

**Eilean a' Cheò Ward**

**Community Development Plan –**

**February 2009**

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## **Executive Summary**

The LEADER Eilean a' Cheò Steering group, comprising a mix of public and private/voluntary sector representatives, was established to bring forward a local plan for LEADER funding for the Eilean a' Cheò Ward. This plan is also a general development plan, identifying broad priorities, as well as the LEADER programme plan for the local area.

The wider plan is based on statistical information, reviews of individual organisations' strategies, and interviews with representatives of different organisations. Key areas of information are population, economy, training and learning, housing, Gaelic and environment.

The SWOT analysis identifies key challenges for the area and these are expanded as five priorities for development. It links these themes with important strategies, including the Scottish Government National Outcomes. Fundamental to achieving these priorities is a requirement for greater partnership working amongst agencies and other groups.

Maintaining and developing the economy is at the forefront of the plan. A number of different sectors are identified which offer opportunities for growth

Retaining more young people and attracting new into the area is necessary to increase social sustainability and to establish a balanced demographic. The two main routes to achieve this are affordable housing and more employment and training opportunities.

One of the challenges for a peripheral and rural community is maintaining community cohesion. Ensuring that all members of a community are able to participate fully and feel that they belong is a constant challenge, particularly to ensure that those most likely to be excluded have equality of opportunity and provision of services.

The Gaelic language and culture are fundamental to Skye's identity and cohesion and support to combat the decline in language usage is essential.

The natural environment is of national and international importance. It is essential to ensure this is maintained and biodiversity is increased for the future well-being of all creatures that live in Skye.

The Highland LEADER programme is based on the aim of enabling people to realise their ambitions to live in communities which provide opportunities for growth. It is based on eight themes, and specific target groups are identified including young people, older people, women, the under-employed and micro-businesses.

The themes all support the overall aim of the programme and all projects funded by LEADER should satisfy the criteria for one or more of these themes.

At regional level, the programme is managed by the Strategic Local Action Group, comprising representatives of different sectors and interests. A basis of their application was to allocate funding to 11 different areas within the region and for each area to be able to spend funding in line with a specially prepared development plan.

Flowing through from the development themes identified earlier in this plan, each of the eight LEADER themes have been included in the Eilean a' Cheò plan. The strategy of each theme is described along with illustrative potential projects. These projects are not prescriptive but rather give guidance as to the type of development that may be supported and is needed in order to implement the principle of the theme.

Eilean a' Cheò has been given a nominal allocation of c.£477k for the first three years of spend. The delivery of the programme is described in detail, with inclusion, access and equality being the cornerstone of the delivery mechanism.

## **1 Introduction**

### **1.1 LEADER Bid**

In 2007, the Highland Wellbeing Alliance bid for European LEADER funding was successful and £6.76million was allocated to the Highland area. This funding covers 11 geographical areas in Highland Council, (excluding Inverness Central and Cairngorm National Park area), one of which is Eilean a'Cheò Ward. (Subsequent references to Eilean a' Cheò in the plan refer to the whole ward area.) As part of the community development process encouraged by LEADER, each area has to create a development plan which sets out what priorities and themes it will support through LEADER funding.

### **1.2 Eilean a' Cheò background**

In Eilean a'Cheò, a steering group was established in June 2008 to progress the local plan. This grouping was based on the previous LEADER+ programme and the themes of the Highland LEADER bid. Skye is well-experienced in the accessing and delivery of LEADER funding, having been part of the Western Isles, Skye & Lochalsh partnership which has delivered three LEADER programmes since 1992.

### **1.3 Steering Group**

The Steering Group comprises representatives from The Highland Council, Highlands & Islands Enterprise, Scottish Natural Heritage, Lochalsh & Skye Housing Association, Scottish Government Rural Payments and Inspectorate Department, Skye & Lochalsh Council for Voluntary Organisations, Skye & Lochalsh Women @ Work, The National Trust for Scotland, Skye & Lochalsh Tourism Forum, and a youth representative. The group has been meeting since June 2008 and the main part of their remit to date has been the commissioning of a development plan.

### **1.4 Wider development plan**

As the community planning process in Skye has been in abeyance for some time, the group recognised the need for a wider development plan in order to set the context for the LEADER plan. This is based on statistical information, reviews of organisations' strategies and corporate plans, interviews with a wide range of organisations and a community consultation process.

### **1.5 Future developments**

It is not a definitive plan but a first stage on working towards a more comprehensive and better defined plan, fulfilling all the requirements of community planning. It is the intention of the Steering Group members, in conjunction with Highland Council Members, to initiate the more formal process in the near future. The LEADER part of the plan is also to be monitored and reviewed, particularly in view of any changes to the general development priorities identified through community planning.

## **2 Plan Structure**

### **2.1 Priorities**

The plan follows a logical sequence of providing statistical and other information which informs the SWOT analysis. The analysis identifies the main priorities for the island. The rationale behind the prioritisation is described and this, with the priorities, sets the context for the LEADER plan.

### **2.2 LEADER themes and operation**

The LEADER Eilean a' Cheò themes are listed with the reasoning behind their selection and an illustration of the types of projects each theme might support. The operation of the programme, including the membership of the Local Action Partnership and scoring criteria for applications, is set out. Financial projections for the first three years of the programme are provided, as well as the monitoring and review mechanisms for the delivery of the programme.

### 3 Highland LEADER Overview

#### 3.1 Overview

LEADER is part of the Scotland Rural Development Programme 2007-2013, a European funded programme. LEADER is a bottom-up form of local governance aimed at empowering communities to develop their own area using innovative approaches and co-operation.

The Highland LEADER programme has, as its overall aim:

*To enable people in the Highlands to realise their ambitions to live in communities where they can fulfil their personal, social and economic potential.*

#### 3.2 Principles

There are a number of principles established in the Highland LEADER programme:

- Co-operation
- Innovation
- Bottom-up development
- Small-scale
- Economic benefit

Some or all of these should be demonstrable components of any project which seeks to gain LEADER funding.

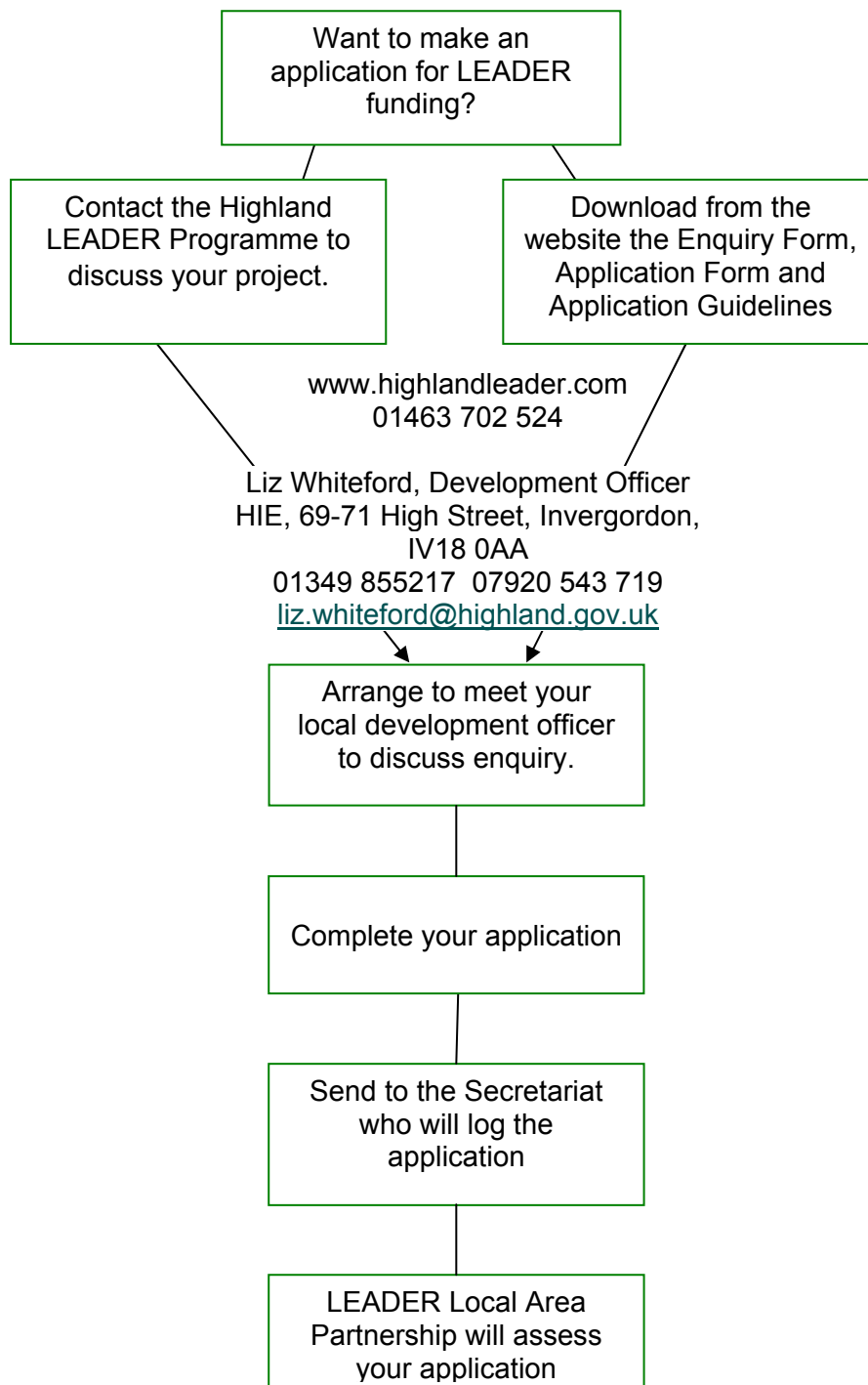
#### 3.3 Objectives

The main objectives of the Highland LEADER Programme are:

- to stabilise and grow population levels and improve the balance between age groups, particularly focusing on the retention and attraction of young adults
- to increase the benefits that communities can derive from their natural, built and cultural heritage
- to maximise the benefits from community assets
- to improve access to services in the community, particularly focusing on the needs of young people and those over 65
- to assist communities to create, update and implement their own local development plans
- to increase the scope and range of training and learning opportunities available locally
- to support the development of social enterprise and micro-businesses.

### 3.4 Application Process

Any application for LEADER funding must follow the application process which includes the submission of a completed enquiry form. For further detail on this, see Section 10.



## 4 Area Profile

The information provided is primarily from The Highland Council, with additional information provided by other organisations involved in the LEADER Steering Group and the author is grateful to them for their assistance.

### 4.1 Overview

The Isle of Skye (Eilean a' Cheò) ward is a sparsely populated rural area with a below average population density. Its economy is primarily service-based, with consequent lower than average wages and higher seasonal unemployment than the rest of Scotland. Housing is characterised by higher prices than Highland and Scottish averages. The natural environment is particularly important, with much of the north of Skye classified as National Scenic Areas, and an outstanding range and quality of habitats, species varieties and landscape.

### 4.2 Population

The population at mid-2006 was 9,780. The population grew by 4% between 2001 and 2006, the second highest growth rate outside Inverness, as a result of inward migration. The profile is slightly older than the Highland average, with high proportions in the 50+ age group and one of the highest proportions of people aged over 85. 110 overseas migrant workers moved into the Ward between 2002 and 2006, half from eastern Europe although anecdotal evidence suggests that the majority of these have now moved away again.

#### 4.2.1 Population

Age	Ward (%)	Highland (%)	Scotland (%)	Ward (No.)	Highland (No.)	Scotland (No.)
0-15	18.0	18.5	18.2	1,694	39,392	921,833
16-49	40.5	42.6	46.9	3,894	91,485	2,397,345
50-64	24.0	21.3	18.5	2,431	46,396	959,754
65-74	9.0	9.7	9.0	926	20,786	455,744
75-84	6.1	6.0	5.6	597	12,997	287,021
85+	2.3	1.9	1.8	238	4,254	95,203

Source: GRO(S) 2006 mid-year estimates

The main features of the demographic range is that the 16-49 age range is below the Scottish average and the over-75 is above it. Population predictions to 2024 suggest

that the already low younger age group is likely to fall significantly and the older age group to increase as mortality rates improve and the current population ages.

### 4.3 Density

The rural nature of the ward and the low population means that there is correspondingly low population density with the consequent difficulties of providing services and access to facilities.

#### 4.3.1 Density

	Ward	Highland	Scotland
Number of persons per square kilometre	5.4	8.1	65.7
Area (square kilometres)	1,797	26,489	77,925

Source: GRO(S) 2006 mid-year estimates

### 4.4 Economy

The service sector is the mainstay of the local economy. 23% of workers in Eilean a' Cheò are self employed (Census 2001), the third highest rate in Highland. Perhaps surprisingly, the proportion of jobs in tourism is close to the Highland average but the proportion in transport and communications is the second highest. A high proportion of jobs are in the public sector.

#### 4.4.1 Number of People in Employment

	Ward	Highland	Scotland
Number of people in employment *	4,500	104,800	2,370,600

\* Rounded to nearest 100 people; Source: Annual Business Inquiry 2006

#### 4.4.2 Employment by Sector

	Ward	Highland	Scotland
<b>Percentage of people employed in:</b>			
Agriculture & fishing	2.5	3.6	1.5
Energy & water	0.7	0.7	1.6
Manufacturing	4.2	8.9	9.4
Construction	5.0	6.5	5.8
Distribution, hotels and restaurants	29.5	26.7	22.4
Transport and communications	5.2	4.5	5.1

	Ward	Highland	Scotland
Banking, finance & insurance, etc.	7.8	11.3	18.3
Public admin., education & health	37.1	32.8	30.4
Other services	4.7	4.9	5.4

Source: Annual Business Inquiry 2006

#### 4.4.3 Economic Activity

	Ward	Highland	Scotland
<b>Percentage of 16-74 year olds *</b>			
Economically active	67.9	68.1	65.0
Full-time employees	32.8	38.9	40.3
Part-time employees	13.3	12.9	11.1
Self employed	15.7	10.2	6.6
Full-time student	1.5	1.8	3.0
Unemployed	4.6	4.3	4.0
* total 16-74 year olds	6,777	152,675	3,731,079

Economically active people are defined as those aged 16 to 74 who are working, actively looking for work or full-time students; Source: Census 2001

Eilean a' Cheò is heavily dependent on seasonal employment. The unemployment rate is well above the Highland average during the winter months, and long term employment is above the Highland rate, having increased steadily since 2005. The Incapacity Benefit claim rate is close to the Highland average while the Council tax Benefit claim rate is above average.

#### 4.4.4 Unemployment Rate

	Ward	Highland	Scotland
Unemployment rate *	1.7	1.6	2.3
Long term unemployment rate **	0.4	0.4	0.6

\* Percentage of resident working age population claiming Job Seekers Allowance

\*\* Percentage of resident working age population claiming Job Seekers Allowance for 6 months or more; Source: Department for Work and Pensions data from NOMIS

#### 4.5 Training and learning

There are two providers of post-school education in Skye – Sabhal Mòr Ostaig, the Gaelic college in Sleat and Skye & Wester Ross College, formerly known as Skye & Lochalsh Learning Centre Network. The latter provides a range of courses including full-time, part-time and flexible further education as well as work based, and short vocational training. Sabhal Mòr provides degree and post-graduate level courses as well as short courses. Current student numbers stand at approximately 100 on full-time courses, about 160 on distance learning courses, and up to 900 enrol on short courses each year.

The UHI Millennium Institute provides a range of higher-education level courses, both through Sabhal Mòr Ostaig and on-line through learning centres in the area.

Research demonstrates both the low take-up and underprovision of further education within the Skye and Wester Ross area. This area and Lochaber suffer from the lowest participation rates in FE in Scotland. In order to equate with take-up at Scottish level, the number of participants in FE would need to double. This low level of uptake is completely reversed in full-time higher education, where Skye & Wester Ross has a much higher percentage uptake than the Scottish average. However, very little of this higher full-time education is undertaken in Skye. The recent establishment of Skye & Wester Ross College and by extension, further education provision would support the long-term local access to HE.

#### 4.6 Housing

There are just over 4,000 households in Eilean a' Cheò. A relatively high number of new homes were built in Eilean a' Cheò since 2003. The Ward is a rural area which experiences a high rate of “windfall” planning applications for small developments and this, together with sites allocated in the revised Local Plan could ensure an adequate supply of housing land. However, around half of the sites cannot be started until Scottish Water improve their infrastructure which could lead to a general shortage of viable sites.

Eilean a' Cheò has higher than Scottish average owner-occupied and privately rented households.

##### 4.6.1 Ownership

<b>Percentage of households that are:</b>	<b>Ward</b>	<b>Highland</b>	<b>Scotland</b>
owner occupied	69.3	65.7	62.6
rented from the Council/Scottish Homes	12.2	18.0	21.6

Percentage of households that are:	Ward	Highland	Scotland
rented from housing association	5.3	3.6	5.6
privately rented	9.0	8.5	6.7
other	4.2	4.2	3.5

Source: Census 2001

More significantly, the housing usage has significant implications as the percentage of second home/holiday homes compared to the Scottish average is 10 times higher, and over twice the rate of Highland as a whole.

#### 4.6.2 Occupation types

Percentage of housing stock that is:	Ward	Highland	Scotland
occupied	82.0	89.8	94.9
second/holiday homes	13.0	6.2	1.3
vacant	5.0	4.0	3.8

Percentages are based on housing stock figures of 4,919 (Ward), 99,739 (Highland) and 2,308,939 (Scotland) from the Census 2001

House prices are similarly out of balance with those across Highland and Scotland. This, combined with a low wage/seasonal economy, creates real challenges for young people looking to live in the area. The high house prices are influenced by the fact that during 2005 and 2006, 60% of purchasers were from outwith Highland. That compares with the overall Highland picture of 70% of purchases being from within Highland and 29% from outwith Highland.

#### 4.6.3 House prices

	Ward	Highland	Scotland
Number of private house sales in 2006	154	3,921	110,604
Average house price	£160,031	£147,217	£141,830
Median (midpoint) house price	£155,000	£130,000	£114,000

Source: Communities Scotland/Registers of Scotland 2006

#### 4.7 Gaelic language and culture

Skye has long been a home of Gaelic language and cultural activity. In the 2001 census, statistics for Skye and Lochalsh showed that 34% of the population could speak Gaelic and 43.6% said that they could speak, read, write or understand it. Gaelic has been a fruitful source of employment in the Highlands in recent years, particularly in education, broadcasting and development. The rapid growth of interest in and practice of traditional Gaelic music and song both enhances the cultural life of the area and contributes to the appeal of the Highlands to visitors from home and abroad. The interest shown in the future of the language both by native Gaelic speakers and by others who wish to learn it or to have their children learn it, is an indicator of the potential for resisting its continued decline.

There are currently 6 Gaelic-medium nursery units, 5 primary GM units, 1 Gaelic-medium school with an English-medium unit and a range of subjects are taught through the medium of Gaelic in Portree High School. Sabhal Mòr Ostaig in Sleat is Scotland's centre of excellence for Gaelic language and culture. It offers degree and post-graduate studies as well as short courses and language access training. In addition it fosters cultural growth through its artistic, musical and literary residencies. Fèisean nan Gàidheal, the umbrella organisation for the fèis movement, has its headquarters in Portree and various other organisations employ staff in different locations on the island. There are other voluntary groups which provide much of the grassroots support for the language and culture.

Very recent developments in the language include the launch of the Gaelic Digital Service, BBC Alba, the opening of Fàs, Centre for Creative and Cultural Industries, and the Highland Council's agreement in principle to a Gaelic-medium primary school in Portree.

#### 4.8 Environment

Skye is famous for its scenic beauty and diverse landscape of mountain and hill land, its sea and freshwater lochs and numerous islets. This diversity of land and seascape provides a wide range of habitats in a very small area, and the relatively extensive level of land use has helped to maintain this through more recent years. Many of the species and habitats found here are of national and international importance. The range and number of classified sites demonstrates this (see below). The area is also home to a number of rare species, such as Golden Eagle, corncrake, otter, and a number of plant species.

The geology of the area is highly complex and varied, giving rise to the outstanding landscape for which the area is renowned. This diversity has given rise to a number of distinctive landscape features, such as the Black and Red Cuillins, and the Trotternish Ridge.

Skye is famous for its wealth of paleontological and archaeological finds, with recently-discovered dinosaur footprints being of particular importance. The earliest evidence for human activity dates back about 8,000 years and there are settlement and other remains from then on.

Much of the land has been shaped by human occupation. Crofting has been prevalent on the lower ground, with upland sheep management dominating much of the mountain and moorland areas. Whilst there is less active land management now than in the past, its usage has informed the character of the landscape and environment.

National Scenic Areas

Trotternish

The Cuillin Hills

Natura 2000 sites – Special Areas of Conservation (SAC)

Trotternish Ridge

Sligachan Peatlands

Strath

Mointeach nan Lochan Dubha

Loch Duich, Long and Alsh Reefs

Kinloch and Kyleakin Hills

Ascrib, Isay and Dunvegan seal sites

Coille Mhòr

Rigg-Bile

Natura 2000 – Special Protection Areas (SPA)

Cuillins

In addition to the above, there are a total of 29 SSSIs, covering 15% of the land area.

## 5 SWOT Analysis

Based on the preceding information, desk-based research and interviews, the following table details the strengths, weaknesses, opportunities and threats in the Isle of Skye.

### Strengths

Culture and language  
Environmental and natural capital  
Highly developed and active voluntary sector  
High levels of educational attainment  
Increasing population  
Natural resources for renewable energy projects  
Increasing access to higher education  
Adaptable workforce with high skill levels  
Attractive place to live and work

### Weakness

Service-based economy  
Low wages and high seasonal unemployment  
High house prices and high cost of living  
Demographic imbalance  
Transport (particularly public) and accessibility  
Availability of affordable housing  
Under-employment of women  
Access to range of higher education

### Opportunities

Alternative and renewable energy projects  
Creative industries  
Local food sector  
Natural and environmental developments  
Niche tourism – eg, food, green, eco, cultural  
Adding value to outputs  
Partnership working  
Social enterprises  
Gaelic and cultural developments

### Threats

Economic downturn  
Ageing population  
Continued out-migration of young people  
Loss of linguistic and cultural identity  
Continuing decline in traditional industries  
Social and geographic isolation  
Reduction in public services  
Changes in public support systems  
Lagging IT and communications systems  
Less active land management and lland abandonment  
Global changes affecting tourism

This analysis provides the rationale for the strategy proposed in the subsequent development plan and LEADER programme.

## **6 Development themes for Eilean a'Cheò**

There are a wide range of opportunities and challenges identified in the SWOT analysis, but in order to make most effective and efficient use of resources, it is proposed that the five priorities defined below are the focus of all partners involved. The delivery of these priorities would have the most impact on the island, shaping a community that benefits from the vision set out by the Scottish Government of a society that is wealthier and fairer, smarter, healthier, safer and stronger, and greener.

Each priority area has an identified outcome and the strategy employed would be to create partnerships of the various organisations, both public and private, responsible for or with an interest in delivering these outcomes. These could be either informal or more formalised but their focus would be on how best to deliver the outcomes that they were responsible for or had an interest in.

Progress towards these priorities should be the subject of regular review and discussion by all those bodies involved in community planning. These discussions should also identify whether new priorities have emerged which should be incorporated into the plan.

At this stage it should be noted that these development themes are the result of discussion with some, but not all, of the bodies involved in community planning. It is the intention of those who have commissioned this plan to widen involvement in both agreeing the priorities and the partnerships required to deliver them.

## 6.1 The economy

### **Outcome**

**Developing the economy so as to increase the number and quality of jobs and benefit the whole community.**

Partners

The Highland Council:  
Highlands & Islands

Enterprise

Community Energy

Scotland

Scottish Natural Heritage

Lochalsh and Skye

Housing Association

Private/voluntary sectors

### **Local Context**

The main sources of employment are Public admin, health and education (37.1%) and Distribution, hotels and restaurants (29.5%). Employment rates are characterised by particularly low unemployment during the summer months and higher than Scottish during the winter. Self-employment in Eilean a' Cheò stands at 23%.

In November 08, the Organisation for Economic Co-operation and Development (OECD) has warned of a "severe" economic downturn in the UK in 2009. It has predicted that economic output in the UK will fall by 1.1% next year, more than any other major G7 country. Unemployment in the UK is predicted to rise significantly to over 8% by end of 2009 from 5.5% in 2008.

Such a downturn on a UK basis will also affect the local economy. It is already affected by such challenges as low share of employment in high value sectors such as financial services, research and development and the knowledge economy. 2.5% of employment is in the traditional industries which are continuing to decline. The 2008 Agricultural Census shows a continued decline in livestock numbers and ground under cultivation. Tourism and primary sector employment is characterised by lower value of output per worker and more limited prospects for development and career progression.

The narrow economic base and seasonality of activity in the more remote areas also leads to a situation where many people have a number of part-time occupations throughout the year which often results in a lack of specialisation and relatively highly qualified individuals inadvertently underemployed.

In 2006 the average income from full-time jobs in Highland was £19,926; 88.8% of the Scottish average (£22,433) and 85.2% of the UK average (£23,372). The median gross weekly pay for full-time resident workers in 2006 was £383.20 per week compared to £431.40 in Scotland (CACI pay check data set)

Opportunities for growth, as identified by HIE in its Operating Plan 2008 - 11, include creative industries, energy, food and drink and tourism. The other sectors identified by them (financial and business services; and life sciences) do not have a significant presence in the area and should be considered lesser priorities for Skye.

The creative industries are already well represented in Skye. Fàs, the Centre for Creative Industries, in Sleat offers opportunities for both commercial and social enterprises to grow and develop. It contains state of the art digital film and sound production facilities as well as housing various creative sector businesses. There are design and ICT companies which provide quality services throughout the UK, and a well-developed arts and craft sector.

The food and drink sector in Skye has developed substantially over recent years with primarily micro-businesses creating added value products. There are still substantial challenges around increasing the value of primary products, of seasonality and of access to markets. However, studies such as the economic impact of purchasing local food demonstrate the value of local food to the local economy and the opportunities for economic growth based around these.

Allied to the food and drink sector is tourism. This fundamental part of the local economy has based much of its product and promotion around maximising usage of local assets and resources. Despite the economic downturn, VisitScotland is optimistic that tourism could still grow. The inbound exchange rates (\$ and €) look positive which may offset the downturn in those continents' economies and so encourage overseas visitors. At home, the forecast reduction in demand for foreign holidays due to higher prices and weak exchange rate could benefit tourism through more people holidaying in the UK.

Renewable and alternative energy are an area for potential growth, particularly in the field of community-owned operations. There are substantial opportunities through increasing the support for alternative and renewable

energies and recycling. Skye already has a number of community-owned or based renewable energy schemes and there is scope for these to be replicated and/or developed. Further opportunities include becoming a centre for renewable technologies with Skye's wind, tidal and biomass resources.

However, challenges remain about providing support to overcome barriers to employment, such as childcare which enables carers to work if they so desire; and enabling those who have been out of employment to return to work; and ensuring that the skills and knowledge of the workforce are appropriate for the challenges ahead.

<b>Government outcome(s)</b>	<b>THC</b>	<b>HIE</b>
<b>National Outcome 2</b>	<b>Single Outcome Agreement</b>	<b>Operating Plan 2008 – 11</b>
<b>We realise our full economic potential with more and better employment opportunities for our people</b>	Local outcome 1.1 <b>To grow more local businesses, including social enterprise</b>	High growth businesses: HIE will focus on those industries and businesses which have the highest growth potential and where that potential can only be realised with our assistance.
<b>National Outcome 3</b>	Local outcome 2 <b>Median earnings increase in Highland</b>	Key sectors:
<b>We are better educated, more skilled and more successful, renowned for our research and innovation</b>	Local outcome 3 <b>More balanced economic growth across the Highlands</b>	creative industries; energy; financial and business services; food and drink; life sciences; and tourism; Target: GVA growth rate in the Highlands and Islands to match Scottish growth rate by 2011
<b>National Outcome 14</b>	Local outcome 11.2	
<b>We reduce the local and global environmental impact of our</b>	<b>More communities own, manage or have a</b>	Target: Raise productivity in high-growth

**consumption and production**

**stake in local assets**

Local outcome 14.2

**Promote renewable energy and improve municipal waste management**

businesses by 20 per cent by 2011

HIE will focus on stimulating a variety of forms of social enterprise. One of these is community renewables.

HIE will continue to work with communities where the opportunity of ownership and development presents itself and enjoys widespread community support.

Target: Achieve population growth and increased income levels in the most challenging parts of our area

## 6.2 Young people

### **Outcome**

**Decreasing out-migration of young people through increasing the provision of training and employment opportunities and affordable housing**

### Partners

The Highland Council

Lochalsh & Skye Housing Association

Small Communities

Housing Trust

The Highland Council

Highlands & Islands

### **Local Context**

The age structure of the population of Skye is out of balance, with a smaller than national average % of people aged 16-39 and a greater than national average % of people over 85. In order to become a more sustainable community, there needs to be a greater % of young people retained in, or attracted to, the area. Recent research has demonstrated that the two main reasons for leaving the island are lack of employment/training opportunities and lack of suitable housing. The latter tends to become more important after the age of 25. In order to improve the number of young people choosing to stay in the area these are two key issues to address.

Research has shown that there is a substantially lower uptake of further education in Skye and that this is primarily due to low provision. In other rural areas, this has been addressed by increasing the provision utilising technology and learning centres with a significant effect. Highland has a significantly higher proportion of young people moving directly into employment (39.4% in 2007 compared to 28% nationally) with a clear majority of this group being male. Figures for Skye & Wester Ross show that agriculture and horticulture, and transport are the two sectors where employment levels, compared to other sectors, exceed Scottish. For all other sectors, they are substantially lower with the exception of construction. These three sectors are male-dominated and there are concerns that this move into employment may not be accompanied by skills development or with prospects for career progression.

As well as the opportunities for growth outlined in 1. Economy, there are three distinct areas of need in training and learning opportunities. Firstly, there are those who have just left school and are looking to enter further or higher education. Secondly, there are those in employment who require to update or increase their skills. Thirdly there are those not in employment, education or training. To address these needs, a range of options and

Enterprise UHI Millennium Institute Sabhal Mòr Ostaig Skye & W. Ross College Skills Development Scotland Private sector	pathways need to be implemented, rather than a one-size fits all solution. There are a number of characteristics of the housing stock and market in the ward which are challenging. A higher average and median price for purchase and a substantially higher percentage of second/holiday homes mean that the housing situation is difficult for those on a low income in particular. Hhouse prices in Skye are higher than Highland as a whole, and substantially higher than Scotland. The housing stock for rent is lower than Highland and Scotland levels, at 12.2% for Council/Scottish Homes compared to 21.6% in Scotland; and housing association at 5.3% compared to Scottish levels of 5.6%. These figures are exacerbated by lower % occupancy levels (82% for Skye, 94.9% for Scotland) and high levels of holiday home ownership (13% in Skye; 1.3% in Scotland). Combine this with lower income levels and housing becomes a particularly difficult challenge for young people.
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**Government outcome(s)**

**THC**

**Single Outcome Agreement**

**National Outcome 3**

**We are better educated, more skilled and more successful, renowned for our research and innovation**

Local outcome 1.3

**Balanced population growth across the Highlands**

Local outcome 2.1

**High levels of economic activity are sustained**

**National Outcome 4**

**Our young people are successful learners, confident individuals,**

Local outcome 3.1

**Increase the proportion of school leavers in positive and sustained destinations**

**HIE**

High growth businesses:  
HIE will focus on those industries and businesses which have the highest growth potential and where that potential can only be realised with our assistance.

Key sectors:  
creative industries; energy; financial and business services; food and drink; life

**effective contributors and responsible citizens**

Local Outcome 3.2

**Increase the number of young people in training and apprenticeships**

Local outcome 3.3

**More people able to access opportunities for learning and employment in their communities**

Local outcome 7.1

**Reducing poverty by supporting more people into sustained employment**

Local outcome 10.2

**Increase the supply of housing**

sciences; and tourism;

Target: GVA growth rate in the Highlands and Islands to match Scottish growth rate by 2011

Population:

Vital to the future wellbeing of the area will be its ability to attract new residents and to retain young people through the provision of higher education opportunities, high-value added jobs and affordable housing.

Creating the conditions for talented people to live, work and remain in the area

Target: Achieve population growth and increased income levels in the most challenging parts of our area

**Lochalsh & Skye Housing Association**

Objective: To provide access to a wide range of high quality affordable housing solutions for those in need in both the rental and home ownership sectors.

### 6.3 Social Inclusion

#### **Outcome**

**Ensure the inclusion of those most likely to suffer from exclusion from mainstream society, ie young people, ill people, people with disabilities, and the elderly.**

Partnership

The Highland Council

NHS Highland

Northern Constabulary

HIE

Voluntary sector

#### **Local Context**

The geography of the area is complex, with small populated islands off the main island, mountain ranges, long sea lochs and moorland all contributing to peripherality and exclusion. This means that communities are scattered and transport between them is often difficult. Public transport is primarily by bus and services, particularly in the winter are limited.

The population distribution is uneven, with higher percentages in pre- and school-age and elderly. Skye has a high percentage of young people moving out, and people from outwith the Highlands moving into the area with consequent changes in community composition. Provision of support services, particularly where there are no family members nearby to assist, can be more limited because of the rural and peripheral nature of the community.

The simplest measure of health is self-reported long-term illness and in Eilean a' Cheò it is well above the Highland average, and Sleat has the some of the highest rates seen anywhere in Highland.

At a Highland area basis, levels of youth crime are relatively low and the number of persistent offenders is now well below the national average. However statistics released by the Scottish Government also demonstrate that Highland has among the highest levels of:

- drunkenness;
- drug misuse;
- drink driving;
- serious assaults;
- breach of the peace.

Alcohol and drug misuse is therefore a major and increasing contributory factor influencing the perpetration of many types of crime and offence. For example, Highlands and Islands Fire and Rescue Service have reported that in the year 2006/2007 alcohol was a contributory factor in 3 of the 4 fire deaths recorded in that year. The significance and adverse influence of alcohol and drug misuse is recognised as impacting negatively upon the

capacity of public agencies in Highland to establish the necessary conditions that can allow lives to be lived safe from crime, disorder and danger.

Drink driving, along with excessive speed and failure to wear seatbelts, is a contributory factor observed at the scene of many serious and potentially serious road traffic accidents. In 2006/2007 in Highland 38 people were killed, 188 people were seriously injured and 873 people were slightly injured in road traffic accidents. Analysis highlighted a number of issues including that 32% of those involved in road traffic accidents are between 17 and 24 years of age.

Alcohol misuse is demonstrated in the statistic that twice the number of people are admitted to hospital for alcohol misuse from Skye than are admitted on a Scottish basis (1481.75 per 100000 for Skye). However hospital admissions related to drug misuse are lower than Scottish average (36.78 per 100000 for Skye; 127.46 per 100000 for Scotland). Although this is Highland-based information, its main themes can be applied to Skye.

Strong communities where all citizens participate in the life of the community and can both contribute to and benefit are the aim. In order to achieve this, there needs to be co-operation and partnership to provide the services and facilities that people need in order to participate fully and equitably in community life. Increasing support for community capacity building and greater cohesion is one essential step. The social enterprise sector is growing in Skye and access to additional business skills would assist in sustaining and growing that sector which can provide invaluable support.

**Government outcome(s)**

**THC**

**HIE**

**National Outcome 4**

**Single Outcome Agreement**

**Operating Plan 2008 - 11**

**Our young people are successful**

Local outcome 6.1

**Increase proportions of older**

Creating stronger, more dynamic and sustainable communities is thus integral to the work of HIE and

**learners, confident individuals, effective contributors and responsible citizens**

**National Outcome 6**

**We live longer, healthier lives.**

**National Outcome 7**

**We have tackled the significant inequalities in Scottish society**

**National Outcome 8**

**We have improved the life chances for children, young people and families at risk.**

**National Outcome 10**

**We live in well designed, sustainable places where we are able to access the amenities and services we need.**

**people receiving appropriate care in the appropriate setting to maintain or improve their independence.**

Local Outcome 6.4

**People affected by mental ill health receive appropriate care for their needs.**

Local outcome 7.2

**Reducing financial hardship by ensuring more people access services and benefits they are entitled to.**

Local outcome 7.5

**Tackling discrimination, promoting equality, participation and good relations**

Local outcome 10.3

**Investment in the infrastructure for rural**

its activities to tackle the challenges of solidarity and cohesion. Activities include:

- economic growth - enabling social enterprises and stronger communities to foster growth
- creating the conditions for talented people to live, work and remain in the area
- developing social enterprises and an enterprising third sector to offer opportunities for those more distant from the workforce
- ensuring remote and fragile areas contribute to, and benefit from, economic growth.

HIE will tackle the equity challenges of solidarity and cohesion through a range of activities – including community capacity building, leadership development, acquisition and development of assets for community benefit, support for business development and cultural initiatives – to enable disadvantaged communities to generate economic growth and create the conditions for population retention and growth.

**communities**

Local Outcome 10.4

**Limit the impact of distance from services in rural and remote communities**

Local outcome 11.3

**Improved quality of life through community led action and more people feeling connected to their communities**

## 6.4 Gaelic Language and Culture

### **Outcome**

**Strengthen the culture and language to desist the continued decline in usage and visibility**

Partnership

Bòrd na Gàidhlig

Comann na Gàidhlig

Fèisean nan Gàidheal

Sabhal Mòr Ostaig

The Highland Council

### **Local Context**

Skye's Gaelic heritage has played, and continues to play, a key role in shaping the distinctive identity of the area and defining its character. The infrastructure which supports growth of the language and associated culture is fairly robust in Skye, with different agencies and organisations strongly supportive of the language. However, while its visibility has increased due to bilingual signage, it is still quite possible to be in Skye and not hear the language spoken.

There is need for greater support and encouragement for language usage in a wide variety of contexts. This would aid both intergenerational transmission as well as learners gaining fluency, both important sectors if the language is to survive and grow.

Employment opportunities are increasing where Gaelic is an essential or desirable criterion but again, organisations could promote this further and will be required to if those in the public sector are to deliver the requirements of the Gaelic Language Act. Other opportunities are in the media where there is a growing need for Gaelic speakers with technical and creative skills or language acquisition training for those who already have the technical skills. Communities could also maximise benefits in encouraging people to explore their heritage by making knowledge available through different media projects.

Community groups which carry out much of the grass roots support and encouragement for linguistic and cultural activities require support to sustain and develop their activities.

Opportunities exist with the proposed formation of "Gaelic hubs" outwith Inverness, leading to employment and strengthening of Skye's identity.

VisitScotland has been advised by BnaG that they are to produce a Gaelic Plan and this gives the tourism industry

an opportunity to become involved to influence and deliver their targets.

Government outcome(s)	Bòrd na Gàidhlig	THC Single Outcome Agreement & HIE Operating Plan 2008 - 11
<p><b>National Outcome 13</b> <b>We take pride in a strong, fair and inclusive national identity</b></p>	<p><b>With regard to Language Acquisition: an increase in</b> the use and transmission of Gaelic in the home the percentage of children acquiring Gaelic in the home the uptake and availability of Gaelic-medium education adult learners progressing to fluency</p> <p><b>Language Usage: an increase in</b> the use of and confidence in Gaelic in communities the use of Gaelic in tertiary education and in places of work the presence of Gaelic in the media the promotion of Gaelic in the arts the profile of Gaelic in the tourism, heritage and recreation sectors</p>	<p><b>Single Outcome Agreement</b> Local outcome 13.1 Development of the Gaelic language and culture Local outcome 13.2 Growth in Arts, Literary, Drama and Music Festivals and local involvement in them and which celebrate the diverse heritage and interpretation of the Highlands</p> <p><b>HIE</b> HIE will assist communities to develop dynamic, creative places, utilising the area's unique environmental and cultural assets HIE will work with Bòrd na Gàidhlig and Comunn na Gàidhlig to take forward the further development of the Gaelic language.</p>

**Language status: an increase in**

The profile and prestige of Gaelic

An increase in the visibility and recognition of Gaelic

HIE will implement its Gaelic Plan in liaison with Bòrd na Gàidhlig, with an emphasis on realising the potential commercial and business elements of the language.

## 6.5 Environment

### Outcome

#### **Enhancing biodiversity and re-kindling the relationship between people and the natural world**

Partnership

Scottish Natural Heritage

SGRPID

The Highland Council

The Forestry Commission

Scottish Environmental Protection Agency

Crofters Commission

Scottish Agricultural College

Voluntary sector

### Local Context

The natural resources of Skye are recognised as being of international importance and this is demonstrated through the number and status of specifically designated sites. The low-intensity type of land and sea use over centuries has ensured that the natural heritage has been maintained and new activities must ensure that they do not endanger that state. The environment can provide opportunities both for those who are resident in Eilean a' Cheò and those visiting the area.

Opportunities exist to encourage improved land management practices, controlling non-native invasive species and reintroducing underused crofting land into usage in ways that increase biodiversity as well as involving more people in being part of the land.

Increasing our understanding, through interpretation and other means of awareness raising, of what we see and what lies beneath can build respect for, and nourishment of, the natural heritage. This allies with the improvement and maintenance of designated sites to increase biodiversity. This can have consequent effects of increased recycling and other resource-saving initiatives as well as encouraging sustainable land use.

The growth in eco-tourism is likely to continue and opportunities for benefiting from this can be gained by many different sectors in the community, not just the tourism operator. Development of access and at the same time, protection and enhancement of geological and fossil features link to tourism opportunities.

**Government outcome(s)**

**SNH, Natural Heritage Futures**

**THC Single Outcome Agreement and**

**National Outcome 12**

**We value and enjoy our built and natural environment and protect it and enhance it for future generations.**

**Western Seaboard**

Objective 1

Prevent further loss of, and improve habitat condition and species diversity of moorland and montane habitats, in a mosaic with native woodland on appropriate soils.

Objective 2

To maintain and restore low ground habitats such as grasslands.

Objective 3

To secure widespread recovery and expansion of native woodland and scrub, where possible by natural regeneration.

Objective 4

To restore the quality and biodiversity of inshore waters, and encourage sustainable management

Objective 5

Improve the quality of rivers and lochs with particular attention to native fish populations.

Objective 6

To further the conservation and enhancement of key

**HIE Operating Plan 2008 - 11**

**Single Outcome Agreement**

Local outcome 12.1

**Recognition and awareness of the outstanding natural heritage of the Highlands**

Local outcome 12.2

**Limit pressures on species and habitats**

Local outcome 12.3

**Improved environmental awareness and action**

**HIE**

HIE will assist communities to develop dynamic, creative places, utilising the area's unique environmental and cultural assets

species, habitats and earth science features in designated sites and in the wider countryside.

Objective 7

To maintain the area's distinctive and diverse landscape character and quality, including wild land.

Objective 8

To improve opportunities for responsible outdoor recreation.

Objective 9

To enhance the quality of the experience of visitors to the Western Seaboard, in an environmentally sustainable way.

Objective 10

To increase the awareness, understanding and enjoyment of the natural heritage of the Western Seaboard by its residents.

## 7 Highland LEADER Programme

### 7.1 Strategic themes

The Highland LEADER Programme is based on the Highland Wellbeing Alliance submission for funding. It identifies an overarching theme and a sub-theme which determine its strategy and implementation. These themes are:

- **Revitalising communities** (overarching theme)
- **Progressive rural economies** (sub-theme)

Therefore, any project which seeks support from LEADER will need to demonstrate how it can contribute to those overall themes.

### 7.2 Innovation

As in previous LEADER programmes, there is an emphasis on innovation and this has been defined in the Highland LEADER bid. It emphasises innovation in terms of community planning and therefore the strategic approach to LEADER. Community capacity growth will also reflect innovation in LEADER's approach to building stronger, more sustainable communities.

It should be about originality and experimentation within the local context (ie that of the local plan) where possible. It is, for example, about providing new services or new mechanisms for existing services; creating new partnerships where these can add value; providing opportunities for career or job advancement; and so on.

### 7.3 Sustainability and equality of opportunity

Any project which seeks support will need to demonstrate that it has considered and demonstrated sustainability. This involves the economic, social, cultural and environmental aspects of its development and implementation. It needs also to consider how it can make it as accessible to all people as possible, and not discriminate against anyone in terms of sex, religion, race, age or other social status.

### 7.4 Target groups

The Highland LEADER business plan has identified seven groups that it aims to target through actions implemented. These are:

- Young people (14 – 25)
- Young people (under 34)
- Older people (over 65)
- Women

- Under-employed
- Micro-businesses
- Migrant workers

The strategy underlying this targeting is to ensure that those groups which are least represented in society are enabled to participate fully.

## **8 LEADER Eilean a' Cheò**

### **8.1 Development of the plan**

As befits a funding programme which supports community development, the plan has been created in consultation with the community of Eilean a' Cheò. This has been achieved through the following:

- Promotion via local media
- Community questionnaire
- Open meetings
- Focus group meetings
- Area information collection and analysis
- Review and distillation of existing local strategies and plans
- Information dissemination

The process has involved distribution of two press releases about the community consultation to the local media (carriage by Radio nan Gàidheal, West Highland Free Press and Press and Journal at least). These were also used on Skye & Lochalsh Council for Voluntary Organisation's (SLCVO) website. Complementary to this was the questionnaire which sought views and ideas on potential projects for LEADER funding. This was also published on the SLCVO website as well as being sent to various organisations. Consultees and respondents are listed in Appendix V.

### **8.2 Meetings**

The LEADER plan was further promoted at the AGM of SLCVO in October 2008, attended by over 40 individuals, and the questionnaire was handed out to all delegates.

The consultant made a presentation and led a discussion with the Eilean a'Cheò members at the beginning of November 2008 and made a similar presentation and answered questions at the Ward Forum, held at the same time.

Subsequently, two focus group meetings were held. One was in north Skye, the other in south Skye, where a presentation was made on the LEADER Eilean a'Cheò themes. The LEADER development officer spoke about the purpose and mechanics of LEADER and this was an extremely useful exercise in making contacts and encouraging people to consider LEADER as a source of funding. The presentations were followed by an open discussion on the themes. All those who had contributed views to the plan were invited to these meetings as were members of the Steering Group and they were also advertised in the local media.

## **9 LEADER Eilean a' Cheò Themes**

### 9.1 Overview of the Programme

Taking the SWOT analysis and subsequently identified themes and the Highland LEADER themes as the context for the LEADER Eilean a' Cheò programme, the strategy will be:

“To support innovative ways of creating or maintaining sustainable communities within an area of outstanding cultural and environmental importance.”

### 9.2 Themes

The following themes have been identified in the Highland LEADER programme. They have been chosen for LEADER Eilean a' Cheò because of their ability to deliver the priorities identified for Skye. Each application for funding should fall within one or more of the following themes.

### 9.3 Local development strategies

Strategies are appropriate to every level of organisation, defining clearly the context in which the organisation operates, the community it serves, the needs it has identified and the means by which it will meet those needs. The work involved in developing a strategy helps to increase community capacity and contributes to effective partnership and co-operative working. Thus support for local development plans is entirely appropriate to LEADER and indeed, crucial to its successful delivery. It is about being able to supply the support which the voluntary sector is unable to provide due to lack of specialist skills or knowledge and/or the time resources to put in place the firm foundation of any development.

The types of project this theme encourages may include:

- Community consultations
- Needs surveys and analyses
- Feasibility studies
- Community business plans
- Community resource workers
- Capacity building and training
- Asset/skills audits
- Sectoral-based development planning

#### 9.4 Culture and heritage

Flowing through from the identification of Gaelic language and culture as one of the priorities for Eilean a' Cheò, it is clear that the Gaelic language, culture and heritage will be of high importance for LEADER Eilean a' Cheò. The projects supported under this theme should contribute to increased awareness, understanding and access to all aspects of the local culture and heritage. The growth of both local and national media that use Gaelic present new opportunities for exploring culture and heritage as well as developing language communities. Examples of projects that may come through in this theme are:

- Support for promotion of the language
- New ways of language learning at every level
- Support for speakers to use the language in different contexts
- Increasing the numbers using the language
- Activities which give access to non-speakers to the culture and heritage
- Interpretation
- Increasing access for communities to opportunities offered by new technology
- Community heritage projects which are language-based
- Increasing access for communities to opportunities offered by the media

#### 9.5 Training and learning opportunities

Essential to achieving the development aims outlined in the plan is support for new and additional training and learning opportunities. These may be delivered in the course of implementing a project which is based on an entirely separate theme but has training built into it, or they may be training and learning projects in their own right. The projects may address vocational needs or volunteer development. They may involve transferring knowledge from one group outwith or within the area to another to increase its capacity. Types of projects which may be included in this theme are:

- Training needs analyses in groups or communities
- Projects which provide a stepping stone to participation in vocational training
- Pilot projects to create and/or assess demand for training
- Training which connects young people with the land use, through teaching traditional and rural skills
- Conservation and interpretation skills for land users
- Practical life skills for young people outwith full-time education
- Volunteer development
- Skills which maintain or develop social enterprises

Cross-generational skill and knowledge transfer

Developing awareness of community capacity and how to deliver it

“Masterclasses” in community development

#### 9.6 Access to activities, facilities and services

A common theme emerging from the community consultation was the difficulty of accessing facilities and services. This is exacerbated by the reduction in provision of some public and private services. In order to sustain and develop communities, particularly in the more rural areas, it is essential to ensure equality of access. This may be through a range of media, whether local transport schemes to enable access to physical facilities or electronic to access internet-based information and services. Within small communities, village halls and other community facilities could be developed to enhance service provision for older people and youth groups. These would also create opportunities for the facility providers to generate income to sustain the facility. Types of projects which may be included in this theme are:

- New ways of delivering existing services

- Pilot projects to combine services to increase access

- Development of community facilities to create additional access to facilities and services

- Piloting rural transport schemes

- Provision of care services to facilitate access

- Adaptation of play parks and sports facilities to increase access and usage

- Activities aimed at young people

- Activities aimed at older people

#### 9.7 Land, environment and access to the countryside

Much of Skye comprises land which is used for agriculture and/or is of a valuable environmental or scenic nature. In addition, as a collection of inhabited and uninhabited islands (Skye, Raasay, Soay, Scalpay, Pabbay, etc), it is surrounded by an important marine environment. The area has already benefited from a variety of projects to enhance and protect the environment in all its aspects but this will need to continue and even expand.

Land usage also includes forestry and with the emergence of the potential for woodland crofts this is a usage which may developed in Skye. This and other environmental projects have the possibility of creating economic activity while enhancing the environment and wildlife and environmental tourism is a significant opportunity.

Types of projects which may be included in this theme are:

- Interpretation of landscape and wildlife
- Projects to support sustainable land usage
- Community-based biodiversity projects which build on interpretation and training
- Community access projects, such as paths
- Species-specific trails and interpretation
- Removal of invasive species
- Recycling initiatives

### 9.8 Renewable energy

There is already activity in the field of renewable energy in Skye and support for renewable energy schemes which benefit local communities is evident. Skye combines access to wind, water (marine and fresh), biomass and the national grid. Support from LEADER for piloting and encouraging co-operation would be appropriate although large-scale projects are outwith LEADER's scale. Renewable energy projects can create local employment opportunities, deliver revenue to the community and generate power for local schemes. Small-scale examples include ground heat source systems, solar and photo-voltaic, biomass boilers and wind turbines. There are opportunities for communities to increase their usage of renewable sources to reduce operating costs and also generate income and employment opportunities.

Allied to this is a need for increased understanding of the options offered by renewable energies, both on domestic and community bases. This needs to encompass the pros and cons of each system and the variations within them so as to provide maximum benefit for the group. Constraints to development include the planning policy and process as well as ensuring environmental protection.

Types of projects which may be included in this theme are:

- Awareness raising and increasing understanding of renewable energy
- Assisting groups to explore options
- Assessing feasibility for specific schemes
- Co-operation between groups to form communities of energy production
- Piloting carbon-neutral or carbon-reduction initiatives
- Waste to energy projects

## 9.9 Tourism

Tourism has long been one of the main stays of the island's economy. It offers famous visitor attractions such as Dunvegan and Armadale Castles as well as a wide range of newer facilities and museums. It has an abundance of outdoor activities to attract and retain visitors, giving direct access to the scenery and wildlife. There is interpretation of the archaeology and landscape, including crofting and other traditional activities to enhance visitors' experience. The range of accommodation and eating places provides something for every taste and budget.

There are already two collaborative and private-sector led organisations, Skye & Lochalsh Tourism Forum and Skye & Lochalsh Marketing Ltd, which are working to develop opportunities in the tourism sector. Included in these is the Year of Homecoming 2009. Constraints for the sector include seasonality and lack of public transport infrastructure and options for those who want a "green" holiday. Types of projects which may be included in this theme are:

- Community and sectoral-based marketing initiatives
- Opportunities within cultural, environment and outdoor niche markets
- Local food and drink based projects for tourism
- Co-operative projects between communities to create visitor products
- Web-based initiatives to inform and promote
- Interpretation to inform, enthuse and educate

## 9.10 Social enterprise and micro-businesses

Much of the Skye economy comprises micro-businesses, with over 23% of economically active residents being self-employed and the vast majority of businesses employing less than 50 people. There is a wide range of such businesses, many of whom would need support to add value to a local product or service which could lead to increased sustainability. Those which are situated in the more peripheral areas such as crofters and other food producers can help to retain population in their area. They require assistance in gaining access to markets and co-operative activity can make this a viable option.

The growth of social enterprises within Skye in recent years has been notable, with companies ranging from community trusts to wind farms and transport operators. This is likely to continue under the current economic climate and indeed that more services will be provided via social enterprises. LEADER can provide support for stimulating and developing projects which support such enterprises. Types of projects which may be included in this theme are:

- Auditing existing services and products and identifying new opportunities

Projects which help sectoral groups to develop new markets

Creating access to markets locally

Brand development

Adding value to local products and services

Creating enterprises from community-owned assets and knowledge

Identifying ways to expand social enterprises' products or services to increase sustainability

Development of recycling businesses

## 10 Delivery

### 10.1 Overview

There is a team of staff in place to deliver the Highland LEADER programme. One member of the team is the local development officer for the area covering Dingwall and Seaforth, Black Isle, Wester Ross, Strathpeffer, Lochalsh and Skye. Amongst her responsibilities is dealing with potential and actual applicants.

As the area covered is substantial, there is unlikely to be resources available for working with individual groups to develop plans and projects and this then falls to organisations with the Eilean a' Cheò ward. In order to ensure a successful delivery of the local programme, these organisations will need to ensure a supportive attitude towards the LEADER programme and potential applicants.

There follows some general information about the delivery of the programme. Further detail if required should be sought from the Local Development Officer.

### 10.2 Eligibility

Constituted community groups, social enterprises (micro or small businesses), voluntary organisations or public sector bodies with a project idea that will benefit a rural community can apply. Individuals can also apply in some cases provided the project is community driven and will benefit a wide section of the community.

### 10.3 Application criteria guidance

LEADER Eilean a' Cheò is about increasing sustainability and it is useful to define what might be meant by this term in order to assist applicants when projects are being developed. The different aspects of sustainability in this plan are:

- Community
- Economy
- Environment
- Culture

Community factors may include reducing isolation, combating peripherality and population drift towards centres of population; reducing out migration; improving access to services and facilities; increasing access to education.

Economic factors include employment creation or retention; increasing access to training; diversification; higher wage economy; combating unemployment; adding value to local products.

Environmental factors include conserving, managing and enhancing the natural heritage; increasing understanding and awareness; creating economic benefits from environmental assets.

Cultural factors include promoting the Gaelic language; increasing its visibility; creating access to different aspects of the culture; creating economic benefits based on the language and culture. Applicants should take account of the programme's emphasis on Gaelic language and consider how they might include Gaelic within their project .

The above factors for sustainability, combined with the information provided on how the project integrates with the local LEADER programme are key to providing a complete proposal. In order to assess each project's merit, a scoring system is described:

#### 10.4 Match funding

All projects are required to have match-funding in place before making a formal application for LEADER funding. There is no limit to the percentage of match-funding a project has in place. However, there is a requirement for applicants to contribute a minimum of 5% of private match funding.

Applicants need to have demonstrated matching funds, which can be public, private or from their own resources. LEADER funding cannot be matched with any other European Union money such as ERDF, ESF or Rural Priorities.

#### 10.5 Intervention rates

LEADER funding will be for a proportion of the total eligible project costs. For the first year of the Programme, the maximum grant rate available will be 40% if the match funding is from primarily private sources. It will be 45% if this is matched by 45% from other public sources (such as, for example, the Highland Council, Scottish Natural Heritage or the National Lottery).

#### 10.6 Own contribution

The minimum contribution for any project is 5% of the eligible project costs. In-kind contributions are eligible as match-funding. However, the maximum allowed is 25% of the eligible project costs.

#### 10.7 Ineligible costs

The following costs are ineligible for LEADER funding;

- Existing core staff costs

- General running and overhead costs of an organisation which are not directly related to the project
- Activities which are statutory obligations of regional corporate bodies (SEPA, SNH etc)
- Prize money
- Bank charges on accounts
- Financial charges; fines, financial penalties and expenses of litigation, bad debts, costs involved in winding up a company
- Service charges – arising on leases and hire purchase arrangements
- Legal fees for advice, notary fees and the costs of technical or financial expertise
- Recoverable VAT
- Play parks and sports facilities – unless a clear economic/training benefit can be demonstrated

Funding for certain costs is limited, i.e. amounts above those limits are ineligible for LEADER funding, for example;

- Acquisition of a site or building - usually limited to 10% of the total LEADER eligible project costs.
- Professional fees - usually limited to 12.5% of the total LEADER eligible project costs.

## 10.8 Application approval

The process starts ideally with a conversation with the Development Officer. Formally, it begins with an enquiry form which must be completed in order for the project to proceed with making an application. The completed application form should contain all the information necessary for the local Development Officer to make her assessment of the project. This assessment is then circulated to the LAP members for their approval or otherwise of the application. Where at least the minimum number of members approve the application, a letter of offer is then issued. Where it does not receive sufficient support, the application is either deferred for further information and discussion, or rejected. It is anticipated that the minimum time required for approval from submission of a completed application form will be 4 weeks. Where further information or discussion is required, this will necessarily be longer. See p.5 for a diagramme illustrating the application process.

## 10.9 Claims process

Accounting conditions mean that in order to process a claim for grant payment, the following will be required:

- a properly completed claim form
- original (not copy) invoices and receipts
- evidence that payments claimed have actually been made
- evidence that three quotations for items of expenditure were obtained
- mileage logs (where claiming for mileage)
- timesheets (where claiming for 'in-kind')
- a completed monitoring and evaluation form (before the project's final claim is processed).

There will be a retention of 25% of the LEADER grant until the project is completed.

This will need to be factored into planning how to manage budgets for the project.

## **11 Local Area Partnership**

The key to a successful LEADER programme will be the input and operation of the Local Area Partnership. The LAP will build on Skye's extensive experience of LEADER programmes and therefore use the format of the WISL LEADER+ systems and processes is recommended.

### 11.1 Purpose

The LAP, in addition to approving project applications, will be responsible for the following:

- Implementation of the local development plan for the area, which meets the aims of the Highland LEADER Business Plan
- Review and update of the local development plan
- Work with local groups to exploit opportunities offered through LEADER and other funding streams
- Work closely with and support the LEADER Development Officer
- Meet on a regular basis (as a minimum 4 times per annum)
- Promote the Programme across the area
- Assist where possible with the development of local project proposals/plans
- Once the local development plan is approved consider and make recommendations on applications seeking grant assistance up to £50,000
- Seek comment from the Strategic LAG on project applications which are seeking grant assistance for more than £50,000.
- Ensure wide community involvement in line with the National Standards of Community Engagement
- Comment to the Strategic LAG on projects which impact locally but are of a pan Highland or are of wider local area coverage

The Local Area Partnership will provide the focus for the LEADER programme. It is responsible for the creation and updating of the local LEADER plan and will be responsible for the programme's local delivery, monitoring and review.

### 11.2 Membership

Following the guidelines of the Highland LEADER programme, the Local Area Partnership, will be responsible for the approval of project applications. In order to achieve a balanced and representative membership, the following criteria have been drawn up for membership:

- A minimum of 50% non-public sector representatives

- A maximum of 50% public sector representation
- Be available to attend meetings and to participate in the approvals process
- Have access to e-mail and internet
- Specific knowledge and experience to contribute to discussions

The combined membership should be able to provide sector specific knowledge on the following areas:

- Economic development
- Community development
- Gaelic language and culture
- Environment
- Young people (under 34)
- Older people (over 65)
- Women
- Micro-businesses
- Voluntary organisations.

From the above, it is recommended that the LAP comprise one person from the following public sector organisations:

The Highland Council  
 Highlands and Islands Enterprise  
 Scottish Natural Heritage  
 Comunn na Gàidhlig or Bòrd na Gàidhlig

It should also include five individuals whose knowledge and experience reflect the following areas in particular and who are drawn from the private and voluntary sectors.

Micro-business/social enterprise sector  
 Young people  
 Older people  
 Voluntary sector  
 Women

The total membership should be able to provide knowledge of any of the sectors and target groups that are to benefit from the LEADER programme. However, this does not mean that membership is limited to those who are working (paid or voluntarily) in each sector. Where necessary or beneficial, specific expertise can be added by bringing in a specialist for a particular application or theme on a non-voting basis.

### 11.3 LAP Meetings

These will take place a minimum of four times per annum. The main topics for the meeting will be reviewing progress in terms of meeting outcomes and budgetary spend; geographical and sectoral uptake; and match funding.

At least annually, the plan will be reviewed and updated to take account of changes in context, such as public sector strategies, finances available, and progress towards targets and outcomes.

The meetings will also be the mechanism for reviewing the membership and operation of the LAP itself.

### 11.4 Governance

For the first year of operation (ie up to end December 09), the LAP will operate with the membership indicated above. The pro-forma attached in Appendix VI will be used to identify the individual members who comprise the LAP. It will also be used subsequently to review membership and to identify new members as required. Before the year end, the LAP will review its membership and revise in light of the priorities of the development plan to expand or change membership if necessary. This review should include the public sector organisations as well as the voluntary membership. Subsequently, the membership will be reviewed biennially thereafter to ensure that it reflects development priorities. There will be an opportunity for the renewal of at least two members at this review in order to provide new perspectives. This will be achieved by either inviting nominations for the replacement of the interests of those members standing down.

The LAP will appoint a chairperson and vice-chairperson at the beginning of each calendar year. The chairperson, or in his/her absence, the vice-chairperson, will run the meeting. The LEADER Development Officer will provide an information and support role to meetings.

The minimum number of LAP members required for a meeting to proceed is 50%, with at least 50% of those being from the private and voluntary sectors.

### 11.5 Declarations of interest

LEADER declarations of interest are intended to produce transparency in regard to interests which might influence, or be thought to influence, actions/decisions as a LAP member.

Where a member is involved with a group that has submitted an application for funding, that member must declare an interest and withdraw from the meeting or e-

mail discussion while it is discussed. Match funders will be able to participate in discussion about projects where their organisation is not the applicant for funding.

There may be instances where a member of the LAP belongs to an organisation which shares board members or other senior officials with an applicant organisation. Where the member is aware of that connection s/he should make this known to the LAP and the other members should decide whether there is a potential conflict of interest and that the conflict of interest rules apply. All declarations of interest should be recorded in minutes of meetings or in decisions of e-mail circulations.

#### 11.6 Training

In order to ensure that the LAP operates as effectively as possible, all members should identify their own training needs. In addition, training should be given to new members in the background, objectives, priorities and processes of LEADER Eilean a' Chèò. 'On Board' training could provide an efficient means of ensuring that members understand the implications and responsibilities of such a role and the behaviours expected from them.

#### 11.7 Approvals process

The LAG should be notified by the LEADER Development Officer of project enquiries, submitted through the LEADER enquiry process, as a means of highlighting potential project activity and future LEADER applications. Applications for LEADER funding will be presented to the LAP only once a project has all match funding in place.

Following on from the experience of the WISL LEADER+, it is recommended that the approvals process be electronic. The LEADER development officer will circulate all members of the LAG with the requisite information in order to make a decision on whether the project should receive funding and the opportunity to make suggestions on conditions. Members will be requested to respond within 10 working days of receiving consideration of the approval request.

A minimum of 60% of the membership is required to respond positively in order to record an approval. Of those 60%, at least 50% must be from the private/voluntary sector. Those not responding will not be counted as either for or against the proposal. If a minimum of 60% response rate and the 50% of private/voluntary approvals is not achieved, the application will be deferred until the next round. Initially, application approval requests will be circulated 4-weekly but frequency should be reviewed and amended in light of the volume of applications.

## 11.8 Criteria

In order to assess each application, there is a range of criteria against which it is measured. The LEADER Development Officer will circulate an assessment of each application, using the template provided by the Secretariat. LAP members will be asked to consider whether the application also meets one or more of the Eilean a' Cheò plan priorities.

### **Priority**

1. Economy
2. Young people
3. Social inclusion
4. Gaelic
5. Environment

In their response, the member should indicate which, if any, of these priorities the application meets so that there is a clear rationale for approval.

The three possible outcomes for each application are:

- Approve
- Defer
- Reject

Each LAP member must indicate their decision in these terms.. Those applications which are deferred will be asked for further information

## 11.9 The Skye & Lochalsh Question

Until the current arrangement of ward areas, Skye and Lochalsh had been considered one unit. This dates from the days of the district council and followed through into the next administration when district councils were abolished. As a result, there are a significant number of groups which are Skye and Lochalsh based, and represent the whole area.

For those groups which cover both areas and wish to apply for LEADER funding, one application should suffice particularly as the Development Officer is responsible for both Eilean a' Cheò and Wester Ross. It is recommended that the applicant is requested to identify the likely split (eg 50/50, 80/20) between the two areas and that the funding follow that proportion, if it is considered reasonable by both LAPs.

The Development Officer's assessment of the project will be sent to both LAPs for consideration. Where both LAPs approve the project, then it will be a straightforward approval and a single letter of offer issued. Where one LAP rejects the application,

the applicant will be informed that the project was rejected. At this stage, the applicant may wish to consider revising the size or scale of the project to make another application.

#### 11.10 Staffing

A LEADER Development Officer for the area covering Dingwall & Seaforth, Black Isle, Wester Ross, Strathpeffer, Lochalsh and Skye has been appointed. Unlike previous WISL LEADER programmes, there is no development officer specifically for Skye and Lochalsh. The current LEADER officer is based in Easter Ross. This means that there will only be limited capacity available from LEADER for groups who are looking for assistance in developing projects or for promoting LEADER locally on the ground.

## **12 Promotion and publicity**

Due to previous programmes and the community consultation preceding this one, there is a high level of awareness of LEADER in Skye. However, this needs to be raised further, particularly amongst those groups and sectors that have not previously accessed it. Without a full-time field officer, much of the responsibility for promoting LEADER will fall on the members of the LAP, particularly those who work in the public sector organisations.

### 12.1 General promotion

Key mechanisms in increasing awareness of, understanding and access to LEADER are:

- Wide dissemination of the key themes of the LEADER Eilean a' Cheò plan
- Ensuring those who work with the community and voluntary sectors understand and can communicate LEADER themes and priorities
- Easy access to information about LEADER Eilean a' Cheò
- Signposting on, or extending, the Highland LEADER programme website for Eilean a' Cheò
- Guidance for LEADER and Rural Priorities, particularly for those working in Rural Direct
- Participation of LEADER staff in local events where possible

### 12.2 Press relations

Particularly important in this area will be the use of the media to disseminate information to the public. This will be based around:

- Local media – West Highland Free Press, Cuillin FM, Radio nan Gaidheal, Radio Highland, etc
- National media with a local audience – BBC Alba

### 12.3 Existing networks

The public sector organisations and some voluntary ones already produce regular newsletters, maintain websites and issue press releases to the general media. Any existing media for communicating information can be used to promote appropriate information on LEADER Eilean a' Cheò and the LAG members in particular will maximise opportunities to do so.

#### 12.4 Acknowledgement of funding

All publicity information, whether generated by LEADER Eilean a' Cheò or projects which are funded by LEADER, will acknowledge funding in accordance with the regulations of the European Commission. In view of LEADER Eilean a' Cheò's emphasis on Gaelic language and culture, all logos used should be the Gaelic version where available. This relates not only to the EU logo but match funding partners as well.

### 13 Financial information

The following is based on the notional allocation which has been proposed by the Highland Strategic LEADER Action Group.

#### LEADER Eilean a' Cheò Programme – Eligible costs (£ 000s)

	2009	2010	2011	2012	2013	Total
Action 1	200	200	77	200	200	878

There is no provision for administration as the cost for this will be carried by the Highland LEADER programme.

Similarly, any initiatives carried out under Action 2 or Action 3 as these funds are held centrally.

#### LEADER Eilean a' Cheò Programme – Match funding (£ 000s)

	2009	2010	2011	2012	2013	Total
LEADER	200	200	77	200	200	878
Other	400	400	477	536	536	2,349

Match funding will comprise a mix of public and private sector funds. There is no requirement to achieve separate targets for public and private.

Information on potential sources of match funding is included in Appendix I.

## **Appendix I – Sources of Funding**

### Some General Points to Keep in Mind

- In the first instance, the most useful source of information about funding for community organisations is the Skye & Lochalsh Council for Voluntary Organisations. Contact them on 01478 612921 or [www.slcvo.org.uk](http://www.slcvo.org.uk).
- Funding situation isn't static – so, double check and don't make assumptions. For example, the funds that you may have heard about might not actually be available any longer or the rules might have completely changed.
- Check that both your organisation and your project are eligible for the particular source of funding you are targeting. If you are a voluntary organisation or charity you will be eligible to apply for more funds than if you are a public agency like a local authority or a health board.
- Remember that match funding a “must” for majority of funders (very occasionally this can be a contribution “in kind” rather than hard cash)
- Be realistic (and sometimes ruthless) about your costs and what the project can achieve
- And if you are new to the funding game, don't start by making applications for large and expensive projects – start small and learn from your experiences!
- Remember that the bigger your project, the more work you will have to do so you need to think about whether your group has got time, energy and capacity to commit to it.
- It will take time – can be anything from a couple of months to a few years
- Take the “hype and spin” about funding with a good pinch of salt - the reality is usually much more modest

### **OVERVIEW**

In general there are about 4 main sources of funding in Scotland

#### PUBLIC SOURCES

- “Public” funding which comes in many guises - Scottish government, local council, agencies like Health Boards, Scottish National Heritage or Highlands & Islands Enterprise.
- Quite a few changes at the moment e.g. Scottish Government keen to streamline/change the functions of a number of public agencies and to remove “ring fencing” of budgets for specific purposes.
- From the Highland Council - there are Ward Discretionary budgets (and in some parts of Highland, there are Common Good funds).
- The Education Culture & Sport Service provides three specific grant schemes – sports councils, village halls' revenue and local arts promoters. Maximum grants for sports councils and village halls £1k: maximum grants for arts promoters £1.5k. Applications for sports grants should be made to the local sports council and applications for arts promoters' grants and village hall grants are made to the relevant area office of the Highland Council.

### **NATIONAL LOTTERY**

- Second broad area is the lottery.
- This is, and is likely to remain, the main sources of source of funding for community projects
- Lottery funds are distributed in 5 main ways in Scotland

### THE BIG LOTTERY FUND

- The Big Lottery Fund (BIG) is the largest - 50% all lottery funding
- Mainly for voluntary and community sector
- Both revenue and capital grants
- Potentially up to 100% but rarely awarded at this level
- More information on the website <http://www.biglotteryfund.org.uk/apply-sco>

### SPORTSCOTLAND

- Sportscotland - national agency for sport and it also distributes lottery funding
- Revenue and capital funding for specific and targeted programmes
- Revenue funding strategic in sense that it targets particular areas for development such as schools, talented athletes etc
- Capital funding is via Building for Sport Programme which is divided into two strands
- Applications from community groups would be to the Community Facilities strand.
- Match funding is required (25% cash or 12.5% cash and similar amount "in kind" but this has to be items such as free architectural services for the project etc)
- More info on <http://www.sportscotland.org.uk/SiteNavigation/Funding/>

### SCOTTISH ARTS COUNCIL (SAC)

- SAC – national agency for arts and also distributes lottery funding for arts.
- Revenue and capital funding for arts in range of areas including projects which promote participation in and access to the arts, buildings and equipment, for pilot projects etc.
- Each year SAC publishes a guide to the funds that will be available throughout that year.
- More information about available funds on [www.scottisharts.org.uk](http://www.scottisharts.org.uk)

### HERITAGE LOTTERY FUND

- Heritage Lottery Fund (HLF) provides revenue and capital funding
- For a range of projects involving the local, regional and national heritage of the UK.
- Match funding usually needed for most projects

- More information about current schemes on this, see [www.hlf.org.uk](http://www.hlf.org.uk)

## AWARDS FOR ALL

- One of the best sources of funding for projects
- Grants of £500 and £10,000 for “one off” projects.
- For lots of organisations from schools to community councils
- For lots of purposes e.g. for programmes of activities for older people, to provide specialist equipment for art or sports activities, to help with new kitchens or heating systems in community building and for feasibility studies etc.
- Don't need match funding!
- More information on [www.awardsforall.org.uk](http://www.awardsforall.org.uk)

## TRUST FUNDS

- Literally thousands of trust funds
- They can be an important source of funding for certain projects
- Funds are mainly for registered charities so some organisations won't be eligible to apply
- In general, individual trusts will not provide vast amounts of money (perhaps a few hundred or a few thousand pounds rather than tens or hundreds of thousands of pounds)
- However, applications to a number of trusts can often build up to fairly substantial amounts
- All trusts have different application processes, timescales, criteria
- And, they tend to change their “rules” regularly
- They are interested in funding projects. “Projects” can a range of things e.g. purchase of equipment, single events or longer term programmes of activities. However, the maximum length of time any project is likely to be supported is 3 years but usually this will be for a much shorter time.
- It is worth remembering that trusts will not fund the general or the on-going core running costs of an organisation (like all other funders!)
- Groups must do their research before applying as otherwise it could be a waste of their time and effort
- This can be a time consuming task. Quite a few organisations offer search services but for you usually need to pay for these.
- However, there are free sources where you could find out information such as local library which may have directories of grant making trusts or staff in local CVSs or in local authority
- The Highland Council is currently subscribing to **Grant Net**. This is a pilot one year scheme which provides a FREE service. You need to register but once registered you can search for sources of funding for both businesses and community projects.
- Groups should definitely register and use the service (if it is not well used the council may decide not continue to subscribe once the pilot phase is over).

<http://www.highland.gov.uk/businessinformation/economicdevelopment/economicdevelopmentprojects/grantnet.htm>

- The Funderfinder website has quite a useful list of links to the websites of lots of trusts. This is really like an on-line version of a directory but useful if you have heard about a particular trust and want to find out more. Can also be useful if people have the time to trawl through the information [http://www.funderfinder.org.uk/links\\_trusts.php](http://www.funderfinder.org.uk/links_trusts.php)
- Out of the thousands of trusts, some examples of a few which specifically operate in Scotland and can be quite good sources of funding.

#### THE ROBERTSON TRUST

- One of larger trusts distributes £6 million each year mainly to recognised Scottish charities
- Priority areas are care, health, education and training and community art and sport
- Provides both revenue and capital grants
- No formal application form but guidelines on what information should be contained in written applications.
- More details from the Secretary, The Robertson Trust, 85 Berkley Street, Glasgow G3 7DX. Tel: 0141 221 3151 or from the website at [www.therobertsontrust.org.uk](http://www.therobertsontrust.org.uk)

#### BBC CHILDREN IN NEED APPEAL

- Distributes almost £3.7 million in Scotland
- Both revenue and capital funding is available. Capital funding is only for one year but sometimes revenue funding is available for up to three years.
- Uses a wide definition for “disadvantaged” children and young people and this includes illness, distress or abuse, any kind of disability, behavioural or psychological problems, or living in poverty or situations of deprivation.
- There are two application rounds each year
- More information and application forms from BBC Children in Need, BBC Scotland, Holyrood Road, Edinburgh EH8 8JF. Tel: 0131 248 4225 or by visiting the website <http://www.bbc.co.uk/pudsey/>.

#### LLOYDS TSB FOUNDATION

- Approximately £7 million in Scotland
- Both capital and revenue grants.
- Runs useful surgery sessions throughout Scotland and often visits Highland
- For more info about the funds or to book a surgery session contact - Riverside House, 502 Gorgie Road, Edinburgh EH11 3AF. Tel 0870 902 1201 or [www.ltsbfoundationforscotland.org.uk](http://www.ltsbfoundationforscotland.org.uk)

#### GANNOCHY TRUST (SCOTLAND)

- Funds a wide range of categories such as: youth; recreation; health; education; social welfare; arts; conservation; and sport.
- There is no stated minimum or maximum, however, an indicative ceiling is £200,000.
- Preference is given to charities in Perth and the surrounding area but many projects elsewhere in Scotland have received funding
- Applications can be made in writing at any time and there is no special application form. There is no website at the present time.
- Contact for more information The Gannochy Trust, Kincarrathie House Drive, Pitcullen Crescent, Perth PH2 7HX Tel: (01738) 620653

### **SOME TIPS**

- Can use the internet but this can often result in a lot of completely irrelevant information particularly if it is simply used to search for “grants”.
- Often better to use specialist organisations which signpost other sources of funding e.g. for an arts project could start with the Scottish Arts Council. The Voluntary Arts Network is a good starting point for groups who may be looking for funding for arts projects. <http://www.voluntaryarts.org>
- Subscribe to receive up-dates where you can e.g. Rural Gateway is a good source of general funding information and you can sign up to receive their funding latest bulletins <http://www.ruralgateway.org.uk/>
- There are also some very useful community toolkits that can be used e.g. Skye and Lochalsh Council for Voluntary Organisations <http://www.slcvo.org.uk/ctoolkit?PageName=toolkit-home.htm>
- Use contacts in local organisations including the council
- And, share what you know or find out about funds with others!

**Disclaimer:** This information has been prepared by Jeannie Graham, External Funding Manager, ECS, Highland Council, Council Buildings, Glenurquhart Road, Inverness IV3 5NX. Contact (01463) 702064 or e mail [jeannie.graham@highland.gov.uk](mailto:jeannie.graham@highland.gov.uk). While every effort has been made to provide the most up to date information, funding organisations revise their priorities and processes regularly and it is strongly advised that organisations planning to undertake projects check the detail of the information before proceeding.

**Appendix II – LEADER Enquiry Form – current at January 2009; check website for most recent version.**

<b>Contact Name</b>			
<b>Organisation</b>			
<b>Telephone</b>			
<b>Email Address</b>			
<b>Date of Enquiry</b>			
<b>Proposed Timescale</b>	<b>Start:</b>	<b>Finish:</b>	
<b>Project Title</b>			
<b>Project Location</b>			
<b>Project Description</b>			
<b>Outputs/Outcomes</b>			
<b>Intended End Users / Target Group</b>			
<b>Costs</b>			
<b>Estimated Total Cost of Project</b>			£
<b>Main Expenditure Headings</b>			
			£
			£
			£
			£
			£
<b>Potential Funders</b>			
1. LEADER			£
2.			£
3.			£
4.			£
<b>Additional Information</b>			
<b>Aware of local partnership</b>	<b>YES</b>		<b>NO</b>
<b>Aware of local development plan</b>	<b>YES</b>		<b>NO</b>

**Appendix III - LEADER Guidance Notes** - *current at January 2009; check website for most recent version*

## **LEADER GRANT APPLICATION GUIDANCE**

**These Guidance Notes are intended to assist the applicant complete the LEADER Grant Application Form. Please read through the form before completing it.**

### **SECTION 1: PROJECT SUMMARY**

#### **1.1 Organisation Name**

The name of the group applying for LEADER funding. This should be the full name of the organisation that will be the lead applicant for the project. The organisation will be responsible for all matters associated with the LEADER grant including project implementation, acceptance of grant, submission of claims, cash-flow management, monitoring and verification visits and the retention of project documentation.

#### **1.2 Project Title**

This should be the name by which your project is/will be commonly known. Titles should be concise and precise, descriptive of the project, unique and suitable to be continued as the permanent project name.

#### **1.3 Project Costs**

Indicate the total amount of LEADER grant aid you are applying for. This should be the minimum required for the project to proceed. Intervention rates will not normally exceed 40% of your total project cost. The figures here must tally with those at Section 12 (Project Costs). Please discuss rates with the relevant Development Officers, contact details at end of application form.

#### **1.4 and 1.5 Project Start and Finish Dates**

Indicate here the anticipated start and completion dates of your project. In order to ensure eligibility of expenditure, applicants should indicate a start date for their project no earlier than the meeting of the Local Action Group where the application will be considered for approval and within 3 months of approval (i.e. before the following assessment meeting).

Once approved, expenditure incurred on the project can be invoiced and LEADER funding drawn down. Any expenditure incurred before the start date will not be eligible for grant funding.

### **SECTION 2: CONTACT DETAILS**

The main contact must be someone from your group who can be contacted during office hours and who can talk about the application. This is the person to whom correspondence about the application will be sent. Please remember to provide a full postal address.

## SECTION 3: ORGANISATION DETAILS

### 3.1 - 3.5 Organisation Status

Provide the status of your organisation. Quote your charity number if applicable. State whether or not you are registered for VAT

### 3.6 Equal Opportunities

Applicants are required to demonstrate that they have considered discrimination, disability and equal opportunities issues at all stages of the project life cycle and that the project has been structured to ensure that equal opportunities will be mainstreamed throughout. Equal opportunity is about being as inclusive as possible in involving people in the development and implementation of projects and services. It could involve issues around gender, ethnic background, disability or access. Applicants should be aware of equal opportunities requirements even though they may not be directly relevant to your organisation. Small community groups do not need to have an equal opportunities policy but should demonstrate an awareness of equal opportunity issues, particularly in questions 4.5 and 4.6. All projects need to demonstrate an awareness of equal opportunity issues. Further guidance can be found at [www.eoc.org.uk](http://www.eoc.org.uk)

### 3.7 Child Protection

Since many of the objectives of the North Highland Leader Programme relate to the needs of young people, it is important to ensure that those undertaking projects for young people (or which involve contact between adults and young people) are guided by a suitable Child Protection policy. If your project is of this type, you will need to explain what Child Protection policy you will be following. Since it may be necessary to produce a copy of the policy that applies to you (or of one you are actively developing), you may wish to seek further guidance on this from the Programme Administration Team.

All youth project approvals will be subject to providing evidence of your child protection policy.

### 3.8 Main Activities of your Organisation

State in no more than 100 words the main activities of your **Organisation**. Please do not confuse this with your proposed **Project**. Tell us about your **Project** in Section 4. Please also tell us your previous experience of managing projects and/or dealing with public funding.

### 3.9 Database

This would only be used to send out information and to assist consultants draw up a final evaluation.

## SECTION 4: PROJECT DETAILS

### 4.1 Project Title

As in 1.2

## 4.2 Project Location

This should state where your project would be based.

## 4.3 Project Area

State the geographical area your project will cover. This should include the total area in hectares (ha) eligible for the project. Also detail the names of villages, towns and related post codes. You must ensure that the geographic boundaries lie within the Highland LEADER programme.

## 4.4 Project Summary

Summarise in no more than 750 words the key elements of your project and the benefits it will bring to your community. You should outline the activities for which you are seeking funding, and include any background information.

## 4.5 – 4.6 Potential Barriers

Examples of potential barriers include physical access and difficulties in communicating with other groups. Throughout the programme, the aim will be to give particular attention to equality of opportunity. This has a number of special dimensions in a Highland context, where extreme geographical remoteness itself represents a barrier to many forms of opportunity. In addition to the avoidance of gender bias, the actions should give special attention to other equality issues, such as race or ethnic origin, religion or belief, disability, age and of particular relevance to this Programme, geographical location. There should be innovative action to overcome prejudice and misunderstanding.

For question 4.5, please consider whether any problems are likely to arise relating to how people access or participate in the project and the impact and effect the project may have. You may wish to use the following table of suggested barriers/impacts to prompt your thinking.

Service take-up (too much/not enough)	
Geography – tackling remoteness, overcoming transport problems	
Effects of rules and requirements of project delivery	
Stigma and discrimination	
Timing of delivery – provision of childcare facilities	
Physical access to premises or communications access	
Race or ethnicity	
Gender or transgender – reduction in gender imbalance	
Age – promoting opportunities for older/younger people	
Disability	
Religion or belief/faith communities	
Lesbian, gay, bisexual people	
Socially excluded communities or groups	

Relationships between or within communities	
---	--

For question 4.6 you may wish to use the following table to help you complete the question:

Potential impacts	issues/	What will be done to alleviate the barriers?	What will you aim to achieve? How will you measure it?	When will you aim to have achieved this by?

#### 4.7 Planning Permission/Regulatory Consents

This section provides the applicant the opportunity to clarify whether the project requires planning permission or any other form of regulatory compliance or consent such as listed building consent or a building warrant. You do not need to have obtained approval before applying for an award, but early discussion with the local authority Planning/Building Control Officer is useful in determining if permission is required for the project. If planning permission has already been given, please provide details on the type of planning permission (full, outline, conditional, unconditional) obtained and the date it was granted. Similar details should be provided for listed building consent and building warrant.

#### 4.8 Natural Heritage Sites

State whether any of the designated sites would benefit from your project and what impact it might have on these designated areas.

#### 4.9 Background

Detail any work already undertaken in relation to your project, e.g. market research, community participation. You should address the issues of demand, need and opportunities associated with the project. Detail what evidence there is to substantiate the need for your project and what demand there is for it, e.g. include details of any surveys/consultation work undertaken. In particular, please refer to any evidence you have that the local community have been involved in identifying the need for the project and that they support the project.

#### 4.10 Integration

Does your project link to local, national and European priorities? The LEADER programme represents one element of funding and assistance in the rural area. It aims to support relevant small scale economic and community development activities. As such, it should seek to complement other public sector programmes operating in the same area. Where possible, potential overlaps should be avoided.

Please make specific reference to how the project will link with the local development plan for the area (available on [www.highlandleader.com](http://www.highlandleader.com)). Please also use the table provided to indicate which of the overall LEADER themes your project will fit with. If in doubt, guidance should be sought from the Development Officer.

#### **4.11 New Job Creation**

Will your project create new jobs? If it does you should indicate whether or not the project is based off farm and which sector the jobs will be created in. The anticipated number of new jobs should also be recorded.

### **SECTION 5: PARTNERSHIP DETAILS**

#### **5.1 Cooperation Projects**

State whether this will be a cooperation project. An inter-territorial project is one undertaken with a group in another part of Scotland; a transnational project will involve a group from another EU country.

#### **5.2 Partnership Details**

You should include details of all partners involved in **managing the project**, and the form of partnership you have with them.

#### **5.3 Partnership Agreement**

A partnership agreement is required for any Action 2 project.

## SECTION 6: TENDERING AND RECRUITING ARRANGEMENTS

### 6.1 Procurement

Where a project needs to recruit a member of staff to fill a post that is funded in whole or in part by LEADER the post must be openly advertised and copies of the advert should be sent to the LEADER Secretariat. Adverts for such posts should include the LEADER logo.

In most cases, if you are purchasing goods and services at a cost of over £1000 you should enclose two quotations for single items, for costs over £3,000 it is necessary to obtain three written quotes. The quote you choose to accept should be able to demonstrate that it provides best value for money (this is not necessarily always the cheapest quote). For expenditure of over £10,000 a formal tendering process should be carried out.

Your Development officer will be able to give further advice on contracts of work and procurement.

## SECTION 7 – PROJECT TARGETS & OUTPUTS

### 7.1 Target Groups

The LEADER Programme has highlighted women and young people as two groups who require specific targeting. Additional groups could include micro businesses (employing fewer than 10 people) and small businesses (employing fewer than 50 people). People who are under-employed and people with disabilities are also targeted. Youth is defined as being between the ages of 14 and 25. Extra target groups relevant to the individual Local Action Group can be entered under 'Other'. Please estimate how many people, within the groups listed, your project will assist.

- Young people  
The needs and aspirations of young people in the 14 to 25 age range were central to a large part of the previous North Highland Leader+ Programme and progress was made in involving young people and addressing the issues concerned. The new Programme will build on this progress, tackling rural disadvantage among young people across a wider area and ensuring that links are established with other programmes which target particularly vulnerable young people or those with the need for specialised support (eg. young carers).
- Women  
Women in the rural areas of the Highland LAG area will be well placed to take advantage of the higher level of economic activity, in both the commercial and the voluntary sector, which the Programme is designed to stimulate. Training activities within the Programme will be designed to be accessible to women with family obligations.

- **The under-employed**  
Many people living in the Highland LAG area are under-employed. They will benefit from the actions to improve opportunities for young people and women in the Highland LAG area as well as from the stimulus to the social enterprise and micro-business sectors. The Programme will also provide opportunities eg for crofters and address new approaches to the development of rural skills and will encourage more openings for volunteering at the local level. There should also be new opportunities to turn skills into a mechanism for earning.
- **Young adults (up to 34)**  
Retaining and attracting young adults to the Highland LAG area is a priority within the programme. This will be approached through the Programme's encouragement of projects which will make the area a more attractive place to live and bring up children as well as projects which offer better access to training and stimulate commercial activity and employment opportunities. Fresh opportunities should also be created for younger adults to set up in business in their home area.
- **Older people (over 65)**  
Older people can suffer disproportionately from rural deprivation, especially through poverty and isolation. They will benefit from actions to improve local facilities and access to services. Opportunities to use and develop their skills through training and volunteer programmes will also be created.
- **Micro-businesses**  
Virtually all the businesses in the Highland area come into this category, including small farms, crofts, creative industries and social economy. They will benefit in particular from action to develop new business opportunities based on the natural and cultural heritage, on music, IT and crafts, and from a better alignment between the objectives of economic development and sustainability and from the encouragement of new commercial activity in the creative sector.
- In addition, in areas where there are concentrated populations, projects will be developed to target the needs of migrant workers.

## 7.2 Project Outputs

Project Outputs refer to the activities, services and products provided by a project. Please list your project outputs

For example:

- Activity could be – 1 training programme/event, 1 youth event
- Service could be– 1 new/enhanced community facility eg recycling, community transport etc
- Product could be – 1 community newsletter, 1 leaflet, 1 CD,

### **7.3 Project Outcomes**

Outcomes are the benefits and changes resulting from the project, eg, the impact on, or consequences for, the community due to the activities. Please try to list outcomes that are SMART (specific, measurable, achievable, realistic and time limited)

For example:

- 10 trained people gaining a qualification/employment
- Increased usage of a community facility, enhanced recycling rates in the local area,
- Greater awareness of the natural, built or cultural heritage and/or local services

Contact the relevant local development officer for further assistance

### **7.4 Project Milestones**

List the key targets that you will need to achieve in order for the project to be completed, eg. Setting up a trust, purchase of key equipment, implementation and delivery phases.

## **SECTION 8 – PROJECT MANAGEMENT AND MONITORING**

### **8.1 Project Management**

Specify all those involved in the day to day management of your project, stating their role, and whether volunteer or employee. Any relevant previous experience in managing funded projects should be included.

### **8.2 Project Monitoring**

What systems will you put in place to ensure that your project is achieving the outputs listed in Section 7? It is important from a project management perspective that applicants monitor progress on project delivery. Please state how such monitoring will be undertaken. (Tried action plans, etc).

### **8.3 - 8.4 Risk Assessment**

For larger project have you carried out a risk assessment for your project? Please list any risks and any action you will take to address them. For smaller projects what risks do you envisage for example contractor difficulties, unable to secure match funding, loss of key driver etc.

## **8.5 Estimated Expenditure**

Detail the estimated amount of expenditure by quarter, along with the LEADER grant award and date of proposed claim. Please note that your final claim must be submitted as soon as possible and within at least 2 months of completed of the project. The final 25% of LEADER award will only be paid out once all invoices have been paid.

## **SECTION 9: ADDITIONALITY**

### **9.1 Additionality**

The purpose of this section is to ensure that funds are only allocated to those projects that need grant aid to achieve their objectives and which cannot proceed without LEADER support. To ensure the maximum benefit for each rural area LEADER should not substitute existing or committed finance for an individual project or scheme. If the grant is essential for your project to go ahead, select from the list provided the impact(s) this funding will have on your project.

## **SECTION 10: INNOVATION**

### **10.1 Innovation**

Describe what makes your project innovative. The emphasis of LEADER is on assisting new and experimental approaches to local rural development and on testing new ideas that could be mainstreamed on a wider scale in the future. Your project should be new and unique to your specific area and not be a continuation of any previous projects. Innovation can be taken to mean new products and services, new process, new partnerships and new ways of working.

Innovation can take many forms for example:

- Provide new services or products locally
- Deliver existing services or products in new or different ways
- Work across geographic areas and/or sectors by developing new partnerships or networks where added value has been identified
- Include target groups in project development and delivery
- Promote economic, social and environmental sustainability in new ways
- Provide opportunities for job or career advancement
- Provide wider opportunities for people to contribute to and become involved in the life and wellbeing of their communities
- Share information and knowledge about good practice across communities and groups within and outwith Highland.

## SECTION 11: SUSTAINABILITY AND CONTINUITY

You may wish to refer to the Network 21 sustainability checklist when completing this section. The checklist is attached to this document as annex 2

All projects are required to demonstrate how the three facets of sustainable development (economic, social and environmental) will be taken into account throughout the life of the supported activity. The purpose of this section is to demonstrate that you have considered the long term sustainability of your project. These are defined as follows;

### 11.1 Economic Growth

Building a strong, stable and sustainable economy which provides prosperity and opportunities for all. Economic growth with regard to sustainability should mean that the project will improve the financial economy of the area. This can either be direct: for example a new visitor centre means increased numbers of tourists in the area and therefore increased amounts of money being spent in the area; or indirect: for example a community newspaper that is run by volunteers will not generate increased revenue in the area but will result in volunteers gaining skills and confidence that will be transferable and therefore will result in improved employment opportunities for the volunteers.

**Please see the Economic section of the Network 21 checklist at Annex 2 for further guidance.**

### 11.2 Social Cohesion/Benefits

Meeting the diverse needs of all people in existing and future communities, promoting community wellbeing, social inclusion and creating equal opportunities for all, new facilities, improving training opportunities etc. In answering this question you should explain how your project will strengthen the local community and how people's lives can be improved by the project. You should also explain what opportunities there are for the local community to have ongoing involvement in the project.

**Please see the community section of the Network 21 checklist at Annex 2 for further guidance.**

### 11.3 Protecting the Environment

Respecting the limits of the planets environment, resources and biodiversity – to improve our environment and ensure that the natural resources needed for life are unimpaired and remain so for future generations

**Please see the Environment section of the Network 21 checklist at Annex 2 for further guidance.**

### 11.4 How the project will continue after LEADER funding has ceased

Explain in what way the project will become sustainable after the LEADER funding has ceased for example through earning income; It can be difficult to give accurate information on income that is likely to be generated by your project as this will naturally depend on a number of factors such the number of people using the facility or service. However you will be expected to have addressed the issue of

income in any business plan you may have developed to guide the development and delivery of your proposal and to outline its long term survival post LEADER Programme. This should give an indication of any likely sources of income.

### **11.5 Contribution towards promotion of the Gaelic language**

If relevant, describe any ways in which your project will promote/ incorporate Gaelic, e.g. signage, use on promotional materials, interpretive materials, use of spoken/ written/ recorded materials.

## **SECTION 12: PROJECT COSTS**

### **12.1 Project Costs**

LEADER will not necessarily co-finance all the elements of an individual project or scheme. Grant may only be awarded against activities or expenditure that are eligible under the LEADER guidelines. Where a project comprises expenditure or activities outwith these guidelines, these must be classified as ineligible for grant purposes.

Examples of items that are eligible and ineligible can be found at Annex 1. The lists are not exhaustive and merely indicate the broad types of expenditure. Applicants are responsible for correctly identifying eligible and ineligible activities and expenditures. The project officer should be contacted where further clarification is required.

Ensure that the project costs are based on real and accurate costs and represent value for money. You should list each item of expenditure and its cost, including VAT where relevant. Any project costs that are not eligible for funding should be included.

You should enclose two quotations for single items over £1,000 and include costs that you intend to cover by way of 'in-kind' contribution (see 12.2 below).

Please note that all hours claimed must be project specific and additional to normal working hours. Detailed timesheets will be required (examples available from Project Officer).

Funding cannot be awarded retrospectively, i.e. expenditure incurred prior to a project receiving approval has to be classed as ineligible. This principle is designed to ensure that LEADER is not being used to substitute for finance that has already been committed to projects.

Applicants should ensure that this section is arithmetically correct as errors can cause delays.

### **12.2 Match Funding**

List all sources of contributions that are being used to make up the total funding package for your project. Such contributions might come from public bodies, voluntary bodies, other grant making bodies, local fundraising, or local businesses. These contributions do not need to be in place before you apply for a grant but you should whenever possible have letters of intent from all of your other funders at the application stage. MATCH-FUNDING MUST BE IN PLACE BY THE TIME YOUR APPLICATION IS CONSIDERED BY THE LAG. Applicants should ensure that none of the contributions listed for the project incorporate any previously awarded European grant. Please note that LEADER grant cannot be drawn down until all your other funding is in place.

In-kind support can be used to make up the balance of funding. The supply of land, property, long term equipment, raw materials and unpaid work provided by volunteers as part of the direct delivery of a LEADER project may be considered as in-kind support. Contributions which are in-kind must be able to be assigned a monetary value (e.g. based on standard hourly labour costs) and must involve a logical audit trail. Applicants should provide a detailed justification for proposals involving in-kind contributions. It should be noted that the level of EC financial assistance towards in-kind costs should not exceed the level of expenditure actually incurred. In other words, applicants cannot receive a LEADER contribution greater than the value of the actual costs incurred.

### **12.3 Ineligible Costs**

LEADER will not necessarily co-finance all the elements of an individual project or scheme. Grant may only be awarded against activities or expenditure that is eligible under the LEADER guidelines. Where a project comprises expenditure or activities outwith these guidelines, these must be classified as ineligible for grant purposes.

Examples of items that are eligible and ineligible can be found at Annex 1. The lists are not exhaustive and merely indicate the broad types of expenditure. Applicants are responsible for correctly identifying eligible and ineligible activities and expenditures. The project officer should be contacted where further clarification is required.

### **12.4 Project Income**

Projects which generate income, such as entrance fees, sales etc are acceptable for LEADER support, provided that any “profit” element raised would be held by the community and either recycled back into the community through other projects, upkeep of community assets, or used to sustain the project in its longer lifetime.

## **SECTION 13: PREVIOUS FUNDING**

### **13.1 – 13.2 Previous European Funding and Any Current Applications**

You should state whether your organisation has received any form of European funding over the past three years, and also whether you have any current outstanding applications for funding.

## SECTION 14: PUBLICITY

It is a compliance requirement and a condition of grant to ensure appropriate acknowledgement of LEADER (EU) funding in all projects. Project organisations should note that failure to comply with the publicity regulation could result in the freezing of grant payments and/or the **repayment of monies already paid**.

Please indicate how you intend to publicise support for your project.

## SECTION 15: SIGNATURE

The person named as main contact for this application should sign the document, along with the chairperson or equivalent, if this is not the same person.

## ANNEX 1

### Eligible costs for LEADER funding

#### Capital Projects

- Site/building acquisition
- Professional fees
- Site Preparation
- External and internal services
- Physical building works
- Essential fixtures and fittings
- Environmental improvements
- Provision/improvement of community visitor/cultural facilities
- Feasibility studies

#### Revenue Projects

- Staffing costs
- Professional/consultancy fees
- Travel costs
- Lease/rental of premises relating to delivery of project
- Purchase/leasing of equipment
- Financing of capital costs
- Insurance costs relating to delivery of project
- Operating costs of premises
- Marketing
- Direct overheads
- Childcare costs
- Non-recoverable VAT
- In-kind contributions

### Ineligible costs for LEADER funding

- Statutory responsibilities of housing, health, social work, school (main curriculum) and higher education
- Routine repairs and maintenance
- Projects which merely replace an existing facility or scheme

- Works which are required to meet statutory UK/Scottish legislation or EU directives
- Social welfare facilities, although there is scope to improve access to childcare

## ANNEX 2 – Network 21 Sustainability Checklist

Sustainable Development is about improving our situation and getting the best out of the way we use things, while limiting any negative impact our actions have now or in the future.

The Sustainability Checklist provides a tool to help you identify the most sustainable way forward for your project. The purpose of your project may primarily be social, economic or environmental, but it might have impacts or benefits in other areas that you haven't yet considered. A small amount of thought at an early stage might make a big difference as the project develops.

The Checklist prompts you to consider any impacts your project might have under the headings below:

- Community
- Economy
- Environment
- The Future

### Supporting Action for Sustainable Development

There are a number of questions under each of these headings, designed to help you consider a range of sustainability issues. These are only a guide, and may not all apply to your project. Also, there might be other issues you think are important and want to include.

The checklist will help you to confirm your project's strengths and weaknesses and might also point to opportunities to improve the project's positive impact as well as threats that might reduce its effectiveness. As a general rule it's always better to identify these at the outset, rather than wait for them to catch you out later on.

Whilst you are working through the checklist, you might find it helpful to note down strengths, weaknesses, opportunities and threats in the table provided at the end. This will allow you to get an overall picture of your project's sustainability and what further action you might need to take to improve it.

## COMMUNITY

### 1. Does the project have widespread Community Support?

- Has the whole community been able to comment on the project proposal?
- If there are concerns about the project from anyone in the community have they been addressed?
- How will you ensure the whole community is aware of how the project develops?

### 2. How will the project strengthen the local community?

- Does the project promote or increase access to culture (eg Gaelic), arts or crafts, music, sport, local history or archaeology?
- Does the project provide training or other resources to increase community confidence or allow the community to be more self-reliant?

### **3. How does the project help to ensure everyone has access to the same level of resources?**

- Will the project help meet local needs for new services or to make better use of existing resources, including volunteers?
- Does the project improve access to infrastructure, services, information or support?
- Does the project make efforts to support the involvement of all members of the community, including those sometimes excluded such as older people, young people and people with disabilities?

### **4. Does the project have any impact on existing facilities or other organisations?**

- Will the project's activities compete with or have a negative impact on other organisations and services? (I.e. Hall tearoom competing with local businesses or noise from a youth club impacting on other hall users.)
- Does the project overlap with work of other organisations?
- Has consideration been given to impact on similar projects in the surrounding area?

## **ECONOMY**

### **1. Does it help increase value of local products or make sustainable use of existing resources?**

- Does the project create new income streams from renewable natural resources?
- Does it help to diversify the local or regional economy?
- Where appropriate, does the project encourage visitors to stay longer?
- Does it encourage inward investment?

### **2. Does it create jobs or retain existing jobs?**

### **3. How does it help to develop skills of local people?**

- Are efforts made to encourage uptake of such opportunities by long term unemployed or people with special needs?

### **4. Local Sourcing?**

- Does the project purchase goods and services locally?

### **5. How does the project impact on existing businesses?**

- Will there be benefits as a result of the project for local businesses?
- Will the project compete with existing local businesses?

- Will the project impact on businesses in surrounding areas?

## ENVIRONMENT

### 1. How does the project help reduce waste and pollution?

- REDUCE – Does the project take steps to reduce what resources the project is using, ie. Consider buying in bulk to reduce packaging and transport costs.
- REUSE – Reuse existing resources such as glass jars, furniture or leftover paint. Are new premises or buildings being used rather than making use of existing buildings? Does the project use recycled materials and rechargeable equipment?
- RECYCLE – Ensure recycling opportunities are used or developed to minimise the amount of waste materials generated.

### 2. Does the project minimise energy use and/or support the development or use of renewable energy? If so, how will this be achieved?

- Has the project undertaken an energy efficiency assessment?
- Does the project, where appropriate, aim to reduce car use and promote public transport?
- Has the project considered development or use of renewable energy sources?

### 3. Does the project provide access to and awareness of wildlife and open spaces? If so, how will this be achieved?

- Does the project provide sustainable access to wildlife and open spaces?
- Does the project support access for all users? (People with disabilities, bike or equestrian access?)
- Does the project provide interpretation of the local area?

### 4. Does the project safeguard, protect and enhance the natural environment and support local biodiversity? If so, how will this be achieved?

- Has the project adopted good environmental management practices?
- Does the project protect fragile ecosystems?
- Does the project support the enhancement of native species and their habitat?

## THE FUTURE

### 1. What positive changes will the project bring?

- What changes in service delivery or access to services do you anticipate?
- Will new resources, facilities or services be available as a result of the project?
- What change in community confidence and capabilities do you anticipate?
- How will the project impact on people's quality of life, such as health, safety or access to services or employment opportunities?

**2. How does the project link with existing services or organisations?**

- Does the project work with other organisations to fill a 'gap'?
- How do you work with other services and organisations to co-ordinate and maximise resources?

**3. How will running and development costs be met in the long term, particularly after the lifetime of any grant assistance?**

- Has a long term exit strategy been developed or included in the project plan?
- How will you secure volunteer effort if this is necessary for the operation of the project?
- How will you resource any future costs? – repairs and renewals, insurance, salaries etc.

**4. Does the project have any long-term impacts on the environment? If so, what are these?**

- Is there a loss of habitat or erosion as a result of the project?
- Is there an increase in the use of resources or energy?
- Is there a loss of non-renewable local resources?



**LEADER GRANT APPLICATION FORM**

- Please read the form and guidance notes completely before completion
- BLOCK CAPITALS should be used throughout
- No project should start or commit expenditure before receiving approval of grant

<b>Ref. No (office use only)</b>	<b>Date Received (office use only)</b>
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**SECTION 1: PROJECT SUMMARY**

<b>1.1 Organisation Name:</b>			
<b>1.2 Project Title:</b>			
<b>1.3</b>			
<b>Total cost of project</b>	<b>Total Eligible costs</b>	<b>% rate of grant requested</b>	<b>Grant requested</b>
£	£	%	£

<b>1.4 Project Start Date</b>	
<b>1.5 Project Finish Date</b>	

**SECTION 2: CONTACT DETAILS**

<b>2.1 Main Contact Name:</b>	
<b>2.2 Position in Organisation:</b>	
<b>2.3 Contact No.</b>	
<b>2.4 Alternative Contact No.</b>	
<b>2.5 Fax no.</b>	
<b>2.6 Contact Address:</b>	

<b>Postcode:</b>	
<b>2.7 Email address:</b>	
<b>2.8 Website address:</b>	

**SECTION 3: ORGANISATION DETAILS**

3.1 Organisation Status	Please indicate (x)
Company limited by guarantee	
Constituted group	
Other (please specify)	

<b>3.2 On what date was your organisation formed?</b>	
---	--

<b>3.3 If you are a registered charity, please quote number:</b>	
--	--

<b>3.4 Are you registered for VAT?</b>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
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<b>3.5 If you are registered for VAT please quote number:</b>	
---	--

<b>3.6 Do you have an equal opportunities policy or statement (for project officers etc)? Please provide a copy.</b>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
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<b>3.7 Does your organisation involve young people and/or vulnerable adults or does it bring adults into contact with these groups</b>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
<b>If yes, does your organisation have a child protection policy?</b>	Yes <input type="checkbox"/>	No <input type="checkbox"/>

<b>3.8 What are the main activities of your organisation? What previous experience do you have of managing projects and/or public funding? (please answer in no more than 100 words)</b>
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<b>3.9 Would you be prepared for your name to be entered on our database?</b>	<b>Yes</b> <input type="checkbox"/>	<b>No</b> <input type="checkbox"/>
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## SECTION 4: PROJECT DETAILS

**4.1 Project Title:**

---

**4.2 Project Location. Please state where your project would be based:**

---

**4.3 Please define the geographical area that will benefit from your project, including size of area (ha), towns, villages and post codes:**

---

**4.4 Project Summary. Please summarise your project as concisely as possible, including any background information (in no more than 750 words in total):**

**Background:**

**Project aims:**

**Project activities:**

**4.5 Please describe any potential barriers to community access and participation in your project:**  
*(please see section 4.5 in guidance notes)*

---

**4.6 Please explain how the project will address these barriers and how you intend to involve the local community in your project: (please see section 4.6 in guidance notes)**

**4.7 Does your project require planning permission or any other form of regulatory compliance or consent?**

Yes

No

**Please detail below:**

Type	Steps Taken	Date
------	-------------	------

**4.8 Please tell us of any designated Natural Heritage Sites (Special Areas of Conservation, Specially Protected Areas, Sites of Special Scientific Interest etc) which will benefit from your project:**

--

**4.9 What work have you undertaken to demonstrate:-**

**Need for the project:**

**Community support for the project:**

<b>Type (please attach copies of all relevant documentation)</b>	<b>Please indicate all that apply (x)</b>
Community consultation	<input type="checkbox"/>
Feasibility study	<input type="checkbox"/>
Business plan	<input type="checkbox"/>
Research of need/demand	<input type="checkbox"/>
Other (please detail below) e.g. letters of support	<input type="checkbox"/>

**4.10 Explain briefly how this project integrates with, or is complementary to :**

*(Please see guidance note 4.10 for additional information)*

**1. Local LEADER / Development Plan:**

**2. Highland LEADER Themes:**

*(Please indicate which themes your project will contribute to)*

Theme	(X)
Development planning & community capacity building	<input type="checkbox"/>
Culture & heritage	<input type="checkbox"/>
Training and learning opportunities	<input type="checkbox"/>
Access to activities, facilities and services	<input type="checkbox"/>
Land, environment and access to the countryside	<input type="checkbox"/>
Renewables	<input type="checkbox"/>
Tourism	<input type="checkbox"/>
Social enterprise and micro-businesses	<input type="checkbox"/>

**3. Other Wider National Strategies Or Policies**

**4.11 Does the project create new jobs?**

Yes

No

**If Yes**

Is the project off farm?

Yes

No

Where are the jobs being created?

Sector	Please indicate	Number of jobs
Tourism	<input type="checkbox"/>	
Craft	<input type="checkbox"/>	
Retail	<input type="checkbox"/>	
Renewable energy production	<input type="checkbox"/>	
Other (please detail)	<input type="checkbox"/>	
	<input type="checkbox"/>	

**SECTION 5: PARTNERSHIP DETAILS**

**5.1 Is this a co-operation project?**

Yes

No

If yes, is it

Inter-territorial?

Yes

No

Transnational?

Yes

No

**5.2 Are any other groups or organisations involved in managing or delivering this project? If yes, please give details:**

Name	Address	Brief description of how they will be involved

**5.3 Do you have a partnership agreement?**

YES

NO

**If yes, please detail:**

--

**SECTION 6: TENDERING AND RECRUITMENT ARRANGEMENTS**

**6.1 Please confirm that all contracts of work (including recruitment, for example all posts advertised) will follow standard compliant processes. Contact the Development Officer to confirm details:**

--

**SECTION 7: PROJECT TARGETS, OUTCOMES & OUTPUTS**

**7.1 Which of the LEADER target groups are expected to benefit from your project?**

--





**SECTION 8 – PROJECT MANAGEMENT AND MONITORING**

8.1 Please list all those responsible for day to day management of the project:		
Name	Volunteer/Employee	Previous Experience Relevant To Project

**8.2 What monitoring systems will you put in place to ensure your project is progressing (e.g. project progress reports, action plans, financial management reporting, management meetings)?**

**8.3 What risks do you see to a successful outcome?**

**8.4 Please give details of how these risks will be addressed.**

**8.5 Please detail below estimated quarterly expenditure for your project**

Year 1	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Estimated expenditure				
% LEADER award				

Date of claim

**Year 2**

**Quarter 1**

**Quarter 2**

**Quarter 3**

**Quarter 4**

Estimated expenditure

% LEADER award

Date of claim

## SECTION 9- ADDITIONALITY

Which of the following forms of additionality will result from the award of grant?	Please indicate all that apply (X)	Where appropriate, please give an explanation
<b>LEADER funding will:</b>		
Allow the project to proceed	<input type="checkbox"/>	
Accelerate the implementation of the project	<input type="checkbox"/>	
Increase the scale of the project	<input type="checkbox"/>	
Improve the quality of the project	<input type="checkbox"/>	
Secure other financial contributions to the project	<input type="checkbox"/>	
Release resources to allow other projects to proceed	<input type="checkbox"/>	
Other (please detail)	<input type="checkbox"/>	

## SECTION 10- INNOVATION

<b>10.1 Innovation is a key LEADER theme, please tell us how you consider your project to fit this theme. (Please answer in no more than 100 words):</b>

## SECTION 11 - SUSTAINABILITY AND CONTINUITY

<b>11.1 Please describe how your project contributes towards ECONOMIC GROWTH:</b>

**11.2 Please describe how your project contributes towards SOCIAL COHESION (what benefits will this project bring to your community):**

**11.3 Please describe how your project contributes towards PROTECTION OF THE ENVIRONMENT:**

**11.4 Please provide details of how the project will continue after LEADER funding has ceased (e.g. exit strategy, business plan, ongoing management and funding arrangements)**

**11.5 Where relevant, please describe any contribution your project will make towards promotion of the Gaelic language**





<b>Total</b>			

<b>Total project cost (eligible + ineligible)</b>	
---	--

Please detail when these costs are likely to be incurred.

	2009	2010	2011	2012	2013	Total
Total project cost						
Total eligible project cost						
Leader contribution						

**It is a condition of EU funding that all beneficiaries and their awards be published annually by Scottish Government.**

**12.4 Is your project likely to generate any income? If yes, please give details of anticipated amounts, dates and sources.**

Source	Date	Amount £

**12.5 Organisation Bank Details**

Bank Name
Address
Postcode
Account Name
Sort Code
Account No.

**SECTION 13 – PREVIOUS FUNDING**

**13.1 Has your organisation received any previous LEADER or European funding from any source over the last three years? If so please give details:**

Source	Date	Amount £

**13.2 Has your organisation recently applied for any European funding from another source such as Rural Development Contracts? If so please give details:**

Source	Date	Amount £

**SECTION 14 – PUBLICITY**

**14.1 It is a condition of grant that any assistance received by a project from the European Union clearly acknowledges its support. Please indicate below which of the following will be applicable to your project:**

<b>Type</b>	<b>Please indicate all that apply (X)</b>
<b>Prominent Site Signage during works</b>	<input type="checkbox"/>
<b>Permanent plaque on premises</b>	<input type="checkbox"/>
<b>Acknowledgement in all press and media releases</b>	<input type="checkbox"/>
<b>Acknowledgement in all project documentation</b>	<input type="checkbox"/>
<b>Website</b>	<input type="checkbox"/>
<b>Other (please specify)</b>	

## Section 15 – SIGNATURE

*I declare that the information contained in this application is correct to the best of my knowledge, that I have read the guidance notes and that I understand and accept the terms and conditions noted within them.*

<p><b>15.1 Would the person named as main contact for this application please sign below:</b></p>    <p><b>Signature:</b></p>	<p><b>Print:</b></p>	<p><b>Date:</b></p>
---	----------------------	---------------------

<p><b>15.1 To be completed by the Chairperson or equivalent of your group or organisation (if different from above)</b></p>    <p><b>Signature:</b></p>	<p><b>Print:</b></p>	<p><b>Date:</b></p>
---	----------------------	---------------------

<b>Attachments checklist.</b>		
<b>Have you enclosed:</b>		<b>Please Indicate</b>
		<b>(x)</b>
<b>1</b>	<b>Constitution or Articles and Memorandum</b>	<input type="checkbox"/>
<b>2</b>	<b>Committee Members or Directors List</b>	<input type="checkbox"/>
<b>3</b>	<b>Permissions – Planning etc</b>	<input type="checkbox"/>
<b>4</b>	<b>Policies – Child, Risk, Equal Opportunities etc</b>	<input type="checkbox"/>
<b>5</b>	<b>Confirmation of Other Funding if Available</b>	<input type="checkbox"/>
<b>6</b>	<b>Current Bank Statement-</b>	<input type="checkbox"/>
<b>7</b>	<b>Research</b>	<input type="checkbox"/>
<b>8</b>	<b>Business Plan</b>	<input type="checkbox"/>
<b>9</b>	<b>Insurance</b>	<input type="checkbox"/>
<b>10</b>	<b>Other</b>	<input type="checkbox"/>

**For assistance completing this form please contact the relevant Development Officer and/or programme Manager (see overleaf for contact details)**

**Please return the completed form to:**

**Wendy Anderson**  
**Programme Administrator**  
**Planning & Development Service**  
**The Highland Council**  
**Glenurquhart Road**  
**INVERNESS**  
**IV3 5NX**

**Nicole Wallace - Programme Manager (Job Share)**

The Highland Council, Planning and Development, Glenurquhart Road, Inverness,  
IV3 5NX

Tel – 01463 702 524 or 07899 968205

Email - [nicole.wallace@highland.gov.uk](mailto:nicole.wallace@highland.gov.uk)

**Nicola Ewing - Programme Manager (Job Share)**

HIE, 69-71 High Street, Invergordon, IV18 0AA Tel – 01349 855233 or 07789 878285

Email - [nicola.ewing@hie.co.uk](mailto:nicola.ewing@hie.co.uk)

**Fiona Cameron - Development Officer**

**(Caithness, Sutherland, Thurso, Wick, Cromarty Firth, Tain and Easter Ross)**

The Highland Council, Drummie, Golspie, KW10 6TA

Tel – 07827 281469 or 01408 635215

Email - [fiona.cameron4@highland.gov.uk](mailto:fiona.cameron4@highland.gov.uk)

**Martin Culbertson - Development Officer**

**(Aird, Loch Ness, Rural Inverness, Nairn, Caol, Mallaig, Fort William and Ardnamurchan)**

Lochaber House, High Street, Fort William, PH33 6EL

Tel – 07827 281468 or 01397 707209

Email - [martin.culbertson@highland.gov.uk](mailto:martin.culbertson@highland.gov.uk)

**Liz Whiteford - Development Officer**

**(Dingwall & Seaforth, Black Isle, Wester Ross, Strathpeffer, Lochalsh and Skye)**

HIE, 69-71 High Street, Invergordon, IV08 0AA Tel – 07920 543 719 or 01349

855217 Email - [liz.whiteford@highland.gov.uk](mailto:liz.whiteford@highland.gov.uk)

## **Appendix V – Consultees, Respondents and LAP Membership Pro-forma**

### **Organisations Contacted** (those marked with an asterisk responded)

All members of Skye & Lochalsh Council for Voluntary Organisations

Age Concern

Broadford & Strath Community Company\*

Broadford & Strath Community Council\*

Broadford Environmental Group\*

Broadford Primary School\*

Collie-Mackenzie Sculpture Group\*

Comunn na Gàidhlig\*

Count Me In\*

Crofters Commission

Crossroads Care

Cuillin FM\*

Dunvegan Community Council

Dunvegan Community Trust

Federation of Small Businesses

Fèisean nan Gàidheal\*

Gàidhlig 'san Dachaigh (Gaelic at home)\*

Glenelg and Arnisdale Community Hall\*

HI-Arts\*

The Highland Council\*

Highlands & Islands Enterprise\*

Highlands and Islands Fire and Rescue Service\*

Isle of Skye Ferry CIC

John Muir Trust

Kilmuir Community Council\*

Kyleakin and Kylerhea Community Company\*

Kyleakin Community Council\*

Lochalsh & Skye Housing Association\*

Lochalsh Youth Liaison and Action Committee\*

Minginish Community Council

Minginish Community Hall Association\*

NHS Highland

National Trust for Scotland\*

Northern Constabulary

Portree Area Community Company\*  
Portree Community Council\*  
Raasay Community Association  
Raasay Community Council  
Raasay House Community Company\*  
Rag Tag n Textile  
RSPB\*  
Sabhal Mòr Ostaig  
Sconser Community Council\*  
Scottish Community Energy Company\*  
Scottish Crofting Foundation  
Scottish Natural Heritage\*  
SGRIPD  
Scottish Wildlife Trust  
Skeabost Community Council  
Skye & Lochalsh Angling Development Group  
Skye and Lochalsh Arts and Crafts Association\*  
Skye & Lochalsh Council for Voluntary Organisations\*  
Skye & Lochalsh Citizens' Advice Bureau  
Skye & Lochalsh Community Care Forum  
Skye and Lochalsh Food Link (CIC)\*  
Skye & Lochalsh Horticulture CIC  
Skye and Lochalsh Marketing Ltd\*  
Skye & Lochalsh Mental Health Association\*  
Skye and Lochalsh Tourism Forum\*  
Skye & Lochalsh Women @ Work\*  
Skye & Wester Ross College\*  
Skye Youth Group\*  
Sleat Community Trust\*  
Staffin Community Council  
Staffin Community Hall Association  
Staffin Community Trust\*  
Struan Community Council  
Touchwood  
Red Deer Commission  
Uig Community Council  
Visual Arts & Crafts Co-ordinator, Skye & Lochalsh\*

Waternish Community Council\*

Waternish Hall Committee\*

Way Forward Group\*

## **EILEAN A' CHEÒ WARD LOCAL ACTION PARTNERSHIP**

### **Introduction**

The Eilean a' Cheò Leader Development Plan is now complete and the work of the initial steering group has come to an end.

The next phase in this process is the formation of the Eilean a' Cheò Ward Local Action Partnership.

A copy of Eilean a' Cheò Ward Development Plan is attached for you information.

The Eilean a' Cheò Ward Development Plan sets out the membership requirements of the Local Action Partnership – see section 10.12 of the attached plan for more details

As a member of the initial steering group you are being asked to consider becoming a member of Eilean a' Cheò Ward Local Action Partnership.

Please find attached a pro forma which we are asking potential LAP members to complete. This process will help ensure that the Eilean a' Cheò Ward Local Action Partnership has the necessary skills and abilities to ensure the Partnership has the right balance of representatives who have the necessary sectoral specific knowledge required to assess projects applying for Leader funding.

The form also sets out what will be required of LAP members in order for you to be clear about the commitment you will be asked to make.

### **NOTES**

- LAP members will be required to attend a minimum of four meetings a year
- Feedback on Leader applications will be electronic therefore all members must have reliable access to a computer with internet capability and a commitment to regularly check e mails
- Experience of EU funding is not necessary as training will be available
- Travel Expenses will be available to members who are not able to claim attendance at the LAP meeting as a legitimate part of their ongoing workload. Further details regarding the rate and procedure for claiming available by contacting Jan Laing, Ward Manager. Telephone: 01478 613849
- LAP members as asked to identify another representative who can be available to comment on applications and attend meetings in the absence of the named representative.
- LAP members will be required to respond to a project assessment request within 10 working days in order to maximise the turn around time for project decisions.

Name

Position

Organisation

Address

Telephone number

E mail

Alternative contact

Name

Position

Organisation

Address

Telephone number

E mail

Sector specific  
skills, experience

(Please tick all that  
apply)

ECONOMIC DEVELOPMENT

COMMUNITY DEVELOPMENT

GAELIC LANGUAGE AND CULTURE

ENVIRONMENT

YOUNG PEOPLE - UNDER 34

OLDER PEOPLE – OVER 65

WOMEN

MICRO BUSINESSES

VOLUNTARY ORGANISATIONS

Please give a brief  
outline of your  
skills/ abilities and  
experiences in  
relation to the  
areas you have  
chosen above.

Please describe  
briefly how you will  
seek the views or  
inform the group(s)  
you are  
representing

I have read and understood the  
responsibilities of being a member of the  
Eilean a' Cheò Ward Local Action  
Partnership

SIGNATURE

PRINT NAME

DATE

## Appendix VI – Strategies and Strategic Documents

The following is a summary of strategies and a pointer to where to find more information about such documents on the internet.

### Scottish Government

<http://www.scotland.gov.uk/Publications/2007/11/12115041/0>

The overall purpose of the Scottish Government is:

*“to create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.”*

Sustainable economic growth is the central aim. The Government’s Strategic Objectives are to make Scotland:

- wealthier and fairer,
- smarter,
- healthier,
- safer and
- stronger, and
- greener.

The Government’s Economic Strategy sets the direction for Scotland’s public sector – the Scottish Government, local government, the enterprise networks and other key agencies – to work collaboratively with the private, academic and third sectors, in pursuit of increasing sustainable economic growth.

The Economic Strategy identifies five priorities critical to economic growth:

- Learning, skills and well-being
- A supportive business environment
- Infrastructure development
- Effective government
- Equity

The 15 National Outcomes describe what the Government wants to achieve over the next ten years through this approach:

- We live in a Scotland that is the most attractive place for doing business in Europe.
- We realise our full economic potential with more and better employment opportunities for our people.
- We are better educated, more skilled and more successful, and renowned for our research and innovation.
- Our young people are successful learners, confident individuals, effective contributors and responsible citizens
- Our children have the best start in life and are ready to succeed.
- We live longer, healthier lives.
- We have tackled the significant inequalities in Scottish society.
- We have improved the life chances for children, young people and families at risk.
- We live our lives safe from crime, disorder and danger.
- We live in well designed, sustainable places where we are able to access the amenities and services we need.

- We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.
- We value and enjoy our built and natural environment and protect it and enhance it for future generations.
- We take pride in a strong, fair and inclusive national identity.
- We reduce the local and global environmental impact of our consumption and production.
- Our public services are high quality, continually improving, efficient and responsive to local people's needs.

### **The Highland Council**

[www.highland.gov.uk](http://www.highland.gov.uk)

<http://www.highland.gov.uk/yourcouncil/>

**Highland Single Outcome Agreement** reflects *Strengthening the Highlands*, the Programme of the Highland Council, which was revised in August 2008 following a change in its administration. *Strengthening the Highlands* sets out a programme of action for the years 2009-2011, making commitments across 5 main themes:

- What we will do for children and families
- What we will do for communities and older people
- What we will do for the economy
- What we will do for our environment
- What we will do to make the Council more effective and efficient

### **West Highlands and Islands Local Plan Deposit Draft**

<http://www.highland.gov.uk/yourenvironment/planning/developmentplans/localplans/whilp.htm>

The key strands of the Local Plan relating to the area are the strategy and vision. Each heading, and the key forecasts, is described in detail in pp.21-30 of the Plan.

- Strategy for Skye & Lochalsh
  - Protect and promote the identity of Skye and Lochalsh
  - Use the natural environment positively and wisely
  - Improve access to goods, services and markets
  - Maintain the existing settlement hierarchy
  - Creating an improved business environment
  - Addressing the need for quality living environments
  - Working in partnership with the community and other agencies
- Vision
  - Portree as a burgeoning sub-regional centre
  - A competitive and connected place
  - A network of strong local communities
  - A heritage safe in the hands of local people

## **Highlands and Islands Enterprise**

[www.hie.co.uk](http://www.hie.co.uk)

### **HIE Operating Plan**

<http://www.hie.co.uk/operating-plan-2008-11.htm>

HIE's Operating Plan for 2008-2011 reflects the Scottish Government's Economic Strategy and is focussed on building sustainable economic growth across the area. Its 2008-11 Operating Plan aims to achieve this through:

- Supporting high growth businesses and sectors, so raising growth rates across the area.
- Creating the infrastructure and conditions to improve regional competitiveness.
- Strengthening communities, especially in the fragile parts of the area.

HIE's priorities through its strengthening communities remit are:

- Social enterprise
- Community assets (with the potential to generate income)
- Community capacity building

## **Scottish Natural Heritage**

<http://www.snh.org.uk/>

### **Corporate strategy 2008-2013**

<http://www.snh.org.uk/pdfs/publications/corporate/corp%20strat%20leaflet%20oct%202008.pdf>

Five themes:

- **Caring for nature**  
Enhancing Scotland's biodiversity and re-kindling the relationship between people and the natural world
- **Responding to climate change**  
Understanding the effects of climate change and helping to deliver the contribution that the natural heritage can make in limiting it and adapting to it
- **Delivering health and well-being**  
Creating places where people want to live or visit, enhancing landscapes, providing opportunities for healthier and greener lifestyles and enabling people to enjoy the natural heritage
- **Supporting the Scottish economy**  
Identifying and helping to deliver the contribution that the natural heritage can make to sustainable economic growth
- **Delivering a high quality public service**  
Maintaining an efficient, responsive and environmentally responsible organisation which provides effective guidance on the natural heritage and value and satisfaction for customers, and working jointly with other agencies to ensure an integrated and streamlined approach

*Useful publications/downloads*

### **Natural Heritage Futures - Western Seaboard**

<http://www.snh.org.uk/pubs/detail.asp?id=368>

## **Skye**

<http://www.snh.org.uk/pubs/detail.asp?id=52>

## **Skye and Lochalsh landscape assessment**

<http://www.snh.org.uk/pdfs/publications/review/071.pdf>

## **Skye & Lochalsh Biodiversity Plan**

[http://www.highlandbiodiversity.com/html/counties/skye\\_lochalsh/skye\\_lochalsh.php](http://www.highlandbiodiversity.com/html/counties/skye_lochalsh/skye_lochalsh.php)

## **Core Path Network Plan**

<http://www.highland.gov.uk/leisureandtourism/what-to-see/countrysideaccess/corepathplans.htm>

## **Bord na Gàidhlig**

Strategic aims and operational objectives are described in the Corporate Plan. The five strategic aims are:

1. Increase the number of speakers and user of Gaelic
2. Strengthen Gaelic as a family and community language
3. Facilitate access to Gaelic language and culture throughout Scotland
4. Promote and celebrate Gaelic's contribution to Scottish cultural life
5. Extend and enhance the use of Gaelic in all aspects of life in Scotland

## **Corporate Plan**

<http://www.bord-na-gaidhlig.org.uk/Corporate%20Plan/PC2005-2007.pdf>