EMFF applications presented to FLAG	6
Number of EMFF applications approved	6
Total amount of EMFF funding allocated to projects	£482,000.00

## Local Action Group

The Local Action Group (LAG) is responsible for the strategic direction and implementation of the LEADER programme in Orkney, including making decisions on applications for funding. The LAG represents a wide range of interests and is made up of representatives from Orkney's public, private and voluntary sector.

The LAG met 3 times and the FLAG met once during 2019.

Although LARCs is available to the Local Action Group members to use to assess project applications, the LAG has taken the decision to utilise a paper-based system, where a project appraisal is presented with the salient points on the application. One of the factors in the LAGs decision not to utilise LARCs to assess projects was due to poor broadband connectivity – which meant that not all LAG members would be able to easily access the information on LARCs to adequately prepare for the assessment of the applications. The LAG also felt that the amount of information which is available on LARCs would be too much for members to fully consider. Generally, LAG members are providing their time on a voluntary basis and therefore they would not have adequate time to review all the information and documentation available before a meeting. The LAG appreciates the paper-based system being used as it gives them the relevant facts in an easy to read manner and therefore plan to continue with its use.

Despite having a good number of members within the LAG and LAG members making every effort to be available for meetings, the LAG has found that due to the requirements associated with conflicts of interest, this has significantly restricted the members who can be involved in decision making on some applications. This has meant that it has in some instances been difficult to guarantee a meeting will be quorate so decisions can be made. It is appreciated that LAG members with a direct conflict of interest should certainly not be involved in decision making on an application, however, it is where the member has a conflict by association, for example, where a member may work for a match funder organisation but in an entirely separate department and so has no knowledge of the application, this severely limits the membership that can be involved, and it is recommended that a more pragmatic approach be adopted for any future programmes.

Members of the LAG during 2019 were:

<b>Name</b>	<b>Organisation</b>	<b>Interest/Focus</b>	<b>Membership</b>
Francesca Couperwhite (Chair)	HIE Orkney	Community economic development	LAG and FLAG
Phyllis Harvey (Vice Chair)	Orkney Islands Council	EU Liaison	LAG and FLAG
Susan Pirie	Scottish Agricultural College	Agriculture	LAG
David Scarth	National Farmers Union	Agriculture	LAG
Stephen Ray	Sanday Development Trust	Economic / Social Development within Isles Communities	LAG and FLAG
Julian Branscombe (he has since resigned from the Board as he has left Orkney)	Papa Westray Development Trust	Economic / Social Development within Isles Communities	LAG
Dawn Flett	Orkney Tourism Group	Tourism	LAG
Mark Hull	Community Energy Scotland	Renewable energy	LAG
Alister Brown	Orkney Islands Council	Community economic development	LAG
Kerry Spence	Orkney Islands Council	Community learning and development	LAG
Brian Cromarty	Voluntary Action Orkney	Youth development	LAG
Hannah Ker	Voluntary Action Orkney	Funding and training support	LAG
Tom Duff (he has since resigned from the Board as he has left the College)	Orkney College (UHI)	Education and research	LAG
Edgar Balfour	Orkney Food and Drink	Crafts and Food and Drink	LAG and FLAG
Sarah Sankey	Royal Society for the Protection of Birds	Conservation and environment	LAG
Fiona Matheson	Orkney Fisheries Association	Fisheries	FLAG
Kate Rydzkowski	Orkney Sustainable Fisheries	Fisheries	FLAG
Fiona MacInnes	Orkney Fishermen's Society	Fisheries	FLAG
Alan Coghill	Orkney Fish Producers Organisation	Fisheries	FLAG
Dr Michael Bell	Heriot-Watt University - International Centre for Island Technology	Life Sciences	FLAG
Mark Shiner	Orkney College	Maritime Studies	FLAG

## Animation

Dedicated LEADER and EMFF websites are being maintained and updated with information on projects approved. A Facebook page was initially used to share information on LEADER but this has not been updated since 2017 as current staff do not have admin rights to do this.



These tools, alongside the issue of traditional press releases and Radio interviews, have been used to help advise potential applicants of the kind of activity that would be likely to fit with the Local Development Strategy.

Direct one to one advice has also been provided. In addition to this the LAG has been represented at LEADER networking and knowledge sharing events held nationwide.

A specific information evening on farm diversification was held in November 2017, which was attended by approximately 30 farmers with a further publicity focus on farm diversification projects over the Christmas 2018 period. This resulted in 15 Expressions of Interest being received. Unfortunately, due to planning constraints, 5 of

these were unable to proceed and a further 6 were not taken forward by the applicants for various reasons. 4 applications were taken to the final LAG Board meeting in May 2019 and all were approved, and the total funding for the Orkney LAG was allocated.

## LEADER Enquiries and Applications

Since the beginning of the Programme 228 enquiries have been received, involving project ideas from around Orkney. From these enquiries, 145 have come forward as Expressions of Interest, with 34% (50) of these Expressions of Interest having been taken forward as full applications for consideration by the Local Action Group. This has resulted in a total of £2,124,274.50 of LEADER funding committed. Of the 50 projects considered, 4 were not approved or were withdrawn, 18 have been Community Support Projects (36%), 4 are Business Support Projects (8%), 6 are Farm Diversification projects (12%), 5 are Environmental projects (10%) and 10 relate to the Tourism, Heritage, Crafts, Food & Drink sector (20%). There has been considerable difficulty finding suitable Co-operation projects, but 3 have now been approved and represent 6% of total budget allocated.

It has been found that with the introduction of LARCs, applicants require a significant amount of help to complete their application within the system, with significant staff time required to explain the system and review draft applications to help ensure that applicants have completed all the information needed.

It has also been found that applicants have been reluctant to apply to LEADER due to the process being perceived as carrying a heavy administrative burden, not only at application stage but in live project management. A number of applicants have submitted what appeared to be viable Expressions of Interest, however, they have not pursued them when the requirements of the application and subsequent administrative requirements have been further explored. A change in the conditions of the Offer of Grant in early 2018 however made the process slightly more flexible with live projects able to make grant claims against agreed milestones rather than on completion of a milestone.

Of the 46 projects taken forward 15 have successfully completed so far. Details of all projects approved are provided overleaf.

All LEADER projects must be completed and claims paid by the Accountable Body by 31 December 2020. The Accountable Body has until the end of March 2021 to submit drawdowns to the Scottish Government for project and admin/animation costs.

## LEADER Projects Approved

Round 1		
Upgrade to Burray Hall	£35,033.27 (50%)	Feedback from the local community demonstrated a need for an upgrade to the fabric of the building and a desire to see an increase in the type of activities offered for all ages. Whilst securing the fabric of the building, the Association also included energy efficiency measures and an upgrade to the kitchen as it was no longer suitable for use. These improvements were complemented by provision of new equipment which aims to cater for all ages and abilities. By carrying out this project it will allow the hall to encourage more users, increasing the viability of the hall, allowing it to remain a central hub and focus for community activity. <b>This project has now been completed.</b>
Installation of Artificial Surface at Kirkwall Bowling Club	£68,721.00 (49.61%)	This project involves the installation of an artificial outdoor bowling green at the Kirkwall Bowling Club. The exceptionally inclement weather during 2015 underlined the need for an artificial surface. Installation of the surface will allow play to be assured irrespective of weather, extending the playing season and thereby increasing the opportunity for members and non-members to use the facility. The Club hopes that this will attract more people of all ages and backgrounds to participate in an activity which can be tailored to their ability and fitness level, benefiting their well-being. <b>This project has now been completed.</b>
Round 2		
Birsay Play Park	£14,661.35 (50%)	This project will see a new play park created in the grounds of the Birsay community hall. As well as play park equipment, the area will be landscaped to provide a sheltered garden area with seated picnic area and BBQ. It is hoped that the project will also help to bring the community together by designing and final volunteer landscaping/gardening opportunities. <b>This project has now been completed.</b>
Stromness Town House Garden Improvement	£45,990.87 (50%)	An outdoor multipurpose community space within the heart of Stromness is to be constructed, incorporating stone paving to complement the surrounding historic setting, seating and planting beds. This will create a community area in the town centre which will be open to casual use year round by the public as a space to relax. An easy to erect, removable canopy will allow the area to be used as a performance space for cultural events, encouraging footfall in the town. <b>This project has now been completed.</b>

Round 3		
Digital Media Orkney	£174,000.00 (50%)	This is a 3 year project which aims to develop and transition Orkney's collective marketing activity to fulfil an increasing requirement for digital media and content. The project will enable an integrated step change in the external promotion of Orkney's four key sectors – tourism, food & drink, creative industries and energy, coupled with promotion of Orkney's communities and activities, demonstrating to the wider world that Orkney it is an excellent place to live, work, study, do business and visit.
Ness of Brodgar Development Project	£72,010.35 (50%)	This project will fund the appointment of a Full Time Manager for the Ness, for a 24 month period, to concentrate on developing the full potential of the site as an excavation of world importance, as an educational resource, to explore the potential to be a sustainable visitor attraction and to grow Orkney's visitor market with its associated spin offs in terms of increased sustainable employment and income. This new post will be supported by a 0.5 FTE project officer to assist the Manager, organise post-excavation, and project specific administration. <b>This project has now been completed.</b>
Orkney Boat Haven/Museum Feasibility Study	£4180.00 (47.5%)	This project will see a feasibility study being carried out to assist the Orkney Historic Boat Society (OHBS) in determining the viability and achievability of establishing a Boat Museum/Haven of national importance in Stromness. The Museum would incorporate an interpretation centre including aspects of Orkney's maritime heritage. It will also serve as a base for a boat building training programme and boat restoration. <b>This project has now been completed.</b>
Westray Circular Economy Growers	£45,995.66 (49.54%)	Westray sits at the end of a very long wholesale supply chain of fruit and vegetables. This pilot scheme aims to erect two greenhouses, built specifically to withstand the local weather and grow a small but experimental range of produce in each of the systems, one being traditional soil, the other hydroponics, giving the opportunity to measure the success of each space. Taking advantage of the long summer daylight hours and complimented with a heating and lighting system, the aim will be to push the boundaries of the growing season, aiming towards developing a reliable and sustainable crop. This project is due to complete at the end of 2019.

Round 4		
Veg, Visitors and Vibrancy for Papa Westray	£57,148.25 (49.99%)	The Veg, Visitors and Vibrancy for Papa Westray project provides Papay Development Trust (PDT) with a springboard to establish a market garden and a seasonal ranger service. The principle aims of the project are to generate economic activity which has long-term viability and benefits all residents and visitors, to develop the profile of the island as a place to visit, live and work, whilst offering an outstanding visitor experience and to provide fresh local food, engage people through satisfying, mutually-beneficial volunteering and encourage healthy eating. There are also volunteering opportunities which will provide a supportive and beneficial environment.
Farming for Wildlife: Supporting People, Sustaining Nature	£86,793.23 (34.55%)	Our project will conserve wildlife species for which Orkney is a stronghold. As well as creation and management of habitats on nature reserves, action is needed across Orkney to secure their future of many internationally important species. There are currently no opportunities within Orkney for people to develop skills to conserve these species. This project will restore habitat in a reserve on Egilsay, by creating a wildlife friendly farming operation, and create optimal habitat for key species. The project also aims to develop and deliver a training programme, an education programme for schools, to improve access and interpretation, to deliver a visitor engagement programme and to enhance the reserve for the benefit of local people and visitors, with the ambition to increase wildlife tourism which will boost the local economy. <b>This project has now been completed.</b>
St Magnus Way Phase 1	£9,696.04 (50%)	This project aims to establish the St Magnus Way, a 51-mile pilgrimage route through Mainland Orkney, with resources to assist in interpretation and engagement, which include a website and smartphone app. <b>This project has now been completed.</b>

Round 5		
Printmaking for Me and YOU	£22,088.46 (40.77%)	Printmaking for me and YOU is a 2-year initiative by Soulisquoy Printmakers (SPW) that focusses on developing and delivering new and imaginative opportunities within the local community for creative and artistic participatory activity centred around traditional printmaking. Two part-time members of staff will be employed to help deliver regular support sessions, classes and workshops, masterclasses and exhibitions and displays of work created on workshops and classes. The project will provide access to expertise and equipment in a structured and supported environment which will greatly enhance the cultural and recreational offer of Stromness and Orkney.
Project Manager (Orkney Crafts Association)	£66,415.00 (50%)	This project involves the employment of a part-time (0.5 FTE) project manager to support the growth and development of the businesses involved in the arts and crafts sector in Orkney. The Project Manager will work to enhance promotion of the sector both within and outwith Orkney and Scotland and will ensure that Orkney maintains and grows its excellent reputation for quality of product and design. This in turn will lead to achievement of the main aims for the project: increased sales for businesses, the confidence to develop new products and enter new markets, and the creation of new jobs. Therefore the impact on Orkney's economy is significant.
Project Manager (Orkney Food and Drink)	£48,715.00 (50%)	This project involves the employment of a part-time (0.5FTE) project manager to support the development and growth of the food and drink sector in Orkney, which is a key growth sector for the area and for Scotland. The Project Manager will work to provide greater promotion of the sector both within and outwith Orkney and Scotland and will ensure that Orkney maintains and grows its excellent reputation for the quality of produce. This in turn will lead to achievement of the main aims for the project: increased sales for businesses, the confidence to develop new products and enter new markets, and the creation of new jobs. Therefore the impact on Orkney's economy is significant.
Collections Development Team	£75,078.00 (50%)	The proposal is to establish a Collections Development Team comprising three part time posts, all 0.4FTE, of Curator, Museum Officer and Exhibition Assistant. In addition to these 1.2 FTE posts, specialists will be commissioned on an as required basis to deal with IT and photography requirements. The aim for the project is to work towards the recognition of Stromness Museum's collection as a Collection of National Significance accredited by Museums Galleries Scotland, should lead to greater financial security by providing external validation of the Museum's credibility to potential funders.

Scapa Flow Museum Development	£125,000.00 (48.60%)	<p>The overall project aims to restore and conserve the war time naval buildings at Lyness, Hoy, home of Scapa Flow Visitor Centre &amp; Museum. This application is to specifically support significant enhancement of the interpretation of artefacts and the buildings themselves, update displays and significantly improve exhibition and interpretation across the site.</p> <p>As the major visitor attraction on Hoy, the Museum currently attracts approximately 14,000 visitors a year and it is expected that the improved exhibitions and site to attract upwards of 17,000 on completion. Hoy will also benefit in terms of increased employment and enterprise opportunities, high demand for ferry travel and more people visiting the island will have a positive effect on other island heritage attractions, services and businesses.</p>
Lifestyles Public Art Project	£5,118.50 (50%)	<p>This project will appoint a locally based artist(s) to work with service users and staff of the Lifestyles Centre to develop and create public artwork(s) for the new building located at the Pickaquoy Centre. The project will enable adults with a wide range of learning disabilities to participate in a series of creative workshops which will lead to the production of a collaborative public work of art for permanent display within the Lifestyles Service building. The project is also envisaged as a mechanism to break down general negative perceptions of “care” facilities, by raising awareness of individual’s abilities and engaging the wider public in the development and presentation of the artwork(s). Finally, as a result of the project, the centre’s staff will have the skills and be empowered to work more creatively with service users in the future. <b>This project has now been completed.</b></p>
<b>Round 6</b>		
Building Destination Orkney	£69,182.71 (49.99%)	<p>Recognising the competitive threat from other tourism destinations, and the necessity of an innovative response, the Orkney Area Tourism Partnership has agreed to transform itself into a more dynamic, integrated entity called Destination Orkney, with the Orkney Tourism Group (OTG) at its core to ensure industry leadership. This project aims to recruit a Chief Executive who will be responsible for leading OTG through a process of change and re-invention, implementing the new Destination Orkney structure and delivering key parts of the action plan and marketing plan.</p>

Round 7		
North Ronaldsay Development Manager	£20,749.97 (49.99%)	By implementing the Community Development Manager project the aim is to achieve an increase in population for North Ronaldsay, with an economic growth through a variety of industries: farming, tourism, crafts, food & drink, cosmetic. Initially the plan is to increase available housing thereby increasing the population, and the possibility of the school being used. The benefits from an increase in population will create a more sociable vibrant community and with the potential of additional employment a more prosperous community. Ultimately the main objective would be following through on all of the aims within the development plan would be to leave a legacy of a self-sustaining community being part of a larger network of islands in Orkney.
Upgrade of Sandwick Community Centre	£45,726.63 (47.49%)	The aim of this project is to upgrade the facilities at the Sandwick Community Centre, Sandwick, Orkney. Though the hall has been well maintained, the hall is in need of some modernisation, in particular the windows, doors, insulation and heating system are past the end of their useful life. The community is keen to be more energy efficient. The upgrading will ensure that the hall will be cheaper to heat and be a warm, more welcoming and safer environment for all its users.
Deerness Hall Extension	£107,009.39 (46.20%)	The purpose of the project is to extend Deerness Hall to create a permanent stage, have a multipurpose room and add more showers, toilets and a sluice for emptying chemical toilets. This would make the Hall a more attractive venue for events and encourage more campers and visitors to the play park. The project would also change the heating system for the main Hall from electric ceiling heaters to air source heat pumps. <b>This project has now been completed.</b>
Round 8		
Graemsay Community Hall Development	£20,039.00 (47.49%)	The purpose of this project is to upgrade the community hall, to keep it usable for the next generations. The hall is central to the island community, used by everybody for social functions, events and meetings. There are currently no toilet facilities; the roof does not withstand the Orcadian weather conditions; the current heating system is ineffective, unsafe and expensive to run; and the doors and windows are neither draught- nor water-proof. <b>This project has now been completed.</b>
Wheems Eco Bothy		The aim of this project was to build an environmentally friendly bothy providing self-catering and workshop space. However, after the project was given LAG approval in April 2018 the applicant withdrew, and <b>no offer of grant was made.</b>

Round 9		
Orkney Sailing Club Development and Access programme	£37,263.79 (47.49%)	The project aims to establish a fleet of Club boats that can be used by existing, new and prospective members for training and racing. This will see an established fleet of dinghies, along with safety equipment, wetsuits and a purpose built safety boat that are available to the community to engage in sailing without having to purchase their own equipment, ensuring that sailing in Orkney is as accessible as possible. This improved fleet will provide access to training opportunities for new and existing members across Orkney and increase sailing activity in Orkney, thereby increasing OSC membership and overall future sustainability. <b>This project has now been completed.</b>
Lower Cottiscarth	£75,000.00 (26.22%)	This farm diversification project is to build three self-catering units comprising of one three-bedroomed unit and two, two-bedroomed units. The houses will have air-to-water underfloor heating, with fully double-glazed windows. The windows will face in an easterly direction overlooking the Hen Harrier hunting ground below. During the off-season the development will be marketed as promoting Dark Skies with the telescopes provided to be used at night to view the Northern Lights and stars. The development will use local suppliers and have free wi-fi for the guests. The development will help the long-term future of the farm by providing another source of income not directly from the price of beef and lamb. <b>This project has now been completed.</b>

Round 10		
Making Yoghurt and Farmhouse Cheese	£30,208.45 (49.99%)	A farm diversification project to diversify an existing dairy farm into a facility making yoghurt and farmhouse cheese from milk produced by the farm's own dairy herd. The project will include renovating old farm building to create a dairy, office, toilet and change area. A refrigerated van will be purchased for the transportation of finished products. The dairy will be equipped with specialist dairy equipment and machinery to conform to Regulation (EC) no. 853/2004 and environmental health legislation.
Linkshouse Residency Centre	£18,839.52 (9.8%)	The project is to convert and upgrade the interior of Linkshouse, a substantial domestic building. The upgraded house will create an adaptable and accessible residency facility with studio provision for individual or group use, thus establishing a permanent facility for educational and creative residencies in Orkney. The Linkshouse Residency Centre will represent a significant opportunity for the Pier Arts Centre to establish a new and sustainable revenue stream to improve the resilience of the Centre and its work and will generate opportunities for our wider community and those attracted to learn and share our island's rich cultural and natural heritage. In addition, it will allow the Pier Arts Centre and Orkney's other cultural organisations to establish new networks between local practitioners and visiting artists and researchers.
Ness of Brodgar Development Project Phase 2	£58,869.00 (49.99%)	The project seeks to create two dedicated posts for the Ness: a Senior Project Manager who will manage all aspects of the development of the research project at the Ness of Brodgar; and, a Project Officer who will supervise finds processing and post excavation, and provide support to the Senior Project Manager. Together they will build on the success of the previous LEADER project. The remit of these roles will include the production of a full interim report to allow access to more of the discoveries to a wider audience; development of more links and sponsorship with business outwith the present sources; further develop marketing and promotional activities aimed at not only promoting the Ness but also Orkney as a whole, and to seek and manage funds from a diverse range of to develop the long term sustainability of the Ness both as a world-class research archaeology project and as a major tourist attraction. Future funding will also be sought to make these 2 posts sustainable and develop new posts.
St Magnus Way Phase 2	£8,473.05 (49.99%)	This application seeks to build on the successful launch of the pilgrimage route, the St Magnus Way, a new 55-mile pilgrimage route through the Mainland of Orkney inspired by the life of St Magnus. The St Magnus Way has received international interest and this project aims to build on this by installing interpretation boards and stone waymarkers at the start of each section of the route. It also aims to provide pilgrim passports, in response to requests from pilgrimage groups and to do this in a way that benefits local businesses.

<p>North Isles Landscape Partnership Scheme Staff Costs</p>	<p>£66,716.49 (36.00%)</p>	<p>The North Isles Landscape Partnership Scheme (NILPS) project will be a contribution to the staff costs of the North Isles Landscape Partnership scheme. The NILPs has an agreed vision that will guide the delivery of the programme:  “Through providing a platform to coordinate resources towards assisting local communities to increase their skills, knowledge and offering of heritage, we will support the North Isles to become more resilient and sustainable. Through engagement and partnership working, we will help towards maintaining the identity of the North Isles and ensure others can experience the intimate landscapes and welcoming people that enliven them”.</p> <p>The NILPS programme has 4 main themes: celebrating island life and culture, conserving islander knowledge, exploring island landscapes and equipping island communities.</p>
<p>Between Islands <b>Co-operation Project</b> (with Shetland and Outer Hebrides LAGs)</p>	<p>Total project costs - £123,654.00.  Orkney LAG contribution - £41,213.88 (33.33%)</p>	<p>The aims of this co-operation project are:</p> <ul style="list-style-type: none"> <li>• To highlight the historical links between the Islands whilst exploring the modern-day similarities and differences through the creation of a programme of cultural events.</li> <li>• To create a physical body of work that can be shared though-out the island groups in the form of exhibitions and archive film materials.</li> <li>• To provide a supporting artistic, education and outreach programme.</li> <li>• To celebrate and enhance the distinctiveness of the Islands, highlighting history and heritage, whilst promoting the work of established and emerging creatives.</li> <li>• To establish and encourage collaborative working, and the sharing of skills and resources.</li> <li>• To raise the profile of the arts and heritage sector as a major asset to each region.</li> <li>• To support the economic development of the creative industries through the creation of work and opportunities.</li> <li>• To establish an online resource, which will collectively promote both the cultural heritage of the Islands and the bank of skilled arts practitioners who live and work there.</li> </ul> <p>The Outer Hebrides LAG is the lead LAG for this project.</p>

## Round 11

<p>Broadening Accessibility</p>	<p>£7,859.33 (47.49%)</p>	<p>The aim of the project is to improve the experience and allow the full participation in Kirkwall Kayak Club activities of community members who do not fit or suit the craft that the Club currently has available to use. The Club coaching team has found that accommodating the following groups with existing equipment is extremely challenging:</p> <p>Small juniors - paddlers aged between 8 and 12 years.</p> <p>Growing juniors - paddlers between 12 and 16 years. Paddlers in this range are typically too small to fit properly in standard sized adult craft.</p> <p>Paddlers with additional support needs - KKC works with disability groups with service users who would benefit from stable craft with maximum accessibiity and the ability to accomodate a coach or assistant as well as the paddler.</p> <p>Extra-large paddlers - very large paddlers, in terms of height or weight, can be difficult or impossible to accommodate in standard medium to large kayaks of the type that the Club currently has.</p> <p>In order to remove barriers for community and disability groups additional equipment suitable for all these groups will be purchased, including buoyancy aids, and 2 storage containers in which to store the above equipment. These containers would be placed within the compound of Orkney Sailing Club at Hatston slip in Kirkwall. <b>This project has now been completed.</b></p>
<p>Heating and Environmental Upgrade for Firth Community Centre</p>	<p>£11,816.06 (47.49%)</p>	<p>This project aims to provide a heating upgrade to ensure a sustainable and cost effective system for the foreseeable future, offering a comfortable environment for locals and visitors including looking towards being a host for the Island Games. The Wild Flower Area will offer an educational and pleasing addition. The Wildflower Garden will enhance the local area and it is envisaged will attract visitors and wildlife enthusiasts to the area which will have an economic benefit to the local community all part of a long term vision for the premises. The electric car charger will offer a service to locals and visitors in an increasing environmental industry, which is part of the future.</p>
<p>Hall of Clestrain Project Manager</p>	<p>£18,111.73 (50%)</p>	<p>The Hall of Clestrain is a beautiful building, and it is extremely sad to see it in its current run-down condition. It is hoped that the legacy from the feasibility study and the appointment of a Project Manager/Development Officer will lead to successful grant applications and thus the renovation and development of the building and gardens.</p> <p>To have it renovated and restored, with its magnificent entrance stairway and eventually with restored garden areas around it will give a great impression of how such projects can be achieved and will provide for a much needed visitor attraction on this part of the Island.</p> <p>The benefits to the local community and tourists will be felt by the provision of an excellent facility, delivering a rounded attraction ranging from a small café through to a ground floor space in which events (weddings, music, demonstrations, lectures etc) can be enjoyed. Areas on the upper floors will provide for an educational facility, where archivists can take advantage of data relating to Artic Exploration, or where youngsters from local schools can discover more about how the</p>

		<p>life of John Rae is so important to the history of Orkney. Genealogy can be explored giving information about those who left Orkney and emigrated to Canada. It will provide small meeting rooms for local organisations.</p> <p>The Society feels strongly that the future of the building is bound very closely with the local community who should be involved at all stages of the project and to which employment will be offered as and when personnel are needed.</p>
Happy Valley Access and Biodiversity Improvements	£22,442.50 (50%)	<p>The aim of the project is to improve access through the LNR by creating a circular route, thus reducing wear and tear on the path through the mature woodland and improving the visitor experience and opening further areas to people who otherwise have limited access to the reserve. Access will be improved by installing a 160-metre boardwalk path crossing an area of wet meadow. The proposed boardwalk will be constructed of recycled plastic and will be wide enough to allow access for wheelchairs and/or pushchairs. The aim of creating two sheltered stone seating areas, one in the wet meadow and the other in a recently planted woodland area, is to provide accessible areas where people may rest and appreciate the natural heritage interest and tranquillity of the reserve, and beyond. <b>This project has now been completed.</b></p>
Mull Head Local Nature Reserve Access and Interpretation Project	£21,388.65 (50%)	<p>The proposed project includes the installation of:</p> <ul style="list-style-type: none"> <li>• further lengths of boardwalk in particularly soft, muddy parts of the path;</li> <li>• a GPS-based app. which would provide information, accessible on visitors' smartphones, at various points of interest throughout the reserve, without using obtrusive signage;</li> <li>• finger post way-markers to guide visitor along designated paths, to prevent further damage to heathland vegetation or disturbance to nesting birds;</li> <li>• hazard signs to warn of proximity to cliffs; and</li> <li>• new signage at the entrance to the visitor centre access track.</li> </ul>
North Isles Landscape Partnership - Biodiversity	£50,400.00 (36%)	<p>This project will contribute to 2 key biodiversity projects: Natural Heritage Guides and Interpretation in the North Isles and Virtual Dives in the North Isles.</p> <p>The Natural Heritage Guides and Interpretation element or "wild places" guides will help to promote understanding and interaction with the natural environment within the North Isles. The guides would be aimed at both visitors and the local community and be produced for each of the populated North Isles, outlining the main species and nature witnessed during the year and detailing the habitat and landscape features that support that wildlife.</p> <p>Complementing the Natural Heritage Guides the Virtual Dives in the North Isles will aim to develop and promote the understanding, interaction and awareness of the natural marine environment of the North Isles.</p> <p>In part the Virtual Dive project will help to raise the awareness of this feature of the North Isles marine environment and how important it is in itself but the role it plays in delivering economic and social benefits and promoting the area as a visitor destination. The Virtual Dive resource would involve an interactive package of motion graphics of the underwater environment using and mixture of real life gathered data, 3D visualisations, film, photography, etc.</p>

<p>South End Play Area</p>	<p>£36,000.00 (50%)</p>	<p>Stromness is the second most populated town in Orkney with an estimated population of 1758 (2011 census). The provision of free outdoor play and sport opportunities is seen as a vital ingredient in ensuring the all-round, healthy development of children and young people in an era of declining levels of physical activity and social interaction. Stimulating and challenging play and sport activity will enable young people to develop their physical, mental and social skills, find out more about themselves and their local environment. The Southend Play Park is identified as a Local Community Play Area (LCPA) to be used by the immediate local community and should feature a limited range of dynamic play equipment such as slides, swings and climbing frames. This has helped inform the design of the Southend Play Park project.</p>
<p>Stromness Community Development Officer</p>	<p>£21,525.01 (50%)</p>	<p>The project will involve the employment of a development officer in order to take forward a suite of key projects which have been identified from within the Stromness Community. It is anticipated that the project is viewed as a pilot in order to take forward the key projects identified from the various consultations recently undertaken within the community. It will also provide an opportunity to test the viability of having such a paid resource available within the Stromness community.</p>
<p>Development of Wyre Community and Heritage Centre</p>	<p>£42,175.90 (44.87%)</p>	<p>The project is for the demolition of existing and construction of a replacement community and heritage building to ensure its continued use as a fit-for-purpose community facility for social events, meetings etc., housing and displaying an extensive heritage archive, and offering shelter and comfort facilities to visitors immediately adjacent to the major heritage sites on Wyre – Cubbie Roo's Castle and St. Mary's Chapel. This development is essential if the decline in the population of Wyre is to be effectively stemmed or, better, reversed, and will also help increase visitor numbers which will contribute to the maintenance of a good level of ferry service to the island which is itself an important factor in maintaining/enhancing the population.</p>

## Round 12 (Co-operation Projects)

<p>Foraging Fortnight <b>Co-operation project</b></p>	<p>Total project costs £164,060.00</p> <p>Orkney LAG contribution £60,000.00 (38.6%)</p>	<p>Foraging Fortnight is a cooperation project involving six LAG areas along with Scottish Natural Heritage (SNH) as a national delivery partner. The festival will run once a year in each of the following LAG areas: Forth Valley and Lomond (Lead LAG), West Lothian, Fife, Moray, Lanarkshire and Orkney.</p> <p>The project aims to engage people with the many joys of foraging and of wild food, always with a focus on responsible and sustainable practices. This project will support sustainable tourism and small food and drink businesses, introduce people to foraging for health and wellbeing, inspire collaboration between businesses, groups and communities, offer locals and visitors exciting new ways to connect with nature and experience 'taste of place', examine the place of wild plants in Scotland's history, and create a festival that can offer so many different opportunities to meet each LAG areas' priority outcomes.</p>
<p>Scottish Island Passport <b>Co-operation project</b></p>	<p>Eligible project costs £215,645.00</p> <p>Orkney LAG contribution £43,129.00 (20%)</p>	<p>This co-operation project, which is being taken forward by HITRANS, will develop a Scottish Island Passport to help promote all of Scotland's offshore islands which are accessible by regular transport and in so doing help encourage more people to visit more of these islands.</p> <p>The project will see the recruitment of an island-based project manager for a 2-year period who will be responsible for implementing a detailed project plan that will include the development of both a physical and online app-based version of a Scottish Islands Passport that is capable of appealing to different markets and demographics. HITRANS and ZETRANS will be responsible for funding the remainder of the project manager costs after the end of the LEADER programme.</p>

Round 13		
Bain Farm	£63,049.87 (29.78%)	The project involves the conversion of large two-story stone-built former thrashing mill, situated in the steading, into three self-contained self-catering apartments with a bicycle hire store, drying room and maintenance workshop. As a supplement to bicycle hire, the project will develop a portfolio of suggested routes for visitors and locals, which would be provided both through an app and as part of an information pack. <b>This project was withdrawn</b> by the applicant following approval by the LAG, as it could not meet the LEADER timescales.
Blackhall Holiday Cottages	£83,000.00 (33.65%)	This project aims to build one 3-bed self-catering cottage on the farm allowing guests to experience a little bit of farm life including meeting resident highland cattle, hens and ducks. Access will be available to a designated Local Nature Conservation Site on the farm which boasts a variety of wildlife and plants. Some recreation facilities (eg pool table, darts, barbecue, bicycles) will be available for guests to use.
Breck be South Long Term Let	£19,618.74 (49.99%)	This project aims to carry out improvements to a redundant farmhouse and outbuilding to attain a high quality, affordable, long term let. The house has been empty for several years and is in need of renovation before it becomes beyond the point of saving. The outbuilding is currently unusable but could be transformed into a usable space for a small business which could benefit the local community.
Redland Luxury Lodges	£25,000.00 (30.57%)	The aim of this project is to build a 2-bed self-catering unit to create a holiday destination for young folk and young families. This project has been designed to fit exclusively with the "Are Ewe Ok?" campaign run by the Young Farmers, by offering discounted stays and breaks. The project will be able to offer Reiki sessions and training to those interested, this gives another aspect to the wellness retreat and something different on offer to guests at Redland Farm.

<p>Promoting Orkney</p>	<p>£135,000.00 (50%)</p>	<p>The Promoting Orkney project involves the digital marketing of Orkney as a place to visit, live, work and study and to invest in or buy from, focusing on talent attraction and on a greater international effort. The basic approach has been explored during the last 2 years through a Digital Media Orkney (DMO) project. The DMO developed a new model aligned with the aims of industry to offer a platform from which businesses could draw support for their individual marketing activities integrated with the Orkney brand. Digital marketing will be delivered through three contracts: social media, film and photography, and PR and media; supported by a fourth contract which will involve the promotion of orkney.com in target markets. A series of TV adverts will be created to air on STV, promoting Orkney as a place to visit, live and work.</p>
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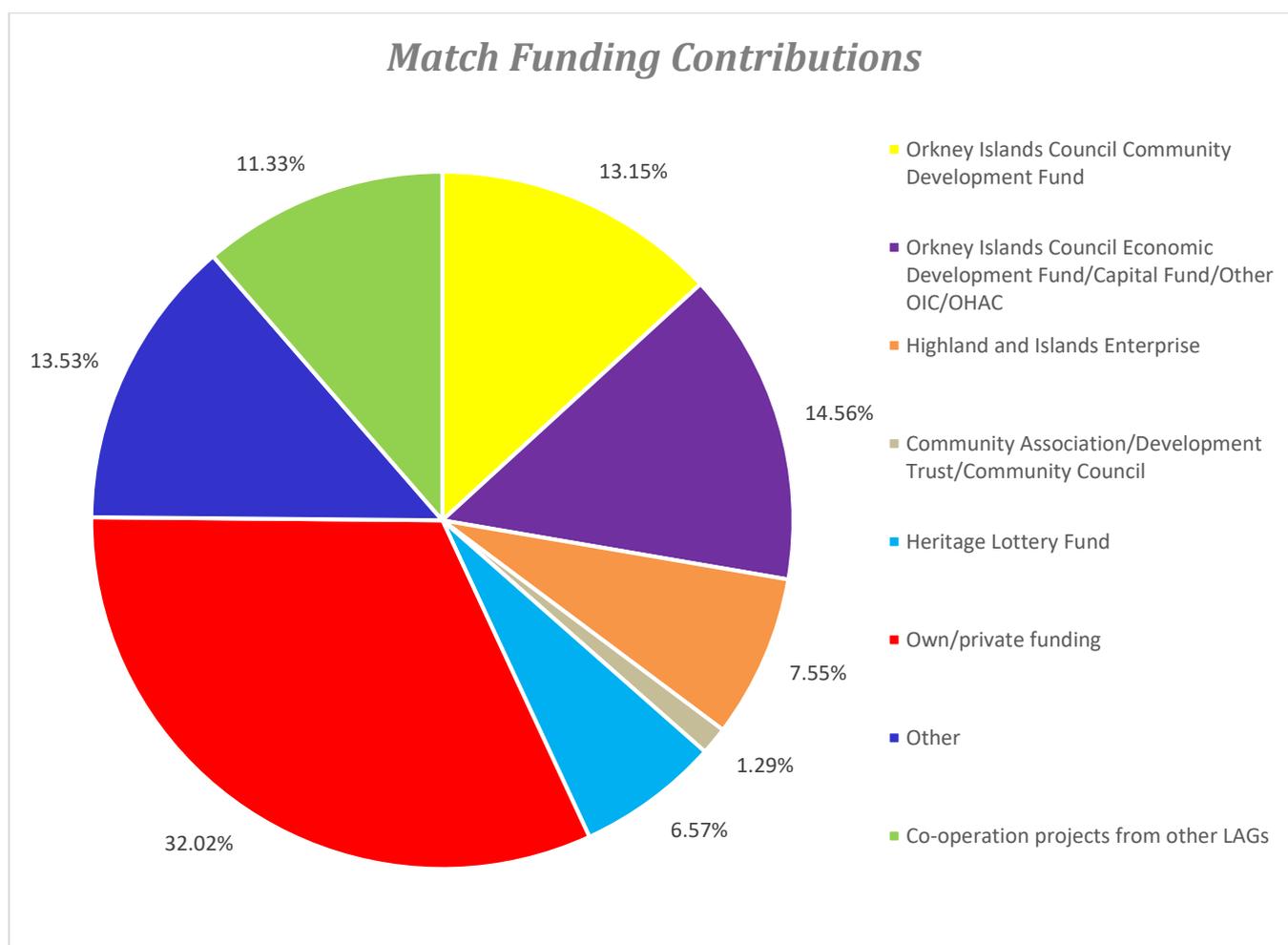
## Match Funding

From the 13 funding rounds held, £2,124,274 of LEADER funds have been committed towards projects which have had a total cost of £7,698,313 and total eligible costs of £5,123,475. This means that each £1 of LEADER funding approved has attracted a further £2.41 of match funding of eligible costs and £3.62 of total project costs.

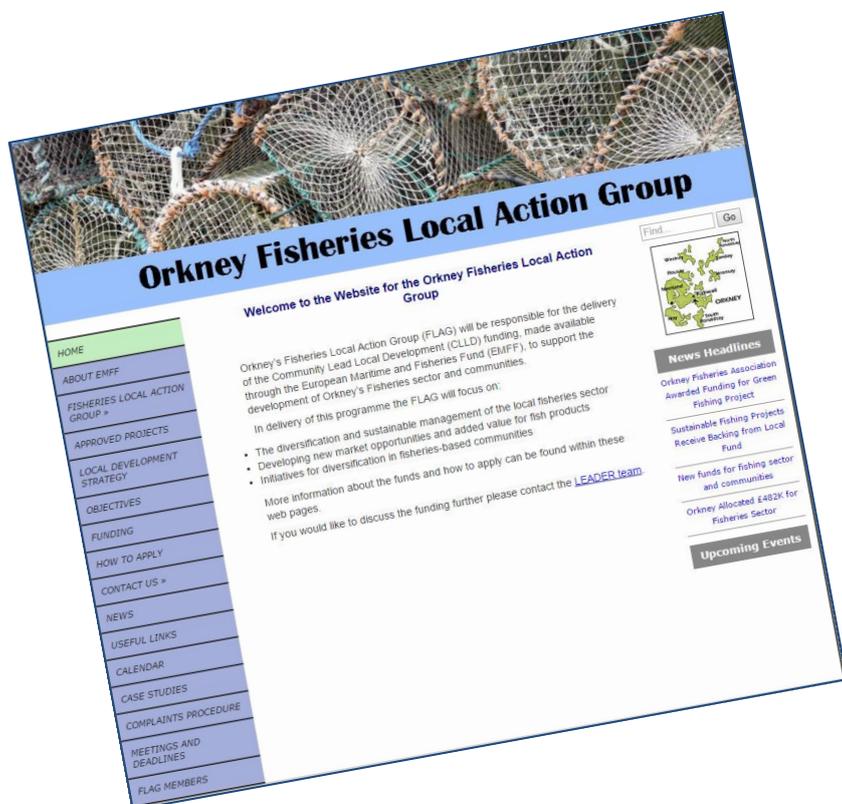
The match funding secured by LEADER projects has primarily been provided through Orkney Islands Council Grant funding, although the chart below shows the diverse range of funds which has been accessed by applicants. Although it is not a requirement that applicants contribute any of their own funds towards their projects, over 32% of match funding has come from applicants' own contributions (including private loans) which demonstrates a welcome commitment.

Other sources of funding included:

- Coastal Communities Fund
- Creative Scotland
- Museums Galleries Scotland
- Scottish Government
- STV Growth Fund



## EMFF Enquiries and Applications



The FLAG has made 6 approvals to date, allocating 100% of the budget available. Enquiries and Expressions of Interest received have been fairly minimal, despite direct marketing of the fund having taken place. However, 19 enquiries have been received leading to 9 Expressions of Interest, 6 of which became full applications, utilising the entire allocation available to Orkney.

Of the 6 approved projects 3 have been successfully completed (see details over leaf).

The remaining 3 fisheries projects must be completed by the end of December 2020.

## FLAG Projects Approved

Round 1		
Diversification and enhancement of Orkney small scale coastal fisheries	£69,299.62 (75%)	<p>This is a multi-faceted project looking to develop added-value products from the small-scale fisheries around Orkney, allowing diversification of fishing effort to other species, diversification of products through the local fishermen's co-operative processing factory, and enhancement of supply chain integration.</p> <p>By developing value added products from underutilised and less commercial species, and identifying markets for them, this would enable fishermen to have the confidence to invest in the gear needed to diversify their catch. This diversification would provide a safeguarding of jobs and potential additional income, directly benefiting the fishing industry and the communities it supports. <b>This project has now been completed.</b></p>
Orkney Shellfish Research Project	£110,170.00 (100%)	<p>This 15-month project will involve the development of an inshore fisheries management framework for Orkney including harvest rules and harvest control strategy for brown crab and lobster, as well as ongoing shellfish stock assessments.</p> <p>Although Orkney has a highly developed inshore fisheries sector combining some one hundred locally owned and operated vessels and two co-operatively owned crab processing factories, to maintain this requires sustainable harvesting of stocks.</p> <p>The development of management and research frameworks for Orkney inshore fisheries will therefore help secure the jobs of more than 130 staff who are employed in the processing factories, and the livelihoods of the inshore fishermen, supporting both the sector and our communities.</p>
Round 2		
Orkney Green Fishery Development Strategist	£101,190.15 (100%)	<p>This project will see the creation of a 3 year post dedicated to collaborative working with fishermen, to evaluate current practise in the industry and develop consensual strategies to enable collective adaption to improved gear, practises and access to species, underpinned by sustainable objectives.</p> <p>The information gathered and production of an innovative piece of gear for the sector will help sustain the fisheries industry for the benefit of the community. <b>This project has now been completed.</b></p>
Round 3		

<p>Orkney Shellfish Data Collection and Management Development Project</p>	<p>£174,482 (70%)</p>	<p>This project aims to extend the collection of local fishery data throughout the Orkney creel fleet and to build a management structure and system that sits within a Scottish Inshore Fisheries strategy at a national level, but that is responsive to real-time changes in the creel fishery at a local level. Doing so will empower local decision making while maximising economic benefits to the wider Orkney community and helping secure the future of the inshore fishery. <b>This project has now been completed.</b></p>
<p><b>Round 4</b></p>		
<p>Training Education and Dissemination of Sustainable Orkney Fishing Practice</p>	<p>£12,115.62 (100%)</p>	<p>The project aims to provide varied platforms for education and training for fishermen and a range of persons of all ages in formal and non-formal education situations; and, to cover the public at large and active commercial fishermen.</p> <p>It will provide information on a variety of subjects relating to the commercial fisheries in Orkney, including but not limited to fisheries science and science methodology, local fish processing as well as provide training in best practice catch awareness and care for fishermen. It will also provide education and training to a wide demographic and will devise new, unique learning materials tailored to the needs of the wide-ranging target audience.</p> <p>Sustainable management of the local fishery requires a good level of general understanding from and within the entire community enabling the community to buy in to future local fisheries policy. Educating local fishers on fisheries science will lead to greater sustainability and management and will strengthen relationships between fisheries scientists and managers ensuring a knowledge- based managed fishery in Orkney.</p>
<p>Orkney Scallop and Whelk Research Project</p>	<p>£13,576.47 (23%)</p>	<p>The project is a collaboration between the fishing industry and OSF scientists aiming to establish and ensure the long-term sustainability of commercially exploited scallop and whelk stocks in Orkney. It is hoped that it will be the start of a long-term assessment providing information for fishery managers and fishing industry. To ensure sustainability and survivability of the local sector fishers' and fishery managers require a robust science to inform the potential for regionally based management plans.</p> <p>The project will be managed by OSF and on a daily basis this project will be delivered by the OSF researchers. Heriot Watt University, ICIT will support this project by providing scientific advice to support data analysis and management measures.</p> <p>The project will commence May 2019 and run for 20 months. It is envisaged however that this will lead to an ongoing research programme.</p>

## Programme budget

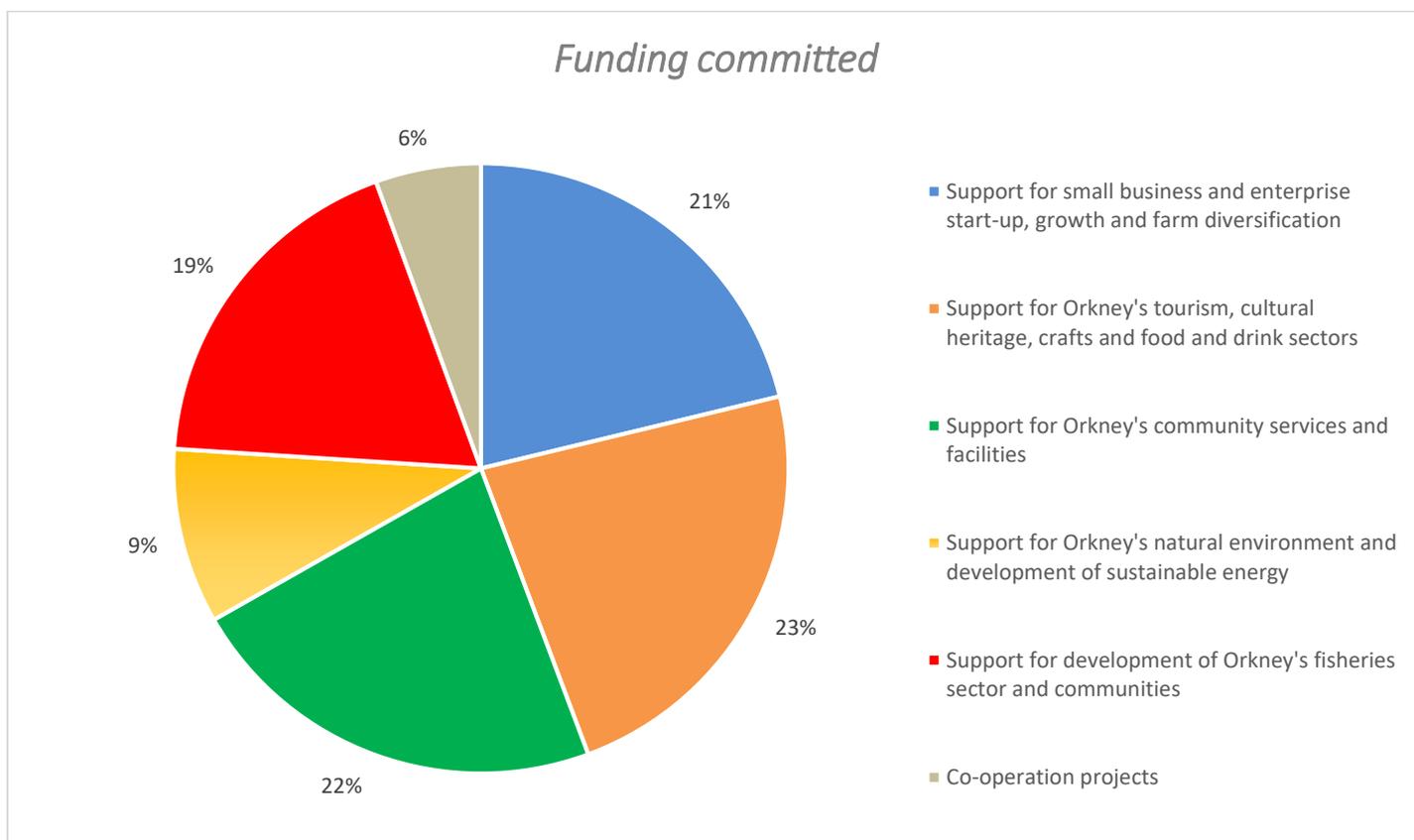
Of the funds currently available to the Local Action Group for LEADER and EMFF projects, 100% has now been allocated. In comparison to the previous LEADER programme (2007-2013) where £2,375,742 was awarded to 75 projects (an average of £31,676), the current LEADER programme has awarded £2,124,274 to 46 projects (an average of £46,180). There was no Orkney EMFF programme from 2007-2013 for comparison, but the current programme budget of £482,000 has been fully allocated to 6 projects.

The highest LEADER grant awarded at this stage in the previous Programme was £227,393, with the lowest £1000. In comparison, in this LEADER Programme the highest award has been £174,000, with the lowest £2,653. This maybe partially due to the period of projects in the previous Programme being restricted to 2 years, with no such restriction in this Programme. However, from potential applicants' feedback, it has also been found that there is a belief that the workload associated with submitting and managing a LEADER project does not lend itself to small scale applications and therefore fewer such applications came forward.

A Business Plan change request was finalised early in 2019 by the SG allowing a reduction in the total budget percentage for co-operation project from 10% to 5% as well as amalgamating the Economic/Business budget and target of 10% with farm diversification 10% to a combined total of 20% of the budget.

Drawdown of the approved LEADER funds to December 2019 has been only 55% of allocated funding, however, this is to be expected as the bulk of expenditure will take place towards the end of the programme when 30 of the projects have their final delivery milestones.

The EMFF projects have 28% of remaining funds still to claim, with 50% of projects already completed.



## Outputs

Although for budgetary purposes projects are allocated to one core theme, projects tend to contribute to the outputs of more than one of the themes. With only 15 projects completed, the total outputs actually achieved are inconclusive; however, the projects approved to date have provided target outputs and outcomes for their project, as outlined against the targets set in the Local Development Strategy (LDS) below.

From this data, it would appear the LAG will exceed many of its targets. Although there were more than the target number of expressions of interest for farm diversification projects, planning restrictions resulted in several of them not being able to proceed, and the target figure was therefore not reached.

	Target	Total from Applications approved	
<b>Support for small business and enterprise start-up, growth and diversification</b>			
No. of businesses supported	40	1656	4140%
No. of industry sectors supported	6	19	317%
No of Farm Diversification projects supported	10	5	50%
<b>Support for Orkney's tourism, cultural heritage, crafts and food and drink sectors</b>			
No. of facilities developed	10	13	130%
No. of new technology and marketing developments	14	12	86%
No of cross-sectoral opportunities explored	15	15	100%
No of events supported	85	89	105%
<b>Support for Orkney's community services and facilities</b>			
No. of community events/activities	250	216	86%
No. of communities supported	30	28	93%
No. of community facilities benefitting	10	21	210%
No. of community initiatives supported	15	9	60%
<b>Support for Orkney's natural environment and development of sustainable energy</b>			
No. of natural heritage sites assisted	5	14	280%
Length of pathway or access areas developed (km)	10	85	850%
No of sectoral events/activities supported	20	4	20%
No of sustainable energy initiatives supported	6	2	33%
<b>Development of Orkney's Fisheries Sector</b>			
New market opportunities identified	8	4	50%
Fisheries communities enhanced	6	36	600%
Fisheries assets developed	6	22	275%
Diversification measures developed	6	12	200%

<b>Indictors relating to all strategic priorities</b>			
No. of ICT initiatives	15	3	20%
No. of bespoke training projects delivered	15	2	13%
No. of training days	50	80	160%
No. of promotional & marketing initiatives	150	7	5%
No. of market research initiatives	10	12	120%
No. of value-added initiatives	100	12	12%
No. of studies and trials	10	46	460%
No. of jobs created	40	29	73%
No. of jobs safeguarded	60	180	299%
No. of people participating in LEADER projects	2500	2861	114%

## Operating Costs

The budget available to the LAG for administration and animation of the programme has, to date, been found to be more than sufficient for the programme's needs, with savings being identified where possible, and transferred to be allocated to LEADER projects. For the period from the signature of the SLA to the end of 2019, £310,783.55 had been allocated to operating costs, however, the actual spend incurred was 284,523; £26,260.55 or 8% less than anticipated.

The original budget allowed for 3 (2.6 FTE) members of staff, however, it was not felt necessary to appoint more than 2 FTE staff members up until July 2017 (at which stage applicants were starting to implement projects and make claims which required further support from the team). This produced a saving of just over £50,000 to date. The full staff team was in place in 2018 with many changes in the team to cover maternity leave and other members of staff departing. In March 2019 the 0.6 FTE staff member left, and after being unsuccessful in filling the vacancy it was decided that the remaining 2.0 FTE members of staff (the Development Officer and Assistant Project Officer) would be able to administer the remainder of the Programme.

With a small team in place the requirements for separation of duties has been difficult to meet, however this has been addressed with the involvement of other members of the Accountable Body providing time 'in kind' to the LEADER team to carry out specific functions. On the whole this has worked well, but delegation of these functions to a greater number of AB staff could be considered for future programmes as the currently delegated staff have not always been available.

Other areas of saving have included the use of the Orkney Communities platform to host the LEADER and EMFF website, rather than procuring an entirely new website for the Programmes. It had also originally been planned to carry out a Monitoring and Evaluation exercise to cover to the end of December 2017, however, given the late start of the programme and the number of projects complete this was removed from the Business Plan. Annual reviews are carried out each year to look at the monitoring of the programme. The independent evaluation of the LEADER/EMFF programme has been out to tender and awarded before the end of 2019 as well as a tender for some short films of a representative sample of the projects to be used in the evaluation process with community groups. The independent evaluation of the programmes will be finalised in November 2020 once the projects have completed. The films contract will have finished in the summer of 2020. LEADER staff will manage both contracts to ensure they deliver on time and to budget with minimal impact for project and LAG/FLAG volunteers/staff. The results will be presented to the LAG/FLAG at a meeting at the end of 2020.

Going forward, the budget will continue to be closely monitored to ensure it is used in the most economical manner. The current LEADER staff contracts are until the end of Dec 2020. There is a concern about staff retention to deliver to the end of the programme with little information available regarding a future CLLD programme in 2021.

## Looking ahead

Going forward into 2020, the whole programme is closed to new enquiries/EOIs and is fully allocated, the year will focus on the delivery of the projects/claims, inspection of completed projects, drawdown of claims and the monitoring/evaluation of the programmes.

There are 30 LEADER projects due to finish in 2020 before the end of September with 45% of the project budget for the whole programme to spend and claim. It will be a busy year ahead with a priority to having projects meeting their deadlines. Work has gone into monthly forecasting of claims with projects. If a project has not met the final deadline and only partially completed by the final claims deadline then they would have to repay the LEADER grant that has already been claimed. The 3 remaining FLAG projects are due to finalise at the end of December 2020 requiring claims checked and processed to Marine Scotland for payment, final inspections completed, and monitoring/evaluation of the programme carried out. If projects withdraw or underspend the funds have to be declared to the Scottish Government and the Orkney LAG allocation reduced by the Scottish Government. Any allocation returned to the Scottish Government does affect the Orkney budget totals and percentages for co-operation, economic/business/farm diversification and Admin & Animation.

It is hoped to hold an event in June 2020 with groups to celebrate and evaluate the current LEADER programme and help groups plan for the next CLLD programme.

One issue of concern is the LARCs recording of targets. LARCs is supposed to have Scottish Government targets and LAG targets in the system for applicants to choose from and report against. Currently, the Orkney LAG targets are not available on LARCs as they have not been uploaded by the Scottish Government. A LEADER query was submitted to the Scottish Government in July 2019 on the subject and advice is pending. Targets are currently recorded through the application, progress reports and inspection processes and uploaded to LARCs as attachments.

Future funding mechanisms are being consulted upon by Scottish Government and UK Government as well as other agencies with the Orkney LAG responding to these, as well as Orkney Islands Council. It is hard to signpost community/voluntary groups to funds with a large gap in time between LEADER closing for applications on 14<sup>th</sup> March 2019 and any new potential Community-Led Local Development programme beginning at the earliest in April 2021. In the hope that a new programme will emerge we are keen to get groups to do some forward planning as the next programme is likely to be short, running only until 2024, in order to realign with other government funding strands.