



## **Tyne Esk LEADER Programme 2014-2020**

### **Business Plan**

### **The Tyne Esk Local Action Group**

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# 1. Governance

## 1.1 Introduction

The Tyne Esk LEADER Local Action group (LAG) will be the Scottish Government's delivery partner for the LEADER funding. The accountable body will be Midlothian Council and the staff team will be employed by Midlothian Council working to LAG priorities. The LAG will have responsibility for implementation and review of this strategy document.

The EMFF Forth Fisheries Local Action Group will involve representation from the coastal areas of North Berwick, Port Seton, Cockenzie and Dunbar. The accountable body for this element is Scottish Borders Council. The EMFF will have representation at the LAG meetings in order to keep coherence between the two funding programmes.

In order to ensure cohesion and integration between the Tyne Esk LEADER programme 2014-2020 and the East Lothian and Midlothian Community Planning Partnerships, there will be an opportunity for an observer from each CPP to attend each LAG meeting. The LAG will report back to both CPPs on an annual basis unless otherwise agreed.

## 1.2 Values

Our values are as follows:

- We will be **transparent** in the way we work, including the appointment of people to the LAG and in the application process
- We will be **inclusive** in our approach and in our decision making, paying particular attention to equalities issues
- We will seek to support and encourage **innovation** wherever we can.

The second two of these values will feature in the criteria for assessing applications along with a focus on **collaboration**. Project applications will receive higher rating where they can demonstrate one or more of: an inclusive approach; innovation in ideas or methods; and collaboration with other businesses/communities/LEADER areas in Scotland or abroad.

### **1.3 LAG roles and responsibilities**

There will be a Memorandum of Understanding between Midlothian Council and the LAG. This will cover the roles and responsibilities for each party and will include the following:

- The LAG will be responsible for managing the implementation and delivery of the Tyne Esk LEADER 2014–2020 programme. This will include agreeing all project application processes, the approval of projects, monitoring implementation at project and programme level, and evaluating the progress being made against the LDS priorities. It will also include overseeing financial management. The LAG will review its strategy at the mid-term point (2017/18) to ensure it is still fit for purpose.
- Midlothian Council will hold responsibility for management of the staff team and for the operational administration of the programme.

Projects are approved by the LAG and award letters will be signed by the LAG Chair. Overall responsibility for the maintenance of accounts and for financial procedures will rest with Midlothian Council, who will act as the “bankers” for the programme. As noted above, this role is supported by the staff team, who maintain details of project commitments, expenditure and claims.

Project Claims will be submitted to the Accountable Body on a regular basis and checked by the LEADER staff team before being submitted to Midlothian’s Council’s Finance Department for payment. Midlothian Council Internal Audit service will additionally provide compliance support.

### **1.4 Structure and frequency of meetings**

The LAG will meet at least quarterly. The LAG will start by working as one group meeting together and will decide after one year whether it wishes to form sub-groups in addition to the main group. The rationale for this approach is to give the new LAG a chance to develop and work together as one group before any sub-division to smaller groups takes place: this will allow everyone to become familiar with each other and with the operational processes.

## **2. LAG Membership**

The LAG will have an overall membership of up to 16 people drawn from a mixture of individuals living within the local communities, representatives from organisations and businesses based in the area or which have involvement in the area, the two local authorities and other public sector bodies as are deemed appropriate. The balance between non-public and public sector will be at a minimum 51-49%.

The selection process will be based on completion of a skills matrix and supplementary application form and the decision on membership made by a panel aiming to get the best skill and experience mix to deliver the strategy.

LAG members will potentially come from a number of sources including:

- Local communities
- Local businesses and organisations
- The two local authorities

Once LAG membership has been determined, it will then elect the Chairperson and any other officer bearers as required. The LAG will draw up a Memorandum of Understanding with the Lead Body setting out working arrangements as described in the Local Development Strategy. The Chairperson will not be from either local authority involved in the Tyne Esk LEADER area.

There will be a midway (2017) review of membership to check it is still fit for purpose.

## **3. LAG Operating procedures**

The LAG will put in place an annual operating plan covering clear dates and processes for:

- Application deadlines
- LAG meeting dates
- Financial planning
- Project development: areas which the LAG wishes to focus on that year
- Monitoring and evaluation
- Communications

#### 4. Application process

The Scottish Government is currently developing guidance on the application process which will be an online process from March 2016. Paper versions will be made available shortly.

Details of the LDS and the application process will be placed on the Tyne Esk LEADER website and communicated through local press and social media, in addition to advertising through other methods outlined in our communications strategy. In addition, pro-active outreach work, such as workshops or drop-in sessions will be undertaken by the Leader team to encourage applications from areas/thematic areas that are undersubscribed.

The LAG has decided that it will actively support and encourage new project ideas and help new projects establish their monitoring and evaluation systems. Both the Co-ordinator and Project Development officer will undertake animation activities.

Potential project applicants and those with ideas for linked capacity building within communities will be encouraged to contact the LEADER staff team for initial discussions in order to check their idea is in line with the strategy and what LEADER can fund. If it is they will be invited to complete a full application form for submission to the LAG.

The LAG may also decide to take a more proactive approach to ensure there are projects in a given priority area. It may decide to commission such a project directly itself, for example research or a pilot to fill an identified gap, or it may call for applications to take part in a competitive process.

At its annual review the LAG may decide to place greater emphasis on one of the themes in the next year if it considers that this is appropriate.

All projects will be expected to demonstrate the demand for their project based on some form of research/evidence and to show how it fits with the Tyne Esk LDS.

There will be an initial Enquiry Form and every potential applicant will be encouraged to have a discussion with a member of the staff team about their project so an early assessment can be made as to whether their idea is suitable for consideration within LEADER funding and is eligible.

Following submission, eligibility checks will be undertaken by the Leader team before the applications are put to the LAG for appraisal.

Once a project has been successfully awarded funding the staff team will meet with them to discuss the delivery of the project and the monitoring that is expected, supporting them to complete the Project Evaluation framework form contained in the Monitoring and Evaluation section of this Business Plan.

As part of the animation process, it is proposed to deliver compulsory workshop sessions to applicants to support the application process, including business planning sessions to develop awareness of sustainability issues and information about potential sources of match funding. There will also be Claims workshops to assist project managers to understand the claims process and record-keeping requirements. These workshops will be developed and delivered by the LEADER staff with additional support when appropriate.

## **5. Relationship of the Tyne Esk LAG to the Forth Fisheries LAG**

There will be representation from the Forth Fisheries LAG on the Tyne Esk LAG.

## **6. Match funding opportunities**

The LAG members and staff team will work with communities and project applicants to identify appropriate sources of public and private sector match funding. Midlothian Council has an online grants database (supplied by IDOX Information Services) which can be used as a starting point. There are also local bodies such as the third sector interfaces (Midlothian Voluntary Action and STRIVE) that can provide information about funding.

The requirements for match funding will be fully explained at project development workshops across the Tyne Esk area as part of the animation of the programmes.

As set out in the strategy, the main sources of funding will come from:

- Other public sector sources
- Charitable and third sector sources
- Private sector sources.

## **2. Monitoring and Evaluation**

### **2.1 Introduction**

Tyne Esk LEADER is committed to ensuring that monitoring and evaluation is at the heart of the new programme. Monitoring and evaluation activity will be underpinned by the programme themes and outcomes described in the LDS.

The purpose of monitoring and evaluation will be to ensure that the LAG is able to demonstrate the progress it is making towards delivering the outcomes set out in its strategy and will be the key means by which it is able to demonstrate value added.

The LEADER Strategy will be treated as a living document which is reviewed annually, and will be a core component of the monitoring and evaluation planning undertaken. This will include a review of outcomes and indicators. At the midway point the LAG will review its priorities within the strategy to check they are still appropriate.

### **2.2 Key objectives for monitoring and evaluation in Tyne and Esk**

- To understand progress against outcomes and indicators set
- To measure the added value provided through Tyne Esk LEADER
- To identify lessons learned and share good practice
- To assess overall impact.

### **2.3 Roles and responsibilities**

#### **LAG**

Ultimate responsibility for monitoring and evaluation will lie with the lead partner, and provision will be made within the Memorandum of Understanding with the Local Action Group for monitoring and evaluation responsibilities.



## LEADER Team

Day to day responsibility for monitoring and evaluation will lie with the LEADER team.

The LEADER team will ensure that they disseminate lessons learned from monitoring to other projects and others in the wider LEADER community.

## Funded Projects

Projects will be required to undertake ongoing monitoring and to contribute to external evaluations as required.

### **2.4 Monitoring and evaluation mechanisms**

The monitoring and evaluation processes will draw on existing data already being gathered (for example through the Community Planning Partnerships) wherever possible. Other data will come from:

- Application forms – baseline data, project outcomes and indicators, overview of approach to monitoring and evaluation
- Quarterly claims forms, end of project report – financial and physical progress against outcomes set
- Monitoring visits to a proportion of funded projects each year in line with Scottish Government requirements
- Case studies

Outcomes	Indicators	Some potential project ideas (identified during consultation process)
<b>Theme A: Community, co-operation and linkages</b>		
<p>1. People are more involved with their communities (Including virtual communities)</p>	<p>Increased access to and quality of community meeting places/shops/halls/cafes</p> <p>Increased activities (leisure, sport, learning) for target groups (children, young people, older people, people with disability)</p> <p>Increased number of community events</p> <p>Increased public attendance at community events</p>	<ul style="list-style-type: none"> <li>• Various ideas for community shops/improvements to community halls/development of community cafes</li> <li>• The need for increased access to leisure and sports activities in the more rural areas for particular target groups</li> <li>• Local community taking over buildings no longer used eg former primary school</li> </ul>
<p>2. There is improved community cohesion, especially between “old” and “new” communities</p>	<p>Increased number of people as volunteers</p> <p>Younger and older people have more opportunities to interact</p> <p>“Old” and “new” community residents have more opportunities to</p>	<ul style="list-style-type: none"> <li>• Projects involving intergenerational contact for example involving young people with older people with dementia</li> <li>• Festivals and events that bring “old” and “new” communities together</li> </ul>

Outcomes	Indicators	Some potential project ideas (identified during consultation process)
	interact	
3. More people have access to public/community transport	<p>Increase in number of community transport routes</p> <p>Improved dissemination of information on public/community transport</p>	<ul style="list-style-type: none"> <li>• Develop community transport links between areas and to the new railway line</li> </ul>
4. More people are able to access off-road paths linking villages and places of interest	<p>Increased number of cycle pathways</p> <p>Increased number of pathways</p> <p>Improved signage and mapping of local pathways</p>	<ul style="list-style-type: none"> <li>• Create new cycle pathways</li> <li>• Create new pathways for example linking local village to nearby leisure spot</li> </ul>
5. More people are supported to be included in terms of digital and financial inclusion	<p>More people develop digital capacity</p> <p>More people have access to financial advice and support</p>	<ul style="list-style-type: none"> <li>• Advice project established in deprived area</li> </ul>
<b>Theme B: Economic development</b>		
More rural businesses, including farmers, social enterprises and SMEs, are able to develop/ grow/ diversify	<p>Farmers, social enterprises and SMEs, report diversification of business</p> <p>Increased revenue</p>	<ul style="list-style-type: none"> <li>• Lots of ideas for farm diversification including co-operative for farm equipment and refrigeration to allow direct sales to the buyer</li> </ul>

Outcomes	Indicators	Some potential project ideas (identified during consultation process)
	generation	through community shop
More people able to access workshop spaces/meeting places	<p>Increase in number of workshop spaces</p> <p>New workshop spaces used to capacity</p> <p>Existing workshop spaces used to capacity</p>	<ul style="list-style-type: none"> <li>• Create workshop spaces and meeting places with wifi to enable more people to work from their local area</li> </ul>
Rural businesses, in particular those relating to food and drink, scientific research and tourism, are supported to set up, develop and grow.	<ul style="list-style-type: none"> <li>• Increase in number of rural businesses as a result of LEADER funding</li> <li>• Reported development or growth in businesses supported by LEADER funding</li> </ul>	<ul style="list-style-type: none"> <li>• Community shop established</li> <li>• Social enterprise supported to develop access to local food production</li> </ul>
More local people are able to access employment locally	<p>More new jobs created locally</p> <p>More local people find local employment</p>	<ul style="list-style-type: none"> <li>• Diversification of existing businesses and development of new enterprises</li> </ul>
<b>Theme C: Enhanced environments</b>		
People have more access to green spaces in village and small town areas	<p>Increase in number of green spaces</p> <p>Increased use of green</p>	<ul style="list-style-type: none"> <li>• Some areas have identified the need for easier access to green spaces/improvements to the green spaces they</li> </ul>

Outcomes	Indicators	Some potential project ideas (identified during consultation process)
	spaces	have
People's local built environment is improved	Improvements to local buildings	<ul style="list-style-type: none"> <li>• Specific local buildings mentioned including a disused primary school in Tranent and an old mill in Penicuik</li> <li>• Other ideas include renovating community buildings, improving streetscapes and improving town centres</li> </ul>
The tourist experience is improved	<p>Tourists to specific events and attractions funded by LEADER report high quality experience</p> <p>Increase in number of visits to specific events/attractions.</p>	<ul style="list-style-type: none"> <li>• Enhance existing attractions/develop new ones.</li> </ul>

The proposed approach will use both quantitative and qualitative methods. We plan to support projects to undertake ongoing monitoring and we will build in external evaluation at two points: midway in 2017 when the Scottish Government requires a first report and towards the end of the programme in late 2019 when the focus will be on the overall impact, again to be submitted to the Scottish Government as a final report.

We have allocated £40,000 from the administrative budget for the purpose of these external evaluations.

## 2.5 Governance and co-ordination

Delivery of the detailed monitoring and evaluation framework (shown below) will be the responsibility of the LAG. The LAG will have Monitoring and

Evaluation on the agenda at each of its meetings and after the first year of operation when it is considering sub-groups it may decide to establish a separate sub-group to deal with monitoring and evaluation.

The LAG staff team will provide the operational support for the delivery of the plan meeting internally on a monthly basis to ensure all monitoring is in place and will produce an annual report on progress and any issues arising.

The evaluation plan is built around the key themes for the strategy:

- Community, co-operation and cohesion
- Economic development
- Enhanced environment

## **2.6 Monitoring**

Monitoring information for each project will be gathered from Claims Forms:

- number of people participating in the project (broken down by age range, gender, disability, ethnicity)
- number of volunteers participating (broken down by age, gender, disability, ethnicity)
- number of applications/number of projects funded
- number of projects from each administrative area
- match funding: from private and public sources and in-kind

Projects will be supported by the Project Development Officer at the start of their funding so that they can make sure the monitoring processes are in place.

## **2.7 Process evaluation**

It is important in a multi-year programme to build in time for reflection on how well the processes are working. It is proposed to have the following opportunities built in:

- an annual survey of all funded projects about how well the programme is working from their point of view and if there is any area which they need help with/needs improvement. (This will also act as a communication tool as it will allow the LAG to hear the views direct from the projects about how the programme is operating)

- an annual review meeting with LAG members to consider how well the LAG is operating and if there is anything that could be improved.

## 2.8 Impact

The change we want to see LEADER bring is based on the needs identified and set out in the outcomes from the LDS. For each of these we have developed key indicators.

At project level we will ask each project to determine which of these outcomes it intends to achieve and to develop their own ideas for how to demonstrate the change achieved. The Project Development Officer will provide support to help projects think through their monitoring processes. This is likely to include information about **inputs** (the resources used such as LEADER funding, match funding, staff time, volunteers time, specific tools being used); **outputs** (number of meetings/events/training courses/people trained/participants at events); and **outcomes** what difference has this made and how do we evidence the changes or improvement this has led to (projects might choose from a range of tools for this including mini-surveys with beneficiaries, focus group discussion, photos of things that have happened, case study write up of the whole project or of the difference it has made to individuals,)

At **programme level** we will use the following indicators to demonstrate that the outcomes have been achieved (or not). (The first thirteen indicators are the indicators that relate to the Scottish Government indicators in their Business Plan guidance document.)

Programme Indicators	Data sources	Timeframe for data collection
No. of projects funded	Claim Forms/LAG and LAP minutes	Quarterly
Population covered by LAG and each LAP area	local population data	2017 and 2019 for the two reports for Scottish Government

Programme Indicators	Data sources	Timeframe for data collection
Types of project promoters (split by LAG/LAP; NGOs (Third Sector); Public bodies; SMEs; other)	Funded application forms	Quarterly
No. of women participating in LEADER projects	Claim Forms	Quarterly
No. of men participating in LEADER projects	Claim Forms	Quarterly
Postcode data for participants	Claim forms	Quarterly
No. of people participating in LEADER projects by age group	Claim forms (birth dates or age group data must be collected)	Quarterly
No. of businesses participating in LEADER projects	Claim forms (collect broken down by type of business, using standard classifications)	Quarterly
Private match funding	Claim Forms	Quarterly
Public match funding	Claim Forms	Quarterly
In-kind match funding	Claim Forms	Quarterly
No. of co-operation projects being participated in (split by inter-Highland, inter-territorial (Scotland) and transnational)	Collection by LEADER administrative team and marked on database at same time as Claim Forms data entered	Quarterly



Programme Indicators	Data sources	Timeframe for data collection
No. of businesses participating in LEADER projects	Claim forms (collect broken down by type of business, using standard classifications)	Quarterly
No. of new jobs created through LEADER	Local employment figures NOMIS stats Skills Development Scotland Research Online Project returns	Annual
No. of communities with new ownership of assets /services	Funded projects survey	Annual designed by LAG/LEADER team
No. of communities that have developed new projects as a result of partnership working	Funded projects survey	As above
Number of volunteers expressing satisfaction with the support they receive	Volunteer survey/focus groups with volunteers	As part of the two external programme evaluations 2017 and 2019
No. of individuals participating in community development activity for the first time	Project returns	Annual
No. of people with disabilities who have a more active role in community development	Funded projects survey	Annual
No. of older people who are more involved in the	Funded project survey	Annual

Programme Indicators	Data sources	Timeframe for data collection
community		
No. of training opportunities created through LEADER	Funded project Survey	Annual
No. of businesses set up as a result of LEADER interventions	Local business start-up data Funded projects survey	Annual
No. of local residents who have access to new or improved community-based services/facilities	Funded projects survey	Annual
Number of community solutions to transport links	Funded projects survey Mapping of new routes created	Annual
No. of people reporting improved accessibility to natural and cultural assets	Visitor survey (by projects themselves)	Annual
No. of tourism opportunities reporting higher levels of visitor satisfaction	Visitor satisfaction data Projects' own data/surveys VisitScotland stats	Annual

## 2.9 Cost-Benefit Analysis

For the 2019 report for the Scottish Government the external evaluation will provide a cost-benefit analysis based on the spend across Tyne Esk and associated outcomes.

## **2.10 Project level evaluation**

In order to help develop a robust evaluation process each project will be asked to complete its own evaluation framework (template below) at the outset. The Project Development Officer will provide support as required with this. The clearer this framework is, the easier it will be for projects to understand what evidence they need to gather and when, and should make the process less burdensome in the long run.

## Project Evaluation Framework – Name of project

Which of the three strategic themes does this project seek to address?	Outcomes (from the outcomes listed in the LDS plus any additional project-specific ones)	Indicators (selected core indicators, from the list above, and project-specific indicators developed by the project themselves)	Project activities to meet the outcomes	Data Sources*	Timeframe for evaluative activity (quarterly/annual/at specific points in the project's life)	Responsibility (internal named person or external project evaluation?)

\*Data sources may come from a range of places including minutes of meetings, participant data gathered, surveys undertaken by the project, photographic/video evidence/blogs (web-based diaries) or other forms of diary/interviews and focus groups. The project may decide to undertake the evaluation work themselves or include funding within their application for external evaluation.

### 3. Staffing

The LAG will appoint a staff team of three people:

- Co-ordinator
- Project development Officer
- Finance Support officer

Detailed job descriptions for each of these posts are provided below.

**JOB TITLE:** LEADER Programme Co-ordinator

**JOB PROFILE:**

**SECTION/UNIT:** Economic Development Section

**DIVISION:** Education, Communities and Economy

**REPORTING TO:**

**STAFF RESPONSIBILITIES:**

**Job Purpose:**

To lead on the coordination, development and management of the Tyne Esk LEADER Programme 2014-20 throughout the rural areas of East Lothian and Midlothian.

To ensure the Tyne Esk LEADER programme runs effectively and efficiently with responsibility for the financial and compliance management of the programme on behalf of the Tyne Esk LAG.

To be the key contact for the Tyne Esk LEADER Programme and advisory to the Tyne Esk Local Action Group in the delivery of their Local Development Strategy and Business Plan.

## **Main Duties:**

Support the Local Action Group (LAG) in the management, co-ordination, implementation and delivery of the Tyne Esk Local Development Strategy and Business Plan.

To manage the LEADER team prioritising workloads, providing support and managing team performance in delivery of agreed objectives.

Co-ordinate the provision of partnership development and policy support to the LEADER LAG, including monitoring, evaluating, reviewing strategic objectives and outcomes.

To guide and support the Tyne Esk LAG in the appraisal and eligibility of applications presented for funding under LEADER.

Oversee project technical and eligibility appraisals including the value for money, realism and deliverability of all project proposals.

Lead on the development and implementation of a robust programme of monitoring reporting and evaluation of the Programmes physical and financial performance that meets Scottish Government, Midlothian Council and EU audit, legislative and compliance requirements.

Provide regular updates and reports of management information supporting the LAG, Paying Agency, Midlothian Council as Accountable Body and other national bodies with a rural remit.

Oversee the financial management of LEADER applications, the processing of claims, disbursement of grant payments and preparation of financial reports.

Develop, produce and maintain LEADER publicity including the website, annual report as well as leading on the review and updating of the Local Development Strategy and Business Plan.

Lead on promotion of LEADER to a variety of audiences at events and networks in line with the approved communication plan.

Provide advice, support and information to potential applicants in relation to the Tyne Esk LEADER Programme, its applications, claims procedures and monitoring activities.

To represent the Tyne Esk LEADER Programme and Midlothian Council at appropriate regional and national events and on inter authority working groups.

Liaise and strengthen relationships with the Scottish Government, European Commission, other LEADER Local Action Groups and relevant bodies as appropriate.

To undertake such other duties appropriate to the grading of the post as directed by the LAG and the Economic Development Manager, Head of Service and Director.

**JOB TITLE:** LEADER Project Officer                      **POST NO(S):** NEW

**JOB PROFILE:**

**SECTION/UNIT:** Economic Development Section

**DIVISION:** Education, Communities and Economy

**REPORTING TO:** LEADER Co-ordinator

**STAFF RESPONSIBILITIES:**

**Job Purpose:**

To assist the LEADER Co-ordinator and Local Action Group in the delivery of the Tyne Esk LEADER Programme 2014-20 throughout the rural areas of East Lothian and Midlothian.

To facilitate and animate the LEADER Programme across the rural area of East Lothian and Midlothian by supporting project development, application process and project delivery.

**Main Duties:**

Support the LEADER Coordinator and Local Action Group (LAG) in the implementation and delivery of the Tyne Esk Local Development Strategy and Business Plan.

Set up and management of an appropriate grant application process for applicants to the Tyne Esk LEADER Programme.

Promote opportunities on LEADER funding to communities, organisations, business and local agencies by a variety of methods and in line with the Tyne Esk Communications Plan.

Support local groups or applicants to consider and explore at an early opportunity trans-regional and trans-national links.

Build effective relationships with groups and individuals who may not have previously accessed European funding.

Undertake initial technical assessment of applications to ensure strategic fit, value for money and deliverability of.

Support the LEADER Co-ordinator in providing advice, support and information to potential applicants in relation to the Tyne Esk LEADER Programme, its applications, claims procedures and monitoring activities.

Provide ongoing assistance to applicants in project planning, monitoring and evaluation to help ensure effective collation of evidence and recording of financial and targeted performance to assist with project claims.

Signpost potential applicants to additional or more appropriate funding sources or partners.

Design and delivery of briefings or training sessions for groups of LEADER project applicants on eligibility criteria, the preparation of applications and monitoring requirements.

Carry out regular project monitoring to ensure projects are progressing as per approval including monitoring of financial and physical performance to ensure compliance with EU, Scottish Government regulations for audit and record keeping.

Assist the LEADER Coordinator in the sourcing of information to provide regular updates and reports of management information supporting the LAG, Paying Agency, Midlothian Council as Accountable Body and other national bodies with a rural remit.

Support the production of LEADER publicity and maintenance of the Tyne Esk LEADER website.



Support the review and updating of the Local Development Strategy and Business Plan.

To undertake such other duties appropriate to the grading of the post as directed by the LEADER Coordinator, Economic Development Manager, Head of Service, LAG and Director.

**JOB TITLE:** LEADER Finance Support Officer

**JOB PROFILE:**

**SECTION/UNIT:** Economic Development Section

**DIVISION:** Education, Communities and Economy

**REPORTING TO:** LEADER Co-ordinator

**STAFF RESPONSIBILITIES:**

**Job Purpose:**

To assist the LEADER Co-ordinator and Local Action Group in the delivery of the Tyne Esk LEADER Programme 2014-20 throughout the rural areas of East Lothian and Midlothian.

To provide financial and administration support for the Tyne Esk LEADER Programme.

**Main Duties:**

Support the LEADER Coordinator and Local Action Group (LAG) in the implementation and delivery of the Tyne Esk Local Development Strategy and Business Plan.

Support the LEADER Coordinator in preparation of financial and programme monitoring reports.

Support the LEADER Coordinator in the development implementation and management of a robust programme of monitoring reporting and evaluation of

the programmes physical and financial performance that meets Scottish Government, Midlothian Council and EU audit, legislative and compliance requirements.

Design and delivery of briefings or training sessions for groups of LEADER project applicants on claims and monitoring requirements.

To work independently in the support of grant applications on the administration of project claims as directed by LEADER Coordinator.

Administer and record project claims, monitoring physical and financial records and project files including collation of statistical information.

Ensure accurate and timely processing of grant payments to applicants via Midlothian Council's Finance Dept.

Service Local Action Group meetings, coordination of dates, times, venue arrangements, circulation of papers and minute taking.

Coordination of project site visits and "on the spot" checks of applicants and projects.

Assist LEADER Coordinator in promotion of LEADER to communities, organisations, business and local agencies in line with the Tyne Esk Communications Plan.

Processing and maintaining records of LEADER expenditure and ensuring records are accurate and up to date.

Support the production of LEADER publicity and maintenance of the Tyne Esk LEADER website.

Support the review and updating of the Local Development Strategy and Business Plan.

To undertake such other duties appropriate to the grading of the post as directed by the LEADER Coordinator, LAG, Economic Development Manager, Head of Service, and Director.

## 4. Financial Arrangements

Tyne Esk LEADER programme 2014-2020 has received an indicative budget allocation of £3.4 million for the duration of the programme. It is intended to use the full 25% allocation for administration which includes project animation.

The table shown on the next page gives a projected breakdown of how this budget could be spent. As per guidelines a minimum of 10% of the budget will be allocated to farm diversification, 10% for rural enterprise development and 10% for projects which facilitate cooperation. As part of the LDS and Business Plan review the LAG will review its annual budget spend and reallocate if appropriate to fit with programme outcomes and the demand of the programme.

A proportion of in-kind costs not shown within the table will be allocated towards the programme by Midlothian Council as Lead Partner. This includes indirect staffing costs such as provision of office accommodation (the LEADER team will be based within Midlothian Council Offices), access to supplies and services such as telephone services, office supplies, IT support and HR service.

	Oct 15 - Mar 16	April 16 -Mar 17	April 17 - Mar 18	April 18 -Mar 19	April 19 -Mar 20	April 20- Mar 21	
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
	£	£	£	£	£	£	£
<u>Allocation £3.4m</u>							
Admin (25%) £850k							
<u>Salaries</u>							
Coordinator Grade 9	22,819	45,638	46,983	48,502	49,972	49,972	263,886
Project Officer Grade 7	17,876	35,752	36,874	37,944	39,189	39,189	206,824
Financial Claims officer Grade 6 (maybe grade 5)	15,349	30,697	31,644	32,616	33,636	33,636	177,578
Travel x 3 members of staff	1,457	2,950	2,950	2,950	2,950	2,950	16,207
<b>Sub Total Staff Costs</b>	<b>57,501</b>	<b>115,037</b>	<b>118,451</b>	<b>122,012</b>	<b>125,747</b>	<b>125,747</b>	<b>664,495</b>
<u>Admin</u>							
Equipment	4,115	795	795	795	795	795	8,090
Supplies & Services	1,000	1,000	1,000	1,000	1,000	1,000	6,000
Web Development & maintenance	5,000	1,000	1,000	1,000	1,000	1,000	10,000
Training	3,000	2,000	2,000	3,000	2,000	2,000	14,000
Evaluation				20,000		20,000	40,000
Networking Events & Expenses	2,500	2,500	2,500	2,500	2,500	2,500	15,000
EMFF administration	3,952	8,693	8,693	8,693	8,693	8,693	47,415
<b>Total Admin Costs</b>	<b>19,567</b>	<b>15,988</b>	<b>15,988</b>	<b>36,988</b>	<b>15,988</b>	<b>35,988</b>	<b>140,505</b>
<u>Animation</u>							
Marketing & publicity	5,000	2,000	2,000	3,000	1,500	500	14,000
Events & Promotion	2,000	2,000	2,000	1,500	2,500	1,500	11,500
LAG meetings & expenses	1,500	2,500	2,500	2,000	1,000	500	10,000
Applicant training & support	1,200	2,000	2,000	2,000	2,000	300	9,500
	<b>9,700</b>	<b>8,500</b>	<b>8,500</b>	<b>8,500</b>	<b>7,000</b>	<b>2,800</b>	<b>45,000</b>
Cooperation projects (10% £340k)	15,000	25,000	90,000	95,000	95,000	20,000	340,000
Enterprise (10% £340k)	15,000	25,000	90,000	95,000	95,000	20,000	340,000
Farm Diversificatin (10% £340k)	15,000	25,000	90,000	95,000	95,000	20,000	340,000
Project spend (45%£1.530m)	70,000	350,000	350,000	350,000	350,000	60,000	1,530,000
<b>Total Project Costs</b>	<b>201,768</b>	<b>564,525</b>	<b>762,939</b>	<b>802,500</b>	<b>783,735</b>	<b>284,535</b>	<b>3,399,999</b>

## 5 Communications Plan

The Tyne Esk LAG is committed to a high level and quality of communication recognising the important role good communication plays in delivering a successful programme.

Communication will take place throughout the duration of the programme with different groups of people and for different purposes.

The key external audiences with whom we wish to develop good communication, flowing in both directions, are:

- Local communities
- Local stakeholders and agencies
- The local business community including the farming community
- Funded projects
- Scottish Government
- Other LAGs
- The Community Planning Partnerships

Internally we wish to ensure effective communication between LAG members, the staff team and Midlothian Council as Lead Partner.

There are several different purposes for the communications activities with these groups including:

- Establishing excellent internal operational systems for communication so that the programme runs smoothly
- Promotion and marketing to attract new project applicants
- Supporting funded projects
- Sharing learning and encouraging networking between the different groups
- Consulting with communities to check that the LDS priorities remain the right ones
- Demonstrating the impact of the programme
- Listening to examples of good practice/learning from other LAG areas
- Sharing the learning from our approach more widely

These purposes will be more or less important at different periods of the overall programme.

The staff team, once appointed, will draw up a detailed Communications Plan, for agreement by the LAG, setting out how and when each of the above groups will be communicated with and how each of the above purposes will be addressed. For example there will be an annual report submitted to each of the Community Planning Partnerships and in addition each CPP will have observer status on the LAG where it is hoped there can be two-way communication about relevant information that needs to be shared.

In terms of promotion and marketing the team will consider what promotional and marketing materials are required. There will be small budget set aside for these.

The communications plan will also consider the different media to be used to communicate effectively including events, workshops, online surveys, emails, written information sheets, the website, twitter and any other forms considered appropriate.

The effectiveness of the communications plan will be reviewed by the LAG annually and suggestions for any improvements made.

## 6 Equality Statement

The LEADER programme is based on the principle of bottom up development. As part of this we are committed to ensuring that equality of opportunity is at the heart of projects and initiatives. We will have a specific focus on the equality issues facing rural communities.

The Local Action Group is fully committed to ensuring the legislative requirements placed on all public service delivery agencies in the Equality Act are met. The partners have in place processes for equality impact assessment to monitor the potential impact of any changes in service planned individually or jointly. This will be implemented on behalf of the LAG by the Accountable Body, Midlothian Council. Its policy can be summarised as follows: Midlothian Council is committed to delivering the very highest standards of access and care for all community members and service users regardless of, age, civil partnership/marriage, disability, gender reassignment, pregnancy and maternity, race, religion/belief, sex, sexual orientation as well as enabling every member of staff within the organisation to contribute and maximise their potential.

The Council has policies and procedures in place to ensure that its work complies with the requirements of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. All policies are screened and assessed to enable effective targeting of services and resources; to strengthen decision making; to promote social inclusion; and to encourage meaningful engagement with diverse groups. The Council's Equality and Diversity Officer provides staff training on the requirements of the Regulations.

This Local Development Strategy has been assessed against the two Councils' Combined Equalities Impact Assessment Framework (attached at Appendix 1). This has assessed the strategy as potentially providing a number of positive impacts for equalities groups including the following:

- reduced isolation for older people through, among other things, intergenerational projects
- access to affordable childcare, to help people take up employment
- increased engagement/activities for young people
- improved accessibility which is advantageous for varying forms of disabilities

- improved employability including improved access to local employment through development of community transport schemes
- financial and digital inclusion is a specific outcome and will help those in poverty or at risk of falling into it.

The assessment recognises that the strategy addresses rural issues as identified through the specific consultation process. The strategy will be inclusive to accepting projects from any equality groups. There is potential for all equality groups to be part of any project if addressing the key outcomes as set out in the strategy. The strategy does not focus on any one equality group and will be open to all, supporting inclusive communities. There will be widespread communication using a variety of methods to ensure that all sections of the communities are aware of the funding programme.

Five of the areas within Tyne Esk fall into the most deprived SIMD 20% (Scottish Index Multiple Deprivation).

The only negative finding is that due to the fact that they are not rural areas, Dalkeith and Musselburgh are ineligible. However there are other sources of funding to support improvements for equalities groups within these areas.



Appendix 1

# Combined Impact Assessment Form

Taking steps to tackle poverty and inequality



**Combined Impact Assessment Form  
Taking steps to tackle poverty and inequality.**

<b>Title of Initiative</b>	Local Development Strategy for the Tyne Esk LEADER (rural development) programme
<b>Completion Date</b>	August 2015
<b>Completed by</b>	Caroline Wight , Susan Smith
<b>Lead officer</b>	Caroline Wight

**Type of Initiative:**

- |                 |                                     |                    |                                     |
|-----------------|-------------------------------------|--------------------|-------------------------------------|
| Policy/Strategy | <input checked="" type="checkbox"/> | New or Proposed    | <input checked="" type="checkbox"/> |
| Programme/Plan  | <input type="checkbox"/>            | Changing/Updated   | <input type="checkbox"/>            |
| Project         | <input type="checkbox"/>            | Review or existing | <input type="checkbox"/>            |
| Service         | <input type="checkbox"/>            |                    |                                     |
| Function        | <input type="checkbox"/>            |                    |                                     |
| Other           | .....                               |                    |                                     |

**1. Briefly describe the policy you are assessing.**

Set out a clear understanding of the purpose of the policy being developed or reviewed (e.g. objectives, aims) including the context within which it will operate.

The Local Development Strategy is the guiding strategy for the rural development Tyne Esk LEADER programme 2015-2020. The area of Tyne Esk covers the rural areas within Midlothian and East Lothian. The strategy sets out the direction for how the funding from this European programme will be allocated based on a bottom-up community development approach. The strategy has been written based on a series of community consultations held during 2015.

The three themes of the strategy are:

-COMMUNITY, CO-OPERATION AND COHESION

-ECONOMIC DEVELOPMENT

-IMPROVED ENVIRONMENT TO SUPPORT OUR COMMUNITIES AND BUSINESSES.

It will operate within the overall context of European, national and local priorities but with the opportunity for local communities within the Tyne Esk area to decide where the priorities for spend lie. Decisions about funding allocation will be made by a Local Action Group comprising membership from local communities, businesses, organisations and the two local authorities. At the stage of this strategy development, the Local Action Group membership has not been confirmed. Membership will be assessed on a skills basis linked to the three themes identified within the strategy.

## 2. What will change as a result of this policy?

There are 12 identified outcomes for this funding programme but these will be subject to a bi-annual review to allow the Local Action Group (LAG) to further consult with local communities and adjust as appropriate.

The 12 outcomes are as follows:

1. People are more involved with their communities
2. There is improved community cohesion, empowerment and inclusion
3. More people have access to public transport/community transport between the villages and towns of the area and to train stations in the area
4. More people are able to access cycle pathways/pathways linking villages and places of interest
5. More people are supported to be included in terms of digital and financial inclusion
6. More rural businesses, including farmers, social enterprises and SMEs, are able to diversify their business
7. More people are able to access workshop space/meeting places for people in employment/starting employment/starting enterprises to reduce levels of commuting/support local employment
8. Rural businesses, in particular those relating to food and drink and tourism, are supported to set up, develop/grow.
9. More people are able to access employment locally (including being able to access affordable childcare)
10. People have more access to green spaces in village and small town areas
11. People's local built environment is improved
12. The tourist experience is enhanced.

### 3. Do I need to undertake a Combined Impact Assessment?

High Relevance	Yes/no
The policy has consequences for or affects people	Yes
The policy has potential to make a significant impact on equality	Yes
The policy has the potential to make a significant impact on the economy and the delivery of economic outcomes	Yes
The policy is likely to have a significant environmental impact	No
Low Relevance	
The policy has little relevance to equality	No
The policy has negligible impact on the economy	No
The policy has no/ minimal impact on the environment	No
<b>If you have identified low relevance please give a brief description of your reasoning here.</b>	

If you have answered yes to high relevance above, please proceed to complete the Combined Impact Assessment. If you have identified a low risk, please ask the Head of Service / Project Lead and send to [equalities@eastlothian.gov.uk](mailto:equalities@eastlothian.gov.uk)

### 4. What information/data/ consultation have you used to inform the policy to Date?

Evidence	Comments: what does the evidence tell you?
Data on populations in need	<p>Income deprivation is low but increasing faster than the Scottish average.</p> <p>Weekly earnings in the Tyne Esk (for workplaces within the local authority area) are amongst the lowest in Scotland</p> <p>The proportion of school leavers going into full-time education is lower than the Scottish average.</p> <p>Information taken from Midlothian Profile 2014</p>

	and East Lothian Profile 2013
Data on service uptake/access	
Data on quality/outcomes	<p>The strategy has identified the following outcomes</p> <p><b><i>Theme A: Community, co-operation and cohesion</i></b></p> <p>Outcome 1: people are more involved with their communities</p> <p>Outcome 2: there is improved community cohesion, empowerment and inclusion</p> <p>Outcome 3: more people have access to public/community transport between the villages and towns of the area and to the new railway line</p> <p>Outcome 4: more people are able to access cycle pathways/pathways linking villages and places of interest</p> <p>Outcome 5: more people are supported to be included in terms of digital inclusion and financial inclusion</p> <p><b><i>Theme B: Economic development</i></b></p> <p>Outcome 6: more rural businesses, including farmers, social enterprises and SMEs, are able to diversify their business</p> <p>Outcome 7: more people able to access workshop spaces/ meeting</p>

	<p>places for people in employment/starting employment/starting enterprises to reduce levels of commuting/support local employment</p> <p>Outcome 8: rural businesses, in particular those relating to food and drink and tourism, are supported to develop/grow</p> <p>Outcome 9: more people are able to access employment locally (including being able to access affordable childcare)</p> <p><b>Theme C: Improved environment</b></p> <p>Outcome 10: people have more access to green spaces in small town areas</p> <p>Outcome 11: people’s local built environment is improved</p> <p>Outcome 12: the tourist experience is enhanced</p> <p>These have been proposed through findings of numerous community consultation exercises.</p>
<p>Research/literature evidence</p>	<ul style="list-style-type: none"> <li>• the population is growing, particularly with the development of “new” communities through housebuilding;</li> <li>• there are pockets of deprivation in the area;</li> <li>• tourism is a growth area: there are some lovely natural and built attractions;</li> <li>• agriculture and related sectors of food and drink are important for the local</li> </ul>

	<p>economy;</p> <ul style="list-style-type: none"> <li>transport in terms of ease of access to public bus services is reasonable but from the consultation process we know there are issues for people in rural areas travelling between places in the area and getting access to the new railway route;</li> </ul> <p>the burden of unemployment falls in particular on the 18-24 age group</p>
Service user experience information	
<p><b>Consultation and involvement findings</b></p>	<p><b>Strengths</b></p> <p>Lots of diverse business</p> <p>Food &amp; drink economy</p> <p>Strong social enterprises</p> <p>World class research cluster</p> <p>Good transport links out and into area</p> <p>Increasing community spirit</p> <p>Strong 3<sup>rd</sup> sector</p> <p>Development trusts</p> <p>Neighbourhood planning positive</p> <p>Natural attractions, built attractions, beaches</p> <p><b>Weaknesses</b></p> <p>Lack of employment for young people</p> <p>Transport links between communities</p> <p>Poor broadband</p> <p>Lack of affordable childcare</p> <p>Lack of activities for older and younger people</p>



	<p>Isolation of older people</p> <p>Pockets of poverty</p> <p>Decline of high streets/streetscapes</p> <p>Lack of pathways</p> <p>These findings came from the result of open community consultation within rural communities of the tyne esk area. Also sector specific consultation took place with SMEs, social enterprises and young people</p>
Good practice guidelines	
Other (please specify)	
Is any further information required? How will you gather this?	No

**5. How does the policy meet the different needs of and impact on groups in the community?**

	Comments – positive/ negative impact
<p><b>Equality Groups</b></p> <ul style="list-style-type: none"> <li>• Older people, people in the middle years, young people and children</li> <li>• Women, men and transgender people (includes issues relating to pregnancy and maternity)</li> <li>• Disabled people (includes physical disability, learning disability, sensory impairment, long-term medical conditions, mental health problems)</li> <li>• Minority ethnic people (includes Gypsy/Travellers, migrant workers, non-English speakers)</li> <li>• Refugees and asylum seekers</li> </ul>	<p><b>Positive. Impacts on isolation for older people. Strategy will support intergenerational projects</b>  <b>Strategy supports initiatives to improve access to affordable childcare</b>  <b>Positive impacts for young people in terms of engagement</b></p> <p><b>Positive. Strategy will support projects to improve accessibility. Advantageous for varying forms of disabilities. Projects should all demonstrate compliance with DDA.</b>  <b>Wide spread communication on the strategy by variety of methods.</b>  <b>This strategy addresses rural issues as identified through the</b></p>

<ul style="list-style-type: none"> <li>• People with different religions or beliefs (includes people with no religion or belief)</li> <li>• Lesbian, gay, bisexual and heterosexual people</li> <li>• People who are unmarried, married or in a civil partnership</li> </ul>	<p><b>specific consultation. The strategy will be inclusive to accepting projects from any equality groups. Potential for all equality groups to be part of any project if addressing the key outcomes as noted above. This strategy does not focus on any one equality group and will be open to all. Positive. Strategy supports inclusive communities.</b></p>
<p><b>Those vulnerable to falling into poverty</b></p> <ul style="list-style-type: none"> <li>• Unemployed</li> <li>• Single Parents</li> <li>• Pensioners</li> <li>• Looked after children</li> <li>• Those leaving care settings (including children and young people and those with illness)</li> <li>• Homeless people</li> <li>• Carers (including young carers)</li> <li>• Those involved in the criminal justice system</li> <li>• Those living in the most deprived communities (bottom 20% SIMD areas)</li> <li>• People with low literacy/numeracy</li> <li>• Others e.g. veterans, students</li> </ul>	<p><b>Positive. Strategy supports increased outcomes which could help to improve employability</b>  <b>Positive. Outcomes supports community transport schemes to allow easy access to local employment. Lack of transport may be a barrier to employment for some</b></p> <p><b>Positive. Outcomes supports access to affordable childcare which can encourage access to employment</b>  <b>Positive. Inclusion, digital and financial, is a specific outcome sought and so will impact on many of those who are in poverty or at risk of falling in to it.</b></p>

	<p><b>Positive. Five of the areas within Tyne Esk fall into the most deprived SIMD 20% (Scottish Index Multiple Deprivation)</b>  <b>Negative. 3 areas within ineligible area covered by strategy have 3 datazones within most deprived SIMD 20%</b></p>
<p><b>Geographical communities</b></p> <ul style="list-style-type: none"> <li>• Rural/ semi rural communities</li> <li>• Urban Communities</li> <li>• Coastal communities</li> <li>• Business community</li> </ul>	<p><b>This is focused on rural communities and linked urban communities that form the hub for the local rural community.</b></p>

**6. Are there any other factors which will affect the way this policy impacts on the community or staff groups?**

A community development approach will be adopted throughout the policy implementation. Implemented by Local Action Group who have been recruited in an open and transparent manor.

Community led development will be where the strategy and policy decisions are made from a bottom up approach by members of the community addressing real community needs and aspirations.

**7. Is any part of this policy/ service to be carried out wholly or partly by contractors?**

If yes, how have you included equality and human rights considerations into the contract?

No

**8. Have you considered how you will communicate information about this policy/ policy change to those affected e.g. to those with hearing loss, speech impairment or English as a second language?**

- Communication will be by dedicated website, local media, twitter and social media. Language translation services available.
- Dedicated LEADER team going into rural communities to communicate strategy.
- Venues/equipment will be sourced which accommodates individuals with hearing difficulties. I.e. hearing loop systems

**9. Please consider how your policy will impact on each of the following?**

Objectives	Comments
<b>Social: Equality, Health and wellbeing</b>	
Promotes equality of opportunity e.g. improves access to and quality of services, status	<p>Access issues (transport and access to local meeting spaces/workshops) are identified outcomes.</p> <p>Outcomes 3&amp;4. Access to transport and Improved Access</p>
Promotes good relations within and between groups and tackles	<p>Improved cohesion between “old” and “new” communities is an identified outcome.</p> <p>Outcomes 1&amp;2. People more involved with</p>

harassment	their communities, improved community cohesion,
Promotes participation, inclusion and self control over decisions	The programme takes a community development and bottom up approach and is focused on inclusion and participation.  Outcome 5. Supports digital and financial inclusion. Outcome 2 Community empowerment
Builds family support networks and community capacity	The project development officer employed as part of the staff team will focus on building community capacity related to the projects.  Community cooperation and cohesion is a key development theme
Reduces crime and fear of crime	Not directly
Promotes healthier lifestyles including <ul style="list-style-type: none"> <li>• diet and nutrition,</li> <li>• sexual health,</li> <li>• substance misuse</li> <li>• Exercise and physical activity.</li> </ul>	Most likely on exercise and physical activity.  Outcome 9. Improved access to green space can help encourage exercise and physical activity.
<b>Environmental</b>	
Reduce greenhouse gas (GHG) emissions in East Lothian (including carbon management)	Yes through greater access to public transport
Plan for future climate change	No
Pollution: air/ water/ soil/ noise	No

Protect coastal and inland waters	Yes through the EMFF
Enhance biodiversity	No
Encourage resource efficiency (energy, water, materials and minerals)	No
Public Safety: Minimise waste generation/ infection control/ accidental injury	No
Reduce need to travel / promote sustainable forms of transport	Yes through increased community transport/cycleways and pathways as set out in the outcomes
Improves the physical environment e.g. housing quality, public and green space	Yes in relation to access to green spaces.
<b>Economic</b>	
Maximises income and /or reduces income inequality	Yes through business and farm diversification
Helps young people into positive destinations	Yes via outcome 8. More people access to employment locally
Supports local business	Yes through 10% being allocated to rural enterprise funding and 10% to farm diversification
Helps people to access jobs (both paid and unpaid)	Yes. Outcome 8
Improving literacy and numeracy	Not directly probably
Improves working conditions, including	Not directly

equal pay	
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**10. Is the policy a qualifying Policy, Programme or Strategy as defined by The Environmental Impact Assessment (Scotland) Act 2005?**

- |   |
|---|
| <ul style="list-style-type: none"><li>- No</li><li>- Scottish Government clarified local SEA is not required.</li></ul> |
|---|

**11. Action Plan**

<b>Identified negative impact</b>	<b>Mitigating circumstances</b>	<b>Mitigating actions</b>	<b>Timeline</b>	<b>Responsible person</b>
<b>Dalkeith not within eligible area</b>	<b>Not designated as rural area via criteria of programme</b>	<b>Dalkeith area is eligible for variety of additional funding. Council schemes ongoing to support these Projects from Musselburgh will be signposted to other sources of potential funding</b>	<b>Ongoing</b>	<b>Midlothian Council</b>
<b>Musselburgh not within eligible area</b>	<b>Not designated as rural area via criteria of programme.</b>		<b>Ongoing</b>	<b>East Lothian Council</b>

**12. Sign off by Head of Service/ NHS Project Lead**

Name  
Date

