

## 8. Business Plan

This chapter summarises what is contained in a separate Business Plan document to accompany the strategy.

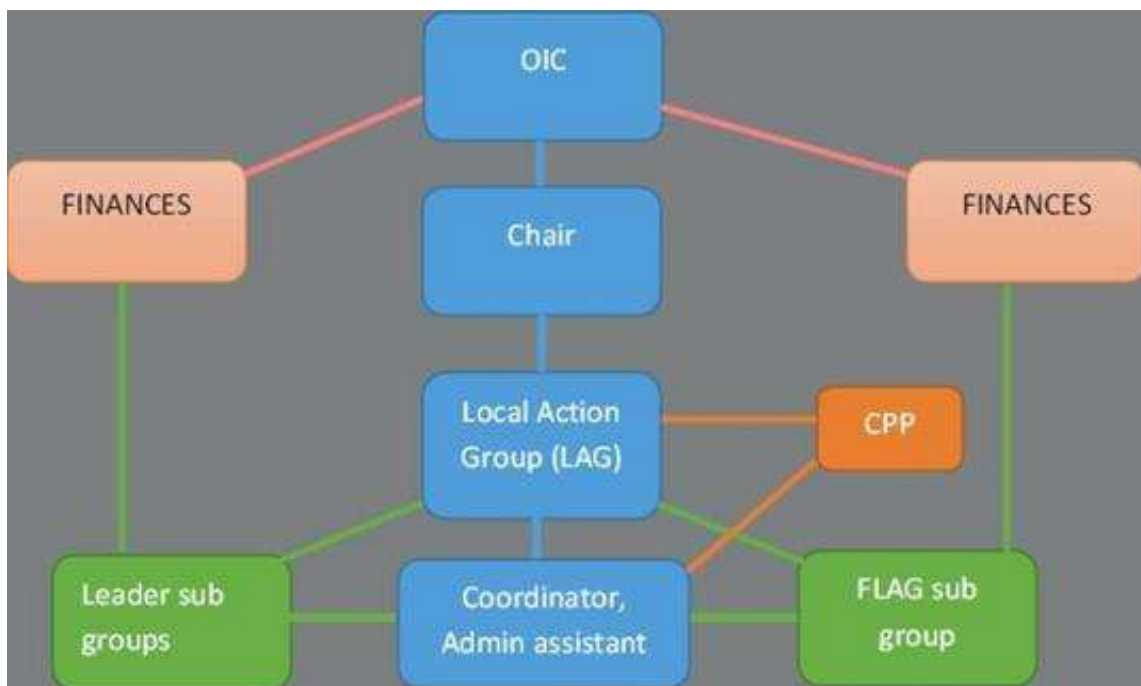
### 8.1 Programme Management

It is proposed to continue using the LAG model that has worked so well under the previous programme. Considerable expertise and capacity has been built up which should ensure the new programme will also run smoothly and be effectively managed and monitored. This will also mean the Lead Partner being the OIC that will continue to be responsible for managing and processing the finance for the programme and disbursing the grants as Payment Authority, as well as for employing the LAG coordinator.

The evaluation of the 2007-13 Programme concluded that there was no need to reinvent the wheel” and “there was no requirement for any major changes or alterations to be made to the current structure and systems in place”. This is because it was concluded that the present system had worked well and provides a solid foundation for a new programme albeit with some fine tuning where required.

One difference that will be required this time will be the inclusion of fisheries interests in the LAG and the management of the FLAG programme being undertaken by the LAG coordinator as well as LEADER. Also there is a clear requirement that the Chair should be someone independent and not be a representative of the Lead Partner.

While the management of the two programmes will be integrated, the finances and decision making process will be kept separate to meet EU requirements, with decisions on fisheries projects being undertaken by a sub group of the LAG and including representatives from the fisheries sector.



Up until now the LEADER LAG has not felt it necessary to have a separate constitution and the agreement between the OIC and the LAG has been an informal one. The LAG is confident the same model could continue to be as successful in the new programme as it has been in the previous one. However there is now a requirement for some form of constitution for a LAG and a basic constitution has been drawn up to summarise the procedures to be followed by the Group.

The LAG membership is currently a balance between the public, private and third sector and again it is proposed to continue with this balance and an overall total of around 20 members. A list of possible LAG/FLAG members for the new Programme, including **Existing** and **New** members, is as follows:-

| <b>Public Sector – Existing Members</b>                    |  |
|--|--|
| Organisation   | Sector / Focus                               |
| Orkney Islands Council                                     | Local authority / EU liaison (Current Chair) |
| Highlands & Islands Enterprise                             | Economic and Community development           |
| VisitScotland  | Tourism                                      |
| Orkney College (UHI)                                       | Education / Research and Development         |
| Orkney Islands Council                                     | Community Learning and Development           |
| Orkney Islands Council                                     | Economic Development                         |
| <b>Private and Third Sector – Existing Members</b>         |  |
| Organisation   | Sector / Focus                               |
| Scottish Agricultural College                              | Agriculture                                  |
| National Farmers' Union                                    | Agriculture                                  |
| Orkney Tourism Group                                       | Tourism                                      |
| Royal Society for the Protection of Birds                  | Environment                                  |
| Community Energy Scotland                                  | Energy / Renewables                          |
| Voluntary Action Orkney (2)                                | Third sector / Social                        |
| <b>Private and Third Sector – Existing and New Members</b> |  |
| Isles Development trusts (2)                               | Economic / Social development in the isles   |
| <b>Private and Third Sector – New Members</b>              |  |
| Orkney Renewable Energy Forum                              | Renewable energy                             |
| Orkney Food & Drink  | Food & drink and Crafts                      |
| Kirkwall Town Centre Initiative                            | Small businesses and retailers               |
| Employability Orkney                                       | Employment support and development           |

It is intended that the LAG will engage in quarterly meetings and be responsible for strategic management of the programme and for all decisions on LEADER grant applications. The FLAG sub group will be responsible for decisions on FLAG grant applications. A sub group may be formed for business development and farm diversification (i.e. BLAG).

Depending on the budget approved, it is suggested the staffing required to run the programme on behalf of the LAG will include a FT development officer, 0.6 FTE project officer and FT assistant project officer.

## **8.2 Equalities and Diversity**

The LAG staff will continue to be employed through the Orkney Islands Council therefore will be employed under their terms and conditions and thus the Orkney Islands Council's Discrimination, Diversity, Disability and Equality Policies.

The LAG will ensure that all applicants either have appropriate policies in place or take appropriate action to meet EU equal opportunities and other relevant legislation in the implementation of their projects.

## **8.3 Communications and Publicity Plan**

The LAG will use a range of means to keep the public informed of what is happening, engage with local communities, and make people aware of the LEADER/FLAG programmes and what can be supported. These include:-

- Website – new or refreshed website
- Leaflets and or print material such as a pop up banner
- Press releases
- Local radio and television
- Workshops to discuss and review progress and the way ahead with agencies, community groups and applicants and potential applicants

All written material (including text on the web site) will be in plain English with as little jargon as possible.

The website will be attractive, informative and user friendly, with interactive features. Website use (e.g. number of hits and pages visited) will be carefully monitored.

Local media representatives will be briefed to help create an informed and positive attitude to LEADER.

Orkney LEADER staff will take responsibility for communications, with professional support and advice from OIC's Press Officer and partner staff with press and PR experience. All of these measures will ensure that the public are engaged with the LEADER Programme throughout its lifespan and will have ample opportunity to comment and feed into its running.

## 8.4 Finance Plan

A finance plan will be drawn up to cover all costs each year of the programme from 2015 to 2020. Technical support and admin elements will be identified separately from project costs, business development, and networking and cooperation. The indicative funding profile will be constructed to show where all the income is expected to come from e.g. LEADER, public match (such as OIC, HIE, SNH, HS, Lottery), and private match (such as RSPB, businesses, charities and trusts, donations from larger businesses).

On the basis of its track record of the LAG with managing and spending the budget wisely and well, and the strong need identified in the strategy, it is suggested the Orkney LAG should be awarded a higher amount of LEADER funding than the last time. Thus the Business Plan is based on a higher LEADER budget. In addition there will be allocations for business development and fisheries.

## 8.5 Monitoring and Evaluation

It is essential that a robust monitoring and evaluation framework is established at the outset of the programme so that the necessary data can be captured from the beginning and all applicants know what is required of them.

The evaluation report on the 2007-13 programme identified this as one area where more thought was required, although it was clear that the last programme had been successful in delivering against the target indicators set out in the original business plan. It stressed the need to have more SMART targets and that the requirement needs to be integrated into the development phase to enable easier and more effective assessment and evaluation.

As a result the overall aim and strategic objectives have been carefully worded to aid evaluation and set up SMART objectives as well as a range of indicators. It is imperative that the applications forms are designed to get data on the position at the time of the application so that the same data is collated after the project is completed.

The framework to be adopted should be as simple as possible and not have too many confusing categories, thus it is suggested it should be limited to:-

- **Inputs:** actual resources used in terms of money and people.
- **Outputs:** e.g. physical outputs such as no of training events provided, numbers attending courses, number of businesses and projects assisted.
- **Results:** overall impact of the project e.g. the numbers of jobs created and safeguarded, income increased, population retained or increased, business turnover, number of visitors.

Account will also be taken of the overall requirements for the EU and Scottish Government for reporting on progress in relation to specific indicators. It is critical that all these indicators are defined prior to the start of the programme.

A list of outputs and results that relate to the actions and strategic priorities are included in Appendix 3.

