

# Action Plan

## Indicative Actions and Indicators

The Orkney LEADER 2014 – 2020 Programme will aim to support businesses and communities to become stronger and more resilient to ensure they can easily survive into the future and withstand changes and challenges.

During the consultation process, groups and individuals were invited to suggest possible types of projects that could help to deliver the overall aims of the LEADER programme. A long list of possible projects has been created and is included in the Consultation Report in Appendix 2.

These indicative actions have been grouped into five strategic priority categories highlighted under section 5.3. These are as follows;

- **Support small business enterprise growth and farm diversification**
  - Support for small businesses and social enterprises
  - Encourage and support farm diversification
  - Development of skills and abilities Bespoke training for relevant sectors e.g. tourism and renewables
  - Industry sector support such as development of trade bodies and networks or an Orkney wide trade group
  - Business animateurs and mentors
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- **Support for Orkney's tourism, cultural heritage, crafts, and food & drink sectors**
  - Development of new and existing facilities to help them reach their full potential
  - Encourage facilities to open longer to encourage visitors to extend their stay
  - Develop tourism potential from renewables
  - Exploration of new technologies for information dissemination and promotion of local attractions
  - Improvement of accessibility to built heritage and tourism sites
  - Development of economic potential for arts and crafts sector
  - Development of value added potential for food and drink sector
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- **Support for Orkney community services and facilities**
  - Development and enhancement of community facilities
  - Support for community groups in delivering innovative programmes
  - Support of initiatives to develop transport and connectivity
  - Development of new skills throughout all generations
  - Explore opportunities for joint working and sharing of best practice
  - Support for initiatives to help with life transitions

- **Support for Orkney's natural environment and development and sustainable energy**
  - Development of natural heritage sites that have not reached their full potential
  - Interpretation and promotional initiatives
  - New developments and initiatives involving cross-sectoral working (e.g. wildlife tourism or renewables tourism)
  - Development of awareness-raising and educational resources to ensure responsible use of Orkney's natural resources
  - Consideration of solutions to issues regarding energy development, use, and affordability
  - Explore opportunities for agency-level support for natural environment and sustainable energy sectors
  
- **Support development of Orkney's fisheries sector**
  - Support enhancement and diversification of fisheries related assets and products
  - Development of fisheries related local research and data collection to improve understanding and management
  - Support for skills development, lifelong learning, and bespoke training opportunities
  - Encourage diversification within fisheries and aquaculture sectors as well as initiatives to create or enhance small scale fisheries
  - Development of initiatives to identify new markets and enhance supply chain integration
  - Enhance onshore facilities for the fisheries sector
  
- Other
  - Cooperation projects both national and transnational

There is an expectation that the LAG will be more proactive in the new programme and not wait for projects to come forward; but to go out and help develop and initiate projects. This will require the development of a proactive approach in pursuing priority actions, considering the aspirations of local people and take assessment of projects on a challenge fund basis. It also may mean more focus on employing project officers to drive forward the LAG agenda.

Indicators and targets have been developed from the strategic SMART objectives and are split into two categories: - outputs, and results. An initial list is included in Appendix 3. The targets have been quantified based on the amount of funding requested. As such, final figures will depend on the scale of the budget. The figures have been set at such a level as to be challenging but still remain realistic in relation to the actions proposed and past experience.

## **Multi Stream Funding and Budget**

A range of initiatives and funding sources will be used to help deliver the strategy. LEADER will just be one of these. These include:-

- Structural Funds (ERDF, ESF); European Maritime and Fisheries Fund; Interreg Programme
- Scottish Rural Development Programme (EAFRD)
- Highlands and Islands Enterprise,
- Lottery – Sports, Heritage, Big, Arts
- Coastal Communities Fund
- National Government Schemes
- Local Schemes and Community Development Fund

At this stage it is difficult to quantify the level of funding required to deliver the overall strategy. LEADER would only be able to help deliver some of the indicative actions. However based on past experience and levels of demand and an initial assessment of likely future needs and demand, it would seem appropriate to set the overall budget at a higher level than in the previous programme with 50% coming from LEADER and 50% from a range of match funders such as HIE, Lottery, and local sources. There is also likely to be a separate allocation for business development and diversification. Co-operation with the local Business Gateway team will be maintained during this process, with business support offered to applicants wishing to apply for funding for their business via Business Gateway. In addition the fisheries element in the strategy will attract EMFF axis 4 money.