Supporting Rural Communities in West Dunbartonshire, Stirling and Clackmannanshire

A Rural Development Strategy for the Forth Valley and Lomond LEADER area 2015-2020

LEADER

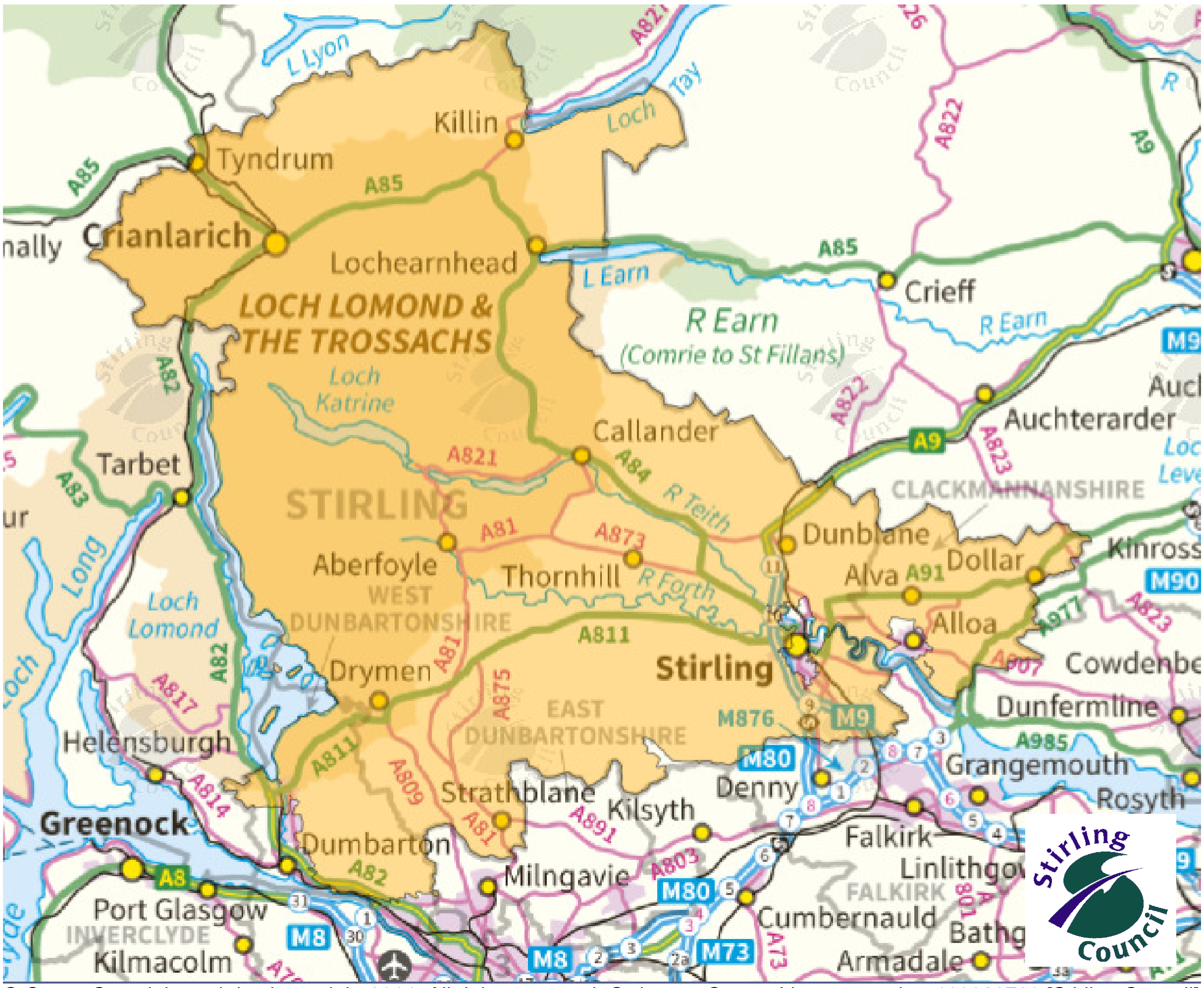
FORTH VALLEY & LOMOND

<u>Contents</u>

Refer also to 'Celebrating 100 Projects' FVL LEADER 2007-2013 Brochure.

1. Introduction

The Forth Valley and Lomond LEADER area encompasses the rural areas of Stirling, Clackmannanshire and West Dunbartonshire. The area crosses three local authority areas, two Scottish Enterprise regions, two Forestry Commission areas, two Rural Payments and Inspections Divisions, one National Park and one VisitScotland Region. An area criss-crossed with administrative boundaries, the geography crosses these boundaries, with the area stretching from the spectacular Highland mountain scenery around Crianlarich and Tyndrum, across the Highland boundary fault line, with its forests and lochs, down to the more rolling hills of the Ochils, Campsies and the Kilpatrick Hills until it meets the fringes of the urbanised central belt of Clydebank, Stirling and Alloa.



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The Forth Valley and Lomond area has a history of working together and has had three LEADER programmes previously, the first being very small and centred on rural Stirling, the second expanding to include part of West Dunbartonshire, and the third expanded again to include Clackmannanshire and Falkirk. This current proposed area shifts west slightly to include all of rural West Dunbartonshire, with Falkirk joining a newly expanded Kelvin Local Action Group to the south and east of our area. Having planted the LEADER acorns in rural Falkirk, we look forward to seeing those acorns grow and working with the new Kelvin Valley and Falkirk LAG on some joint co-operation activity in our new programme.

The area also includes a large part of the Loch Lomond and the Trossachs National Park, the largest of our strategic landscape assets, where tourism and micro businesses have become the main economic drivers, attracting large numbers of visitors particularly during the peak tourism seasons. Our other strategic landscape assets include the Ochils, the Kilpatricks, Highland Perthshire and the Inner Forth which have yet to fully realise their economic and recreation opportunities but are equally loved by the communities around them, keen to explore this potential further.

This rural development strategy outlines the proposed strategic priorities and themes for the area for the purpose of a new LEADER Programme for the 2014-2020 period, although the stakeholder group which has produced this strategy welcomes the Scottish Government's encouragement to develop our strategy to be wider than just for LEADER funding purposes, to show complementarity particularly with other EU funds, but also to demonstrate need for other funding sources in our area.

The strategy is based on the identified socio-economic needs of the area, the priorities of our respective partners' strategies and the evidenced needs and aspirations of our communities. Consultation and involvement of our communities have been key in the development of the strategy, starting early in 2012 and led initially by the previous Local Action Group (LAG) but soon expanded to include wider stakeholders and community networks not already represented on the LAG. This consultation and involvement will continue during the implementation stage of the strategy.

On behalf of the stakeholders listed below, we present to you our Rural Development Strategy for the Forth Valley and Lomond LEADER area.

<u>List of stakeholders</u>

Business Gateway – STEP, CETERIS and West Dunbartonshire Council
Central Scotland Green Network Trust (was CSFT)
Clackmannanshire Alliance
Clackmannanshire Council
Clackmannanshire Third Sector Interface
Community Groups across rural Forth Valley and Lomond
Forestry Commission Scotland
Forth Environment Link
LANTRA
Loch Lomond and the Trossachs National Park Authority
Loch Lomond and the Trossachs National Park Community Partnership
National Farmers Union for Scotland
Ochils Landscape Partnership

Rural Stirling Housing Association
Scottish Enterprise
Scottish Land and Estates
Scottish Natural Heritage
Stirling Community Planning Partnership
Stirling Council
Stirlingshire Voluntary Enterprise
VisitScotland
West Dunbartonshire Community Planning Partnership
West Dunbartonshire Council
West Dunbartonshire CVS

Lead Partner

We are particularly grateful to Stirling Council who has agreed to continue as lead partner and accountable body for the purpose of administering the LEADER funding and hosting the LEADER support team staff.

30 September 2014

Summary of Strategic Objectives

Please refer to section 8 for more detail on the objectives, the measurable interventions and expected outcomes.

Theme:
"Supporting local rural communities in West Dunbartonshire, Stirling and Clackmannanshire to become more sustainable – economically, socially and environmentally."

Strategic Objectives:

1. Strengthen the Rural Economy of Forth Valley and Lomond (SE)
2. Support the Communities of Forth Valley and Lomond Area to Become More Sustainable (SC)
3. Support the Communities of the Forth Valley and Lomond Area to Become More Resilient (RC)
4. Increase the Understanding of, and Access to, the Natural and Cultural Heritage Environment in the Forth Valley and Lomond Area (NCH)
5. Realise the Economic and Community Potential of the Strategic Landscape Assets in the Forth Valley and Lomond Area (SLA)

<u>We will strengthen our rural economy by:</u>

SE1 Supporting businesses in our priority sectors

SE2 Supporting joint community and/or business initiatives and joint marketing and promotion initiatives related to the business sectors listed

SE3 Improving business services and infrastructure (broadband infrastructure, broadband take-up and other ICT advances, access to shared services and equipment, business space)

SE4 Improving quality of available skills and other labour market supply issues (complementing other EU funds available for training)

<u>We will build more sustainable communities by:</u>

SC1 Addressing outmigration from the area

SC2 Supporting employment opportunities for all

SC3 Encouraging the transfer of skills and expertise between different age groups

SC4 Encouraging the community ownership and management of assets (built or natural) for the purpose of securing an essential service for the community

SC5 Supporting communities to work co-operatively, including pooling resources and skills, between communities and within communities

We will build more resilient communities by:

RC1 Supporting communities and local businesses to withstand fluctuations in the wider economy which could impact on jobs, visitor numbers, visitor spend, higher transport costs, heating costs

RC2 Supporting communities to become less dependent on non-renewable fuel sources

RC3 Supporting the development of cycling through targeted interventions that empower and encourage cycling and through the development of safe, strategic access routes within and between our communities.

RC4 Supporting communities and businesses to live with a changing (wetter) climate

We will increase the understanding of, and access to, our natural and cultural heritage environment by:

NCH1 Improving access, facilities, management and interpretation of the environment

NCH2 Making links between communities, businesses, land managers and the natural environment

NCH3 Supporting communities to instigate and manage environmental and heritage projects which increase the visitor appeal of the area

We will realise the economic and community potential of our strategic landscape assets by:

SLA1 Supporting communities and businesses to develop projects across boundaries that link with the strategic landscape assets of the area (Loch Lomond and the Trossachs National Park, the Ochils, the Kilpatrick Hills, Highland Perthshire and the River Forth)

2. Area covered by the Forth Valley and Lomond Strategy

2.1 Introduction

As stated in the Introduction, the area encompasses the rural areas of Stirling, Clackmannanshire and West Dunbartonshire and is characterised by diverse geographical features. The area stretches from the Highland mountain scenery around Crianlarich and Tyndrum, down to the fringes of the urbanised central belt of Clydebank, Glasgow, Stirling and Alloa, where the legacy of former industry and coal mining is still evident today. The area also includes a large part of the Loch Lomond and the Trossachs National Park, where tourism and micro businesses have become the main economic drivers, with large numbers of visitors attracted to the many lochs, forested areas and mountains.

The area is similar to the previous Forth Valley and Lomond LEADER area although now includes some additional datazones. Rural Falkirk will be joining with our neighbouring Kelvin Valley LEADER area so will no longer be part of the Forth Valley and Lomond LEADER area. As a result of discussions with communities and our stakeholders, the Kilpatrick Hills and the villages of Milton and Bowling have now been included. A request by the Community Council for Sauchie to be included was discussed by our stakeholder group and its inclusion was agreed. A similar request was made by Bannockburn Community Council resulting in Bannockburn now being included also.These changes to Forth Valley and Lomond's boundary have resulted in an overall decrease in population from 128,733 at the start of the last LEADER programme to 110,953 at the start of this one (taken from most recent census data).

Through the restructuring of the boundaries, the population has reduced by 17,780 but the area, with the inclusion of the Kilpatrick Hills, has reduced by only around 100km² from over 2,600 km² in size to a little over 2,500km². Although the area has a varied geography, there are unifying features such as larger settlements often being located on the edge of vast expanses of open areas of land with visitor appeal, such as Clackmannanshire's Hillfoot villages at the base of the Ochils, Stirling as a gateway to the Loch Lomond and Trossachs National Park and Alexandria and Balloch being at the edge of both the National Park and the Kilpatricks. However, it is the socio-economic, demographic, and heritage of the area that is possibly the most unifying characteristic. Across the Forth Valley and Lomond area, the people and communities have broadly similar strengths and weaknesses, and face similar challenges and opportunities, and most importantly are keen to share experiences and learn from each other. These strengths, weaknesses, opportunities and threats were recorded over the course of a number of community engagement events and are included in this strategy in section 6.

A list of datazones included can be found in Appendix 1.

2.2 Key Settlements

Within Stirling Council area and the Loch Lomond and The Trossachs National Park:

Settlement	Population
Aberfoyle	769
Balquhidder Glen	123
Callander	3,077
Crianlarich and surrounding area	258
Drymen	820
Gartmore and Cobleland	254
Killin	765
Kinlochard	65
Lochearnhead	144
Tyndrum	144

Within Stirling Council area but outwith the Loch Lomond & The Trossachs National Park:

Settlement	Population
Ardeonaig	81
Ashfield	101
Balfron	1,890
Bannockburn	6,769
Blanefield	602
Bridge of Allan	4,930
Buchlyvie	519
Cambusbarron	2,551
Cowie	2,649
Doune	1,633
Dunblane	8,811
Fallin	2,832
Fintry	446
Gargunnock	752
Killearn	1,701
Kippen	1,026
Plean	2,027
Strathblane	1,362
Thornhill	513

Within West Dunbartonshire Council area and within the Loch Lomond and the Trossachs National Park:

Settlement	Population
Alexandria*	4,571
Balloch, Haldane and Jamestown*	6,178
Gartocharn	275

*these settlements straddle the National Park boundary

Within West Dunbartonshire Council area and outwith the Loch Lomond and the Trossachs National Park:

Settlement	Population
Bowling	429
Milton	506

Within Clackmannanshire Council area:

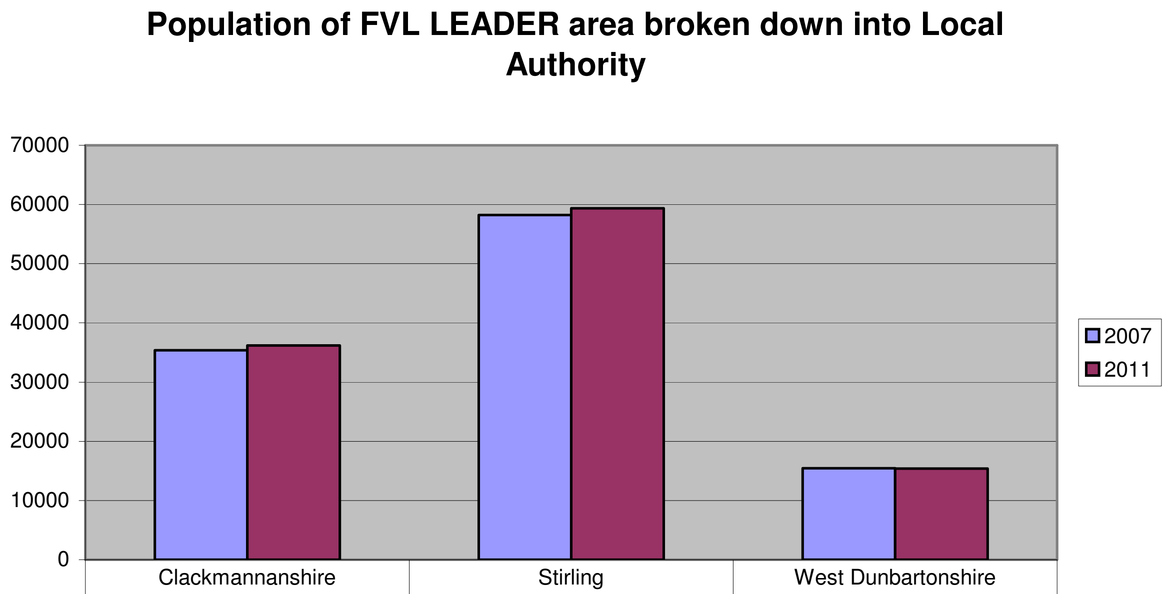
Settlement	Population
Alva	4,773
Clackmannan	3,442
Coalsnaughton	848
Dollar	2,717
Fishcross	432
Forest Mill	185
Kennet	87
Menstrie	2,804
Muckhart	384
Sauchie	4271
Tillicoultry	5,120
Tullibody and Cambus	8,809

Table 1. Source: Census 2011.

2.3 Social Characteristics

2.3.1 Population

There have been some significant social changes in our area over the last 7 years since the previous LEADER programme started. However, the population of this area has increased only very slightly from 109,029 in 2007 to 110,953 with small increases in Clackmannanshire and Stirling and a marginal drop in population in West Dunbartonshire as shown in Table 2 below. Rural Stirling remains the largest of our local authority areas.



	Clackmannanshire	Stirling	West Dunbartonshire
2007	35399	58207	15423
2011	36214	59344	15395

Table 2. Source: NOMIS (produced by Office for National Statistics) Feb 2014

While overall population levels across the area have remained relatively static, there has been substantial change within the age demographic of the population of the area. The table below shows that our area is characterised by a high number of 10 – 15 year olds (ie school age population), followed by a drop in number of 15 -20 year olds, stabilising for 20 – 24 year olds (in 2011 we actually see an increase in this age group), followed by a sharp drop in 25 – 35 year olds. The age profile then gradually increases with the 40 – 50 range being our largest age group. Then follows a gradual decline in age profile, with the 2011 census figures confirming a pattern with more older people in 2011 than in 2007.

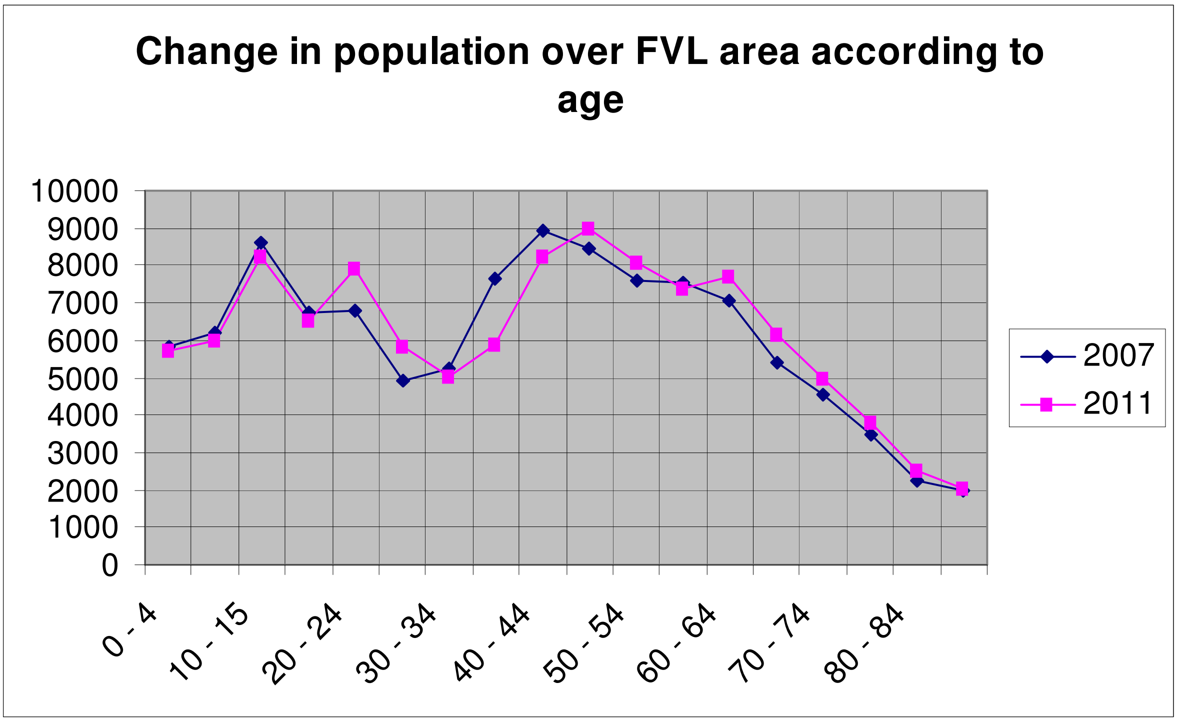


Figure 1. Source: NOMIS

As shown in Figure 1 the age demographic of the Forth Valley and Lomond LEADER area is that there are a lot of school age young people but there are far fewer young working age people in their 20s and early 30s. There are also many more people in their 40s and 50s than early 20s. This is a trend that has continued since 2007 and is common to all local authority areas in the FVL LEADER area and so is not solely due to the student population from the University of Stirling. There is also a notable spike in number of 20 – 24 years olds that is also common across the local authorities.

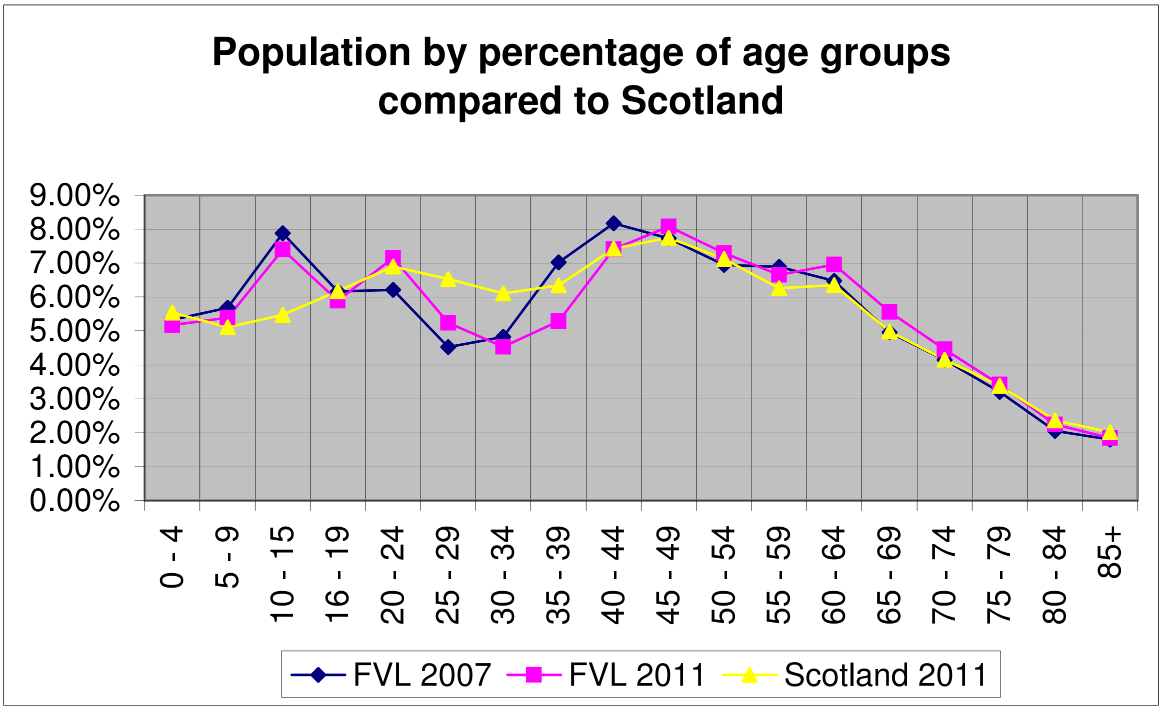


Figure 2. Source: NOMIS – Office for National Statistics

Figure 2 shows that the spike in 20-24 year olds was common to Scotland although not quite so pronounced as Scotland does not suffer such an extreme loss of 25-34 year olds as the FVL LEADER area. Scotland as a whole does not experience the increase in 10-15 year olds that the FVL LEADER area does and the FVL area also has a higher proportion of older people from the age grouping of 50-54 to 75-79, after which Scotland contains a higher proportion of 80+ year olds.

How does this inform FVL strategic objectives?

- Young adults are leaving the area.
- There is a growing number of older people in FVL area.
- There is a marked increase in number of 20-24 year old compared to 2007, but an equally marked 'loss' of 25 – 35 year olds.
- The FVL area has a striking increase in 10-15 year olds, which is not matched by Scotland's average and an equally striking decrease in 25-34 year olds, which is also not matched by Scotland's average.
- The area has more 45 –50 year olds than any other age group.

Relevant to strategic objectives: SE4, SC1, SC2, SC3

2.3.2 Scottish Index of Multiple Deprivation

The Scottish Index of Multiple Deprivation (SIMD) identifies small area concentrations of multiple deprivation across all of Scotland in a consistent way. It does this by providing statistical information at a datazone level. Each datazone is made up of between 750-1,000 people. The SIMD provides a ranking for each of the 6,505 datazones that make up the whole of Scotland from most deprived (1) to least deprived (6,505). It is important to note, therefore, that any change in datazone ranking is relative to all other datazones. It is also important to note that there are issues in using datazone level statistics to describe rural areas because in a rural area 1,000 people could cover a number of very different settlements and can 'hide' pockets of deprivation. For the purposes of this strategy we are using this datazone data as an indicator of trends and issues, and using our community consultation and review of strategies to confirm the detail. A full list of the FVL datazones can be found in Appendix 1.

Looking at the Index of Multiple Deprivation we can see some key changes in deprivation indicators across the FVL LEADER area. The current income indicator is based primarily on number of adults receiving benefits such as Jobseeker's Allowance, Income Support and Guarantee Pension Credits. Figure 3 below shows how many datazones in the FVL area were in the category of the three most income deprived deciles in 2006, 2009 and 2012 as a percentage of the number of datazones in the FVL area. The table shows an increase in the number of datazones in the FVL area being classified in the most deprived 10% with the number of datazones classified as between the 10% and 20% most deprived decreasing marginally and the number of datazones classified in the most deprived 20% to 30% as reducing significantly.

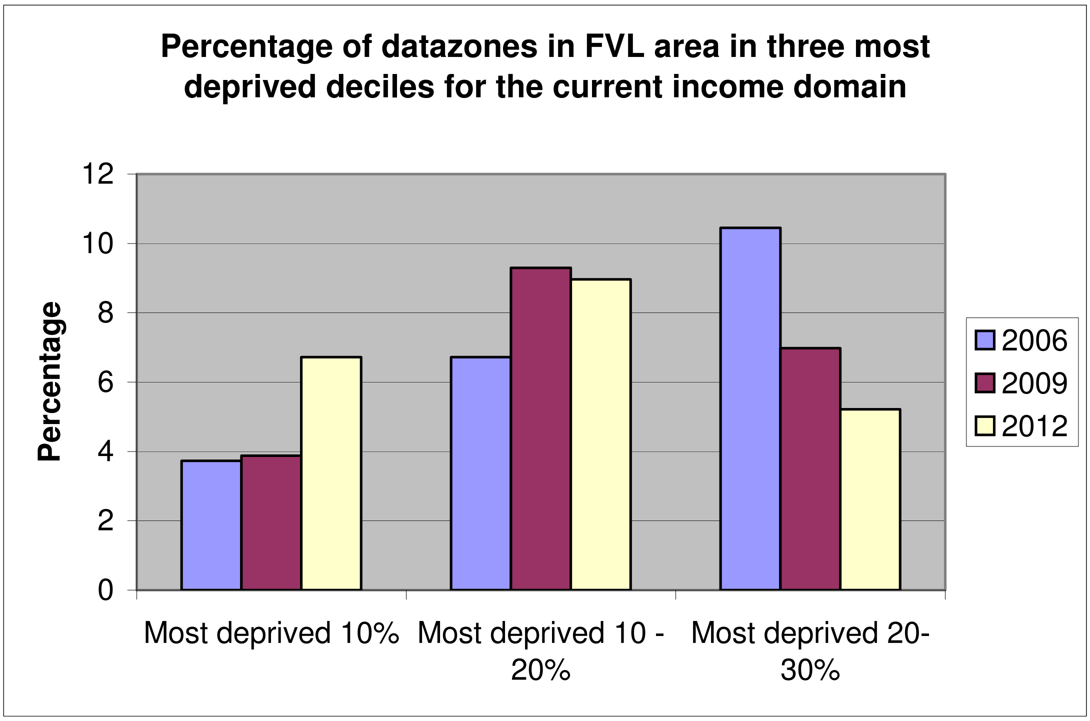


Figure 3. Source: NOMIS

How does this inform FVL strategic objectives?

- Percentage of datazones containing Scotland's 10% most benefit dependent households has increased between 2006 and 2012.

Relevant to strategic objectives: SC2, RC1

Another key group of indicators that help to show the sustainability and resilience of the communities in the FVL area are the employment indicators. These are primarily based on unemployment counts and number of people claiming Incapacity Benefit or Severe Disablement Allowance. Figure 4 shows that there has been a slight increase in the number of datazones in the most employment deprived 10% (with the highest number of people out of work) with the number in the most deprived 10% to 20% staying the same and the number in the most deprived 20% to 30% increasing slightly between 2006 and 2012.

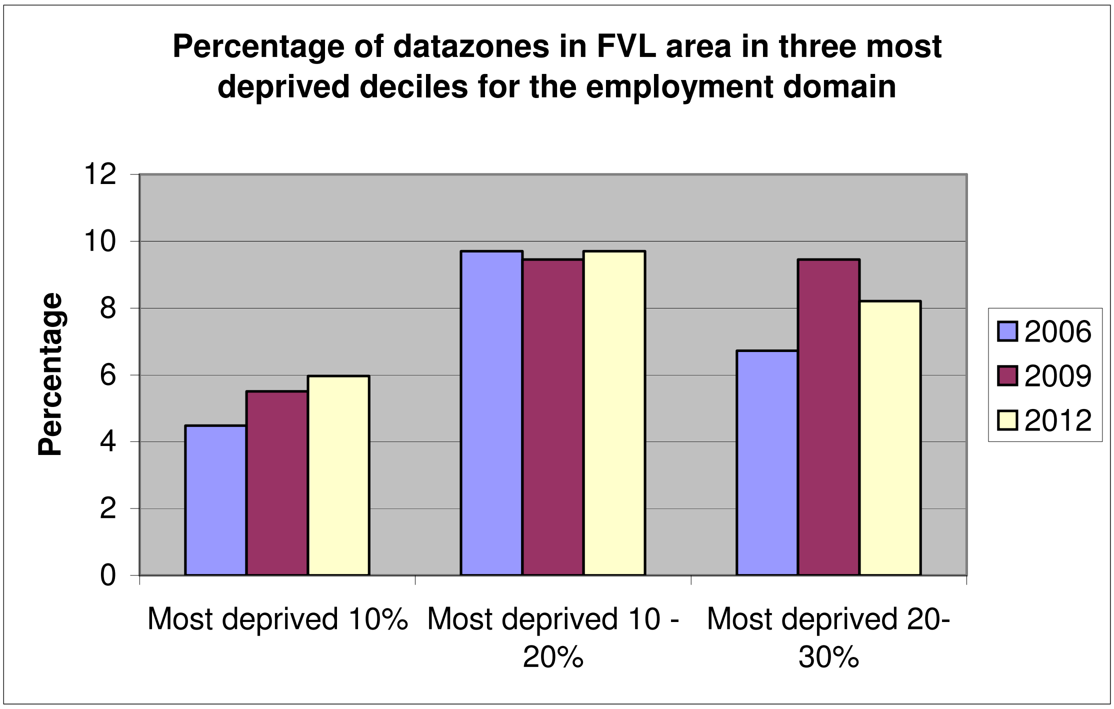


Figure 4. Source: NOMIS.

How does this inform FVL strategic objectives?

- Employment and jobs in the FVL area are not increasing as fast as the rest of Scotland

Relevant to strategic objectives: SE1, SE2, SE3, SE4, SC2, RC1

One of the indicators in the Scottish Index of Multiple Deprivation relates specifically to rurality and how accessible local services are to the population within each datazone. This rank is based on a combination of factors such as drive-times to services like the GP, the Post Office, the school and the nearest retail centre and the public transport times to the same facilities.

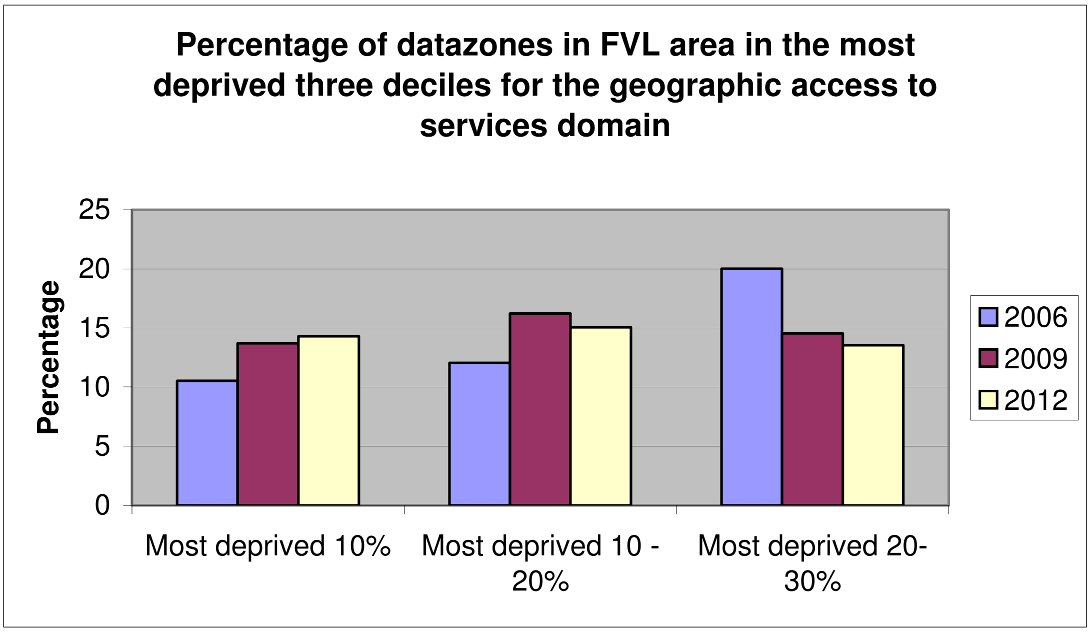


Figure 5. Source: NOMIS.

How does this inform FVL strategic objectives?

- In 2012 almost 15% of all datazones in the FVL area are in Scotland's 'remote from services' most deprived 10%
- Between 2006 and 2012, relative to the rest of Scotland, the proportion of datazones most deprived by geographical access to services increased.

Relevant to strategic objectives: SC1, SC4, SC5, RC1, RC3

2.3.3 Community Empowerment

The ability of communities to take on and develop assets of their own is a key indicator of an ambitious and dynamic community. The Development Trust Association of Scotland researched the scale and depth of community ownership assets in Scotland in 2012[1] and we have taken the basis of this data and added to it with local research. The table below shows the number of key community owned assets that we've been able to find out about through consultation in the FVL LEADER area broken down into respective local authorities while the detail on each community asset is contained in Appendix 2.

Number of key assets in community ownership or managed by community groups by local authority area		
	No. of Community Owned Assets	No. of Community Managed Assets
Clackmannanshire	2	2
Stirling	20	4
West Dunbartonshire	3	3

[1] http://www.dtascommunityownership.org.uk/content/publications/community-ownership-in-scotland-a-baseline-study

Table 3. Source: FVL Local Research

Appendix 2 shows that there are pockets of activity where dynamic groups with ambition have succeeded in taking on assets. It also shows that the most common asset type is community woodland (where the asset is land) and village hall (where the asset is a building). There are some examples of a more unusual type of asset such as a wind turbine, leisure centre and a paddle steamer but these are a minority. The table also shows that managing without taking on ownership is a popular form of community empowerment. Through discussions with local groups and stakeholders we are also aware of a number of groups looking to take on community assets including at least two new community renewables projects.

How does this inform FVL strategic objectives?

- Currently low numbers of community owned assets in the FVL area, particularly in Clackmannanshire and West Dunbartonshire.
- FVL community interest and ambition to take on more community assets.

Relevant to strategic objectives: SC4, SC5, NCH1, NCH2, NCH3

2.4 Economic Characteristics

2.4.1 Industrial Profile

The FVL area relies on a broad base of industries without any single industry dominating.

Number of employees in industry sector throughout FVL LEADER area (rounded to nearest 100)		
Broad Industrial Groups	**Total**	**%age of total**
Agriculture, forestry and fishing	200	0.7%
Mining, quarrying and utilities	400	1.4%
Manufacturing	3,200	11%
Construction	1,200	4.1%
Motor trades	500	1.7%
Wholesale	1,100	3.8%
Retail	2,300	7.9%
Transport and storage (inc postal)	900	3.1%
Accommodation and food services	3,200	11%
Information and communication	300	1%
Financial and insurance	2,400	8.2%
Property	300	1%
Professional, scientific and technical	1,600	5.5%
Business, administration and support services	1,100	3.4%
Public administration and defence	1,000	3.4%
Education	4,400	15.1%
Health	3,700	12.7%
Arts, entertainment, recreation and other services	1,400	4.8%

Table 4. Source: Business register and employment survey
ONS Crown Copyright Reserved [from Nomis on 26 February 2014]
Analysis : standard
Date : 2012
Employment status: Employees www.nomisweb.co.uk

While no single industry sector dominates employment in the FVL area, Public Administration and Defence, Education and Health account for 31.2% of employment across the area, which is primarily the public sector. There is a dependence of people in the FVL area on the public sector for jobs. This compares to 11% for Accommodation and Services (part of the local visitor economy) and 11% for manufacturing. Considering the savings anticipated over the next 5 years from all 3 local authorities in the FVL LEADER area (Clackmannanshire - £25m[2], Stirling - £29m[3], West Dunbartonshire - £10.5m [over three years][4] and an expected reduction in NHS Forth Valley expenditure of £10m per annum[5], there is a likelihood that these sectors will shrink and, unless other industries grow, or self-employment grows, then employment will decrease further.

Number of employees in industry sector throughout FVL LEADER area according to enterprise size (rounded to nearest 100)				
	By enterprise size (inc owner/proprietor)			
	Micro	**Small**	**Medium**	**Large**
Broad Industrial Groups	**0-9**	**10-49**	**50-249**	**250+**
Agriculture, forestry and fishing	100	100	100	0
Mining, quarrying and utilities	100	100	200	0
Manufacturing	300	800	1,600	600
Construction	900	500	100	0
Motor trades	200	200	200	0
Wholesale	300	600	300	0
Retail	1,000	900	600	0
Transport and storage (inc postal)	300	400	300	0
Accommodation and food services	800	2,000	700	0
Information and communication	300	0	0	0
Financial and insurance	100	0	100	2,200
Property	200	100	0	0
Professional, scientific and technical	1,000	300	400	0
Business, administration and support services	400	600	200	0
Public administration and defence	100	200	300	400
Education	200	1,200	1,200	1,800
Health	400	1,300	1,300	800
Arts, entertainment, recreation and other services	600	600	400	0
Percentage of total	**23.5%**	**31.9%**	**25.8%**	**18.7%**

Table 5. Source: Business register and employment survey
ONS Crown Copyright Reserved [from Nomis on 26 February 2014]
Analysis : standard
Date : 2012
Employment status: Employees www.nomisweb.co.uk

2 http://www.bbc.co.uk/news/uk-scotland-tayside-central-25399693
3 http://www.stirling.gov.uk/services/council-and-government/workingtogether
4 http://www.west-dunbarton.gov.uk/media/2194377/talk_winter_2013.pdf
5 http://nhsforthvalley.com/wp-content/uploads/2014/01/NHS-Forth-Valley-Integrated-Healthcare-Strategy-2011-2014.pdf. p10.

This shows there are few businesses in the FVL area employing large numbers of staff. At present the most striking is the public sector and financial and insurance companies. The majority of people (55.4% of total) in the FVL area employed in micro and small industries across all industries (noting that all the employees in the information and communications sector are micro enterprises, and most of the financial and insurance employees work for large enterprises).

How does this inform FVL strategic objectives?

- Large number of people employed in the public sector.
- Likely shrinkage in public sector could lead to greater unemployment unless the private and third sectors grow enough to accommodate.
- Micro and small businesses employ the majority of people living in our rural area.

Relevant to strategic objectives: SE1, SE2, SE3, SE4, SC2, RC1

Over time there has been little change in the number of businesses as the table below shows:

Number of businesses in the FVL area broken down to enterprise size over time (rounded to nearest 5)

	Micro	Small	Medium	Large	Total
	0-9	10-49	50-249	250+	
2011	3,145	265	40	10	3,465
2012	3,655	320	45	15	4,030
2013	3,560	360	35	15	3,980

Table 6. Source: NOMIS.

The above table shows that the FVL area is dominated by micro businesses and that there has been a small increase in the number of businesses since 2011. Data for this is not available prior to 2011 so it is difficult to draw strong conclusions but the information can be used as baseline data, which will be reported upon at the end of the LEADER 2015-2020 Programme.
Looking at the types of industry represented in the FVL LEADER area is a useful way of profiling the labour market of the area but these tables do not give a picture of the area in terms of those not in employment

2.4.2 Unemployment

The tables below contain figures covering the FVL area broken into the three separate local authorities.

Unemployment numbers and rates based on claimants of Job Seekers Allowance in January of each year for the Forth Valley and Lomond area broken into individual local authorities with Scotland's unemployment rate

Date	Clackmannanshire		Stirling		West Dunbartonshire		Scotland
	Number	Rate	Number	Rate	Number	Rate	Rate
2011	1,247	5.7%	1075	3.11%	435	5.41%	5%
2012	1,165	5.3%	1006	3.07%	429	5.24%	5.3%
2013	1,074	4.85%	927	2.68%	454	5.47%	5%
2014	911	Not available	755	Not available	391	Not available	3.9%

Table 7. Source: Scottish Neighbourhood Statistics (www.sns.gov.uk)

Taking the unemployment rate from the number of people claiming Job Seeker's Allowance means that those unemployed who are not claiming Job Seeker's Allowance are not included, so with that caveat the table shows that unemployment has been decreasing steadily since 2011. The table also shows that rural Clackmannanshire and rural West Dunbartonshire have had unemployment rates above the national average almost continually while rural Stirling has been well below.

An aspect of unemployment that has been raised during our consultations is a perception of the seasonality of employment.

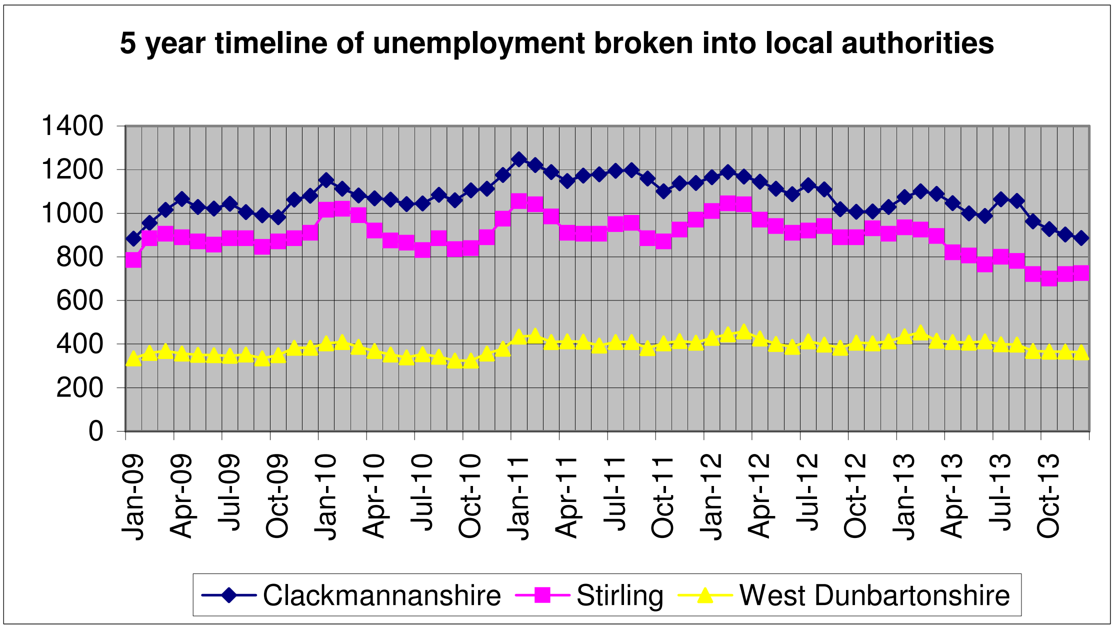


Figure 6. Source: Scottish Neighbourhood Statistics (www.sns.gov.uk)

Figure 6 shows that there is a cyclical nature to unemployment in our area, rising over the winter period in Clackmannanshire and Stirling, although less noticeably in West Dunbartonshire.

2.4.3 Self Employment

There has also been an increase in self-employment numbers over a sustained period of time.

Self-employment percentages for Clackmannanshire and Stirling local authorities						
	2007	**2008**	**2009**	**2010**	**2011**	**2012**
Clackmannanshire	9.1%	7.7%	9.0%	8.6%	9.1%	12.2%
Stirling	13.2%	13.3%	13.2%	15.6%	14.3%	17.9%
Scotland	10.4%	10.6%	10.6%	10.8%	11.5%	12.2%

Table 8. Source: Clackmannanshire Council

While the percentage of self-employed individuals seems to be increasing in number across both local authority areas, there is a trend for Stirling to have higher than the national average rates of self-employment while Clackmannanshire is below. It is also useful to note the spike in self-employment between 2011 and 2012 in Clackmannanshire and Stirling of 3.1% and 3.6% respectively is far more significant than the national spike of only 0.7%.

How does this inform FVL strategic objectives?

- Unemployment is decreasing, but at a lower rate than the rest of Scotland
- The proportion of people in self-employment is also increasing
- Employment follows a seasonal trend over much of the FVL area

Relevant to strategic objectives: SE1, SE2, SE3, SE4, SC2, RC1,

2.4.4 Tourism Businesses

Tourism is an important business sector for the FVL area. Rural Stirling contains 554 tourism businesses, which works out as 39.6% of the total number of businesses operating in the area. They include a variety of different business types but the principle tourism related business in the area is accommodation with 69% of all tourism businesses being accommodation providers. There is a prevalence of accommodation businesses and a low number of businesses in entertainment, recreation and arts, a point recognised in the Stirling Tourism Development Framework which recommends investment in attractions to improve the area's visitor experience where these build on the natural and heritage assets of the area.

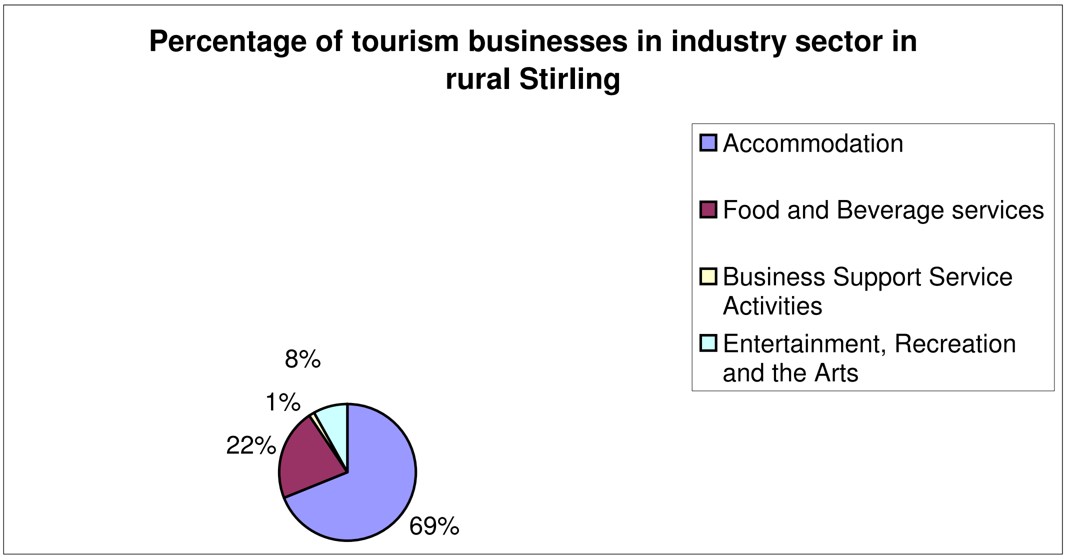


Figure 7. Source: Stirling Enterprise Economic Development, December 2013

Further breakdowns of each tourism sector are as follows:

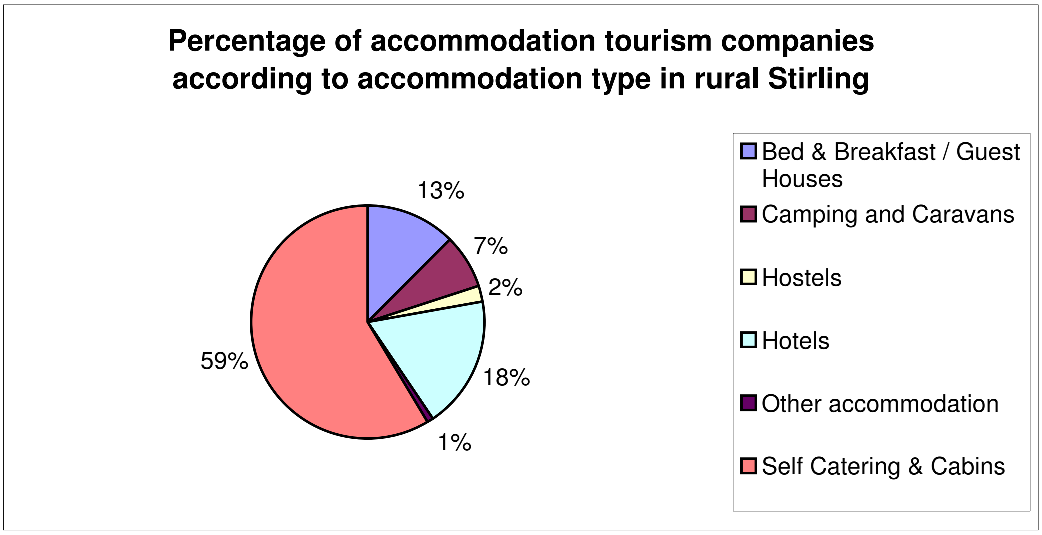


Figure 8. Source: Stirling Enterprise Economic Development, December 2013

There are 223 self-catering and cabin businesses in rural Stirling, which works out as 40% of the total number of tourism businesses. In contrast, there are only 9 hostels in the area. FVL LEADER supported a youth organisation to develop a hostel in Callander at the end of the last LEADER programme on the basis of supporting a community organisation to explore new income generating activities, but it was also recognised that there was a severe shortage of budget type accommodation in the area.

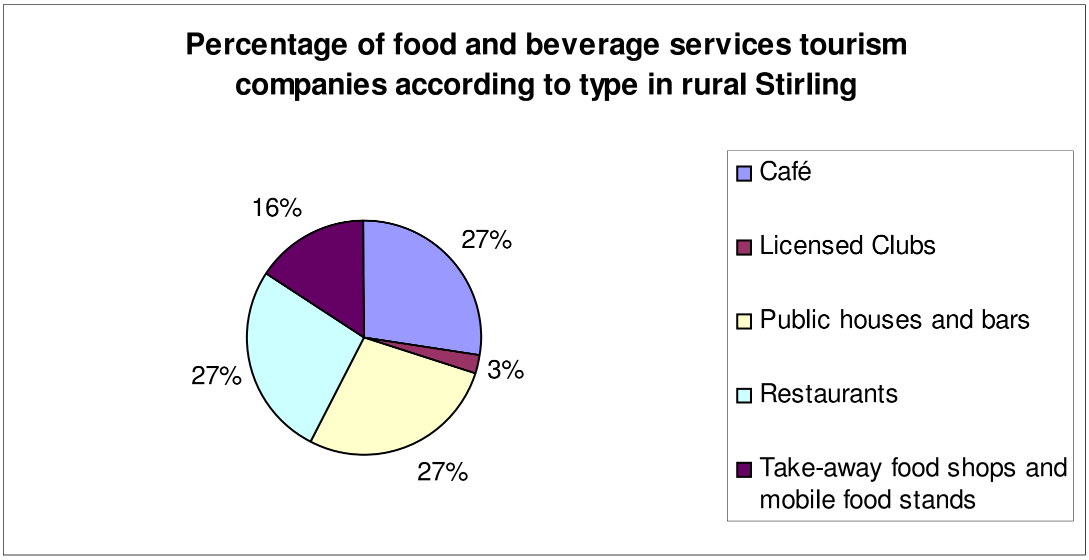


Figure 9. Source: Stirling Enterprise Economic Development, December 2013

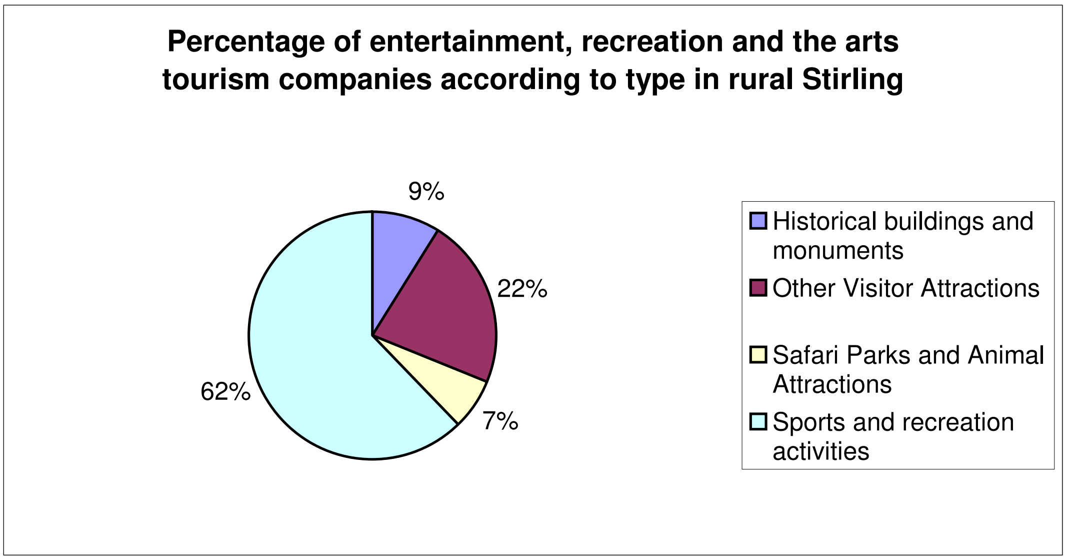


Figure 10. Source: Stirling Enterprise Economic Development, December 2013

As Figure 10 shows, here is a clear strength to the sports and recreation sector within the paid tourist attraction category. The sport and recreation sector is primarily made up of golf clubs and livery yards.

Many people are therefore coming to the area and spending time here but there are not many nationally run attractions with entrance fee (NTS or Historic Scotland) or privately run visitor attractions. This suggests that a large proportion of people coming to the area are benefitting from the much wider range of free attractions and outdoor recreation based on our natural environment, which is supported by VisitScotland's Scotland Visitor Survey 2012. The Visitor Survey for the Loch Lomond and the Trossachs found that the three most popular activities on visits to the Loch Lomond and the Trossachs National Park were sightseeing (41%), short walks (40%) and long walks (36%)[6].

How does this inform FVL strategic objectives?

- Accommodation services is the largest tourism industry sector with more than two thirds of the tourism business sector
- There is demand for facilities which support visitor access to the environment and outdoor activities including walking, cycling
- There is an opportunity to develop facilities which compliment these activities including events, food and drink provision, creative industries especially where these address seasonality
- There are few nationally owned or run attractions in our area (ie paid attractions).
- There are not many winter or wet weather attractions
- Most people visit the area to engage with natural heritage.

Relevant to strategic objectives: SE1, SE2, NCH1, NCH2, NCH3, SLA1

[6] http://www.visitscotland.org/pdf/Loch%20Lomond%20Regional%20Factsheet%20-%20Visitor%20Survey%202012%20final_pptx%20[Read-Only].pdf

2.4.5 Visitor Trends

Table 9 shows that the Forth Valley and Lomond area contains a number of popular natural heritage visitor attractions that are free to access. There are also four country parks; two in Stirling and one each in Clackmannanshire and West Dunbartonshire, which are also free to access. It is also important to note that there are a number of large visitor attractions located just outside the FVL area but within relatively easy reach for those staying within the FVL area (Alloa Tower, Antonine's Wall, Auchentoshan Distillery, Falkirk Wheel , the Forth and Clyde Canal, the Kelpies, museums and galleries of Glasgow and Stirling Castle).

List of key visitor attractions in the Forth Valley and Lomond area

Free Attractions		Entrance Fee/Paid Attractions
Aberfoyle Woollen Mill & Sheepdog Demonstrations	Historic Kirkyards Trail	Blairdrummond Safari Park
Alva Glen	Iconic smaller hills like Ben Ledi and Dumyat	Can You Experience (Outdoor experience business based at Lomond Shores)
Antartex Village	Loch Katrine, Loch Lomond, Loch Tay and Loch Venachar	
Balmaha – access to Loch Lomond islands	Loch Lomond Galleries	Distilleries (Glengoyne, Deanston)
Balloch Castle Country Park	Loch Lomond Shores (1.2 million visitors p.a.)	Dollar Castle
Balquhidder – Rob Roy's Grave	Long Distance Footpaths (West Highland Way, Rob Roy Way, John Muir Way, Mary Queen of Scots Way, 3 Saints Way, Diamond Jubilee Hillfoots Way, River Leven Heritage Trail)	Doune Castle
Balloch Castle Country Park	Maid of the Loch	Fir Park Ski Centre
Balloch Steam Slipway	Menstrie Castle	Inchmahome Priory
Battlefields of Sauchieburn and Sheriffmuir	Mountain Biking Tracks (Mains Farm, Carron Valley, Aberfoyle Skills Area)	Loch Lomond Bird of Prey Centre
Bowling Basin (entrance to the Forth and Clyde Canal)	Mugdock Country Park (600k visitors p.a.)	Loch Lomond Sea Life Aquarium
Callander – Shops, Bracklinn Falls, Crags	Munro Mountains (Ben Lomond, Ben Lui, Ben Vorlich)	Moirlanach Longhouse

Cambuskenneth Abbey	Ochils Woodland Park	Sweeney's Cruises
Clackmannan Tower	Plean Country Park	Walter Scott Steamship Cruise
Dollar Glen	Queen Elizabeth Forest Park and Lodge Visitor Centre	
Drymen – Pubs + Restaurants	Sauchie Tower	
Dunblane Cathedral	Sterling Mills Retail Outlet	
Dunglass Castle	Strathyre – access to hills	
Falls of Dochart - Killin	Sustrans Route 76 (Round the Forth) and Route 7	
Flanders Moss	Tyndrum – West Highland Way, Green Welly Shop	
Gartmorn Dam Country Park		

Table 9. Source: FVL Local Research

VisitScotland conducted a survey in 2012 of overnight visitors to the Loch Lomond and the Trossachs National Park and the Stirling and Forth Valley area. The survey covered Falkirk, Stirling, Alloa and the urban parts of West Dunbartonshire and only recorded the views of overnight visitors but the area statistics are still useful in determining the behaviour of visitors to the area. The key area facts the research found are contained in the Table 10:

List of area statistics about visitors to Loch Lomond and the Trossachs and Forth Valley

- Visitors stay on average for 3.78 nights in Loch Lomond and the Trossachs and 3.33 nights in the Forth Valley area.
- 25% of visitors to both areas were visiting Scotland for the first time.
- 15% of visitors are from overseas.
- 49% of visitors to Forth Valley visited historic attractions and 41% of Loch Lomond and Trossachs visitors were there to sightsee.
- 38% and 48% of visitors to Forth Valley and Loch Lomond and the Trossachs respectively were not satisfied by the availability of Wi-Fi and broadband
- 35% of visitors to Forth Valley and 36% of visitors to Loch Lomond and Trossachs were not satisfied with opportunities to attend local events and festivals.

Table 10. Source: VisitScotland
Scotland Visitor Survey 2012.
Regional Results: Loch Lomond and the Trossachs National Park
Scotland Visitor Survey 2012.
Regional Results: Stirling and Forth Valley

Detail on the reasons for visiting the Loch Lomond and the Trossachs area specifically is further revealed in the visitor survey for the National Park area. The survey states that the top reasons for choosing to visit Loch Lomond and the Trossachs National Park include a particular interest in the scenery (39%), an area known to the visitor (23%) and a visit to a particular attraction (20%). Other reasons included visiting to take part in specific activities (15%), or because of a recommendation to visit (14%). More detail can be found on the VisitScotland Factsheet for the visitor survey.

VisitScotland's Tourism in Scotland's Regions 2013 research states that three of the top five visitor attractions in Argyll and the Isles, Loch Lomond and the Forth Valley in 2013 were Loch Lomond Shore with 1.14m visitors, the Queen Elizabeth Forest Park with 275,000 visitors and the Scottish Wool Centre in Aberfoyle with 167,000 visitors. Occupancy rates across Argyll and the Isles, Loch Lomond and the Forth Valley are averaged across the year at 58% for hotels and 38% for self catering, which are substantially lower than occupancy rates for most other areas. This shows that self-catering and hotel accommodation providers are available but are not being used to their capacity.

How does this inform FVL strategic objectives?
The accommodation sector is dominated by self-catering and cabins type of accommodation which is under occupied across the year and occupancy rates are lower than the national average.

Hostels represent only 2% of the accommodation stock and therefore a gap exists in the provision of low cost accommodation in the area.

Only self-catering developments are required which:

- are of a high quality,
- can demonstrate clear year round market demand
- strengthen and support cluster development in key activity areas identified in the LDS
- do not displace existing provision
- provide innovative eco/low carbon solutions for low cost accommodation provision

There are few winter or wet weather attractions in the area and priority will be given to facilities which provide year round access in support of the identified key sectors including food and drink, creative industries, outdoor activity

Most people visiting the area come because of the high quality natural heritage.

Relevant to strategic objectives: SE1, SE2, NCH1, NCH2, NCH3, SLA1

2.5 Environmental Indicators

2.5.1 Natural Environment

From an environmental perspective, one of the most striking aspects of the FVL area is that the Loch Lomond and Trossachs National Park is located within it (with part extending into our neighbouring Argyll LEADER area). Six of the eight National Park Visitor Hubs as identified in the National Park Partnership Plan 2012-2017[7] are located within the FVL LEADER area. Five of the seven High Pressure Visitor Management Zones and four of the seven Medium Pressure Visitor Management Zones are also located wholly or mostly within the FVL area. With most of the National Park population and settlements in the FVL area, this means responsibility for looking after some of the busiest and most environmentally sensitive areas as well.

List of SSSIs in the FVL LEADER area broken into relevant local authority			
Clackmannanshire	**Stirling**		**West Dunbartonshire**
Backburn Wood and Meadows	Abbey Craig	Glen Lochay Woods	Aber Bog, Gartocharn Bog and Bell Moss
Craig Leith and Myrton Hill	Arnprior Glen	Inneshewan Wood	Auchenreoch Glen
Damhead Wood	Balglass Corries	Killorn Moss	Boturich Woodlands
Devon Gorge	Ballagen Glen	Kippenrait Glen	Caldarvan Loch
Dollar Glen	Ballanucater	Lake of Menteith	Dumbarton Muir
Firth of Forth	Ben A'An and Brenachoile Woods	Leny Quarry	Haw Craig - Glenarbuck
Gartmorn Dam	Ben Heasgarnich	Lime Craig Quarry	Inchmurrin
Linn Mill	Ben Lomond	Lochan Lairig Cheile	Lang Craigs
Mill Glen	Ben Lui	Loch Lubnaig Marshes	Loch Humphrey Burn
	Ben More - Stob Binnean	Loch Macanrie Fens	Portnellan – Ross Priory - Claddochside
	Black Water Marshes	Loch Mahaick	
	Brig o' Turk Mires	Loch Tay Marshes	
	Cambusurich Wood	Loch Watson	
	Collymoon Moss	Meall Ghaordie	
	Coille Chriche	Meall na Samhna	
	Conic Hill	Mollands	
	Craig Royston Woods	Morenish Meadow	
	Cuilvona and Craigmore Woods	Ochtertyre Moss	
	Dalveich Meadow	Offerance Moss	
	Double Craigs	Pass of Leny Flushes	
	Drumore Wood	Pollochro Woods	
	Edinample Meadow	River Dochart Meadows	
	Edinchip Wood	Rowardennan Woodlands	
	Endrick Mouth and Islands	Sauchie Craig Wood	
	Endrick Water	Shirgarton Moss	
	Fairy Knowe and Doon Hill	Stronvar Marshes	
	Falls of Dochart	Tynaspirit	

[7] http://www.lochlomond-trossachs.org/images/stories/Looking%20After/PDF/NP%20Plan/NPPPlan2012_final3.pdf

	Finlarig Burn	Wester Balgair Meadows	
	Flanders Moss	Westerton Water Meadow	
	Gartfarran Woods	Wolfs Hole Quarry	
	Glen Falloch Pinewoods		

Table 11. Source: www.snh.gov.uk

One way to assess the landscape or environmental importance of an area is by the number of Sites of Special Scientific Interest (SSSI) within any particular area. Table 11 above shows that there are 81 SSSIs in the FVL area, with the majority in rural Stirling. This is to be expected given that a large proportion of rural Stirling is contained within the Loch Lomond and the Trossachs National Park.

SNH has spent some time in recent years developing a methodology to identify and map wild land in Scotland and audit what wild land resource there is in Scotland. All of the designated wild land area of Ben More –Ben Ledi is contained within the FVL area and part of the wild land designated Upper Almond, Breadalbane and Ben Lui – Beinn Ime[8].

2.5.2 Built Environment

As referred to in the tourism section above, there are not many commercially run (fee-charging) historic sites in the FVL LEADER area. However, this does not take into account numbers of historic buildings and sites that are in the area but are free to visit, which includes important features of built heritage, such as Cambuskenneth Abbey, Clackmannan Tower, Craigend Castle, Dunblane Cathedral, Dunglass Castle, Logie Old Kirk, Mugdock Castle, Rob Roy's Grave and Sauchie Tower.

The table below shows the number of buildings on the Buildings at Risk Register in the FVL LEADER area according to local authority. There is a significant number altogether, which suggests that there is quite a strong built heritage resource in the FVL area but that it is largely underused and is in a poor condition.

Number of buildings on Buildings at Risk Register in FVL LEADER area	
Clackmannanshire	12
Stirling	32
West Dunbartonshire	2

Table 12. Source: Buildings at risk register March 2014

Throughout the FVL area there are only 3 Historic Scotland staffed properties and 3 National Trust for Scotland properties, one of which is Menstrie Castle, which has very limited opening times[9].

[8] http://www.snh.gov.uk/protecting-scotlands-nature/looking-after-landscapes/landscape-policy-and-guidance/wild-land/mapping/
[9] http://www.nts.org.uk/Property/Menstrie-Castle/About/

Aims of local groups to open potential tourist attractions like St Kessogs in Callander[10], the Old Mill in Killin[11], Sauchie Tower[12] and Clackmannan Tower suggest there is a community-led desire to develop and/or manage iconic buildings for tourism purposes.

2.5.3 Archaeological Sites

Discussions with Stirling Council's archaeologist has revealed a number of significant historic sites, many of which are not popular visitor attractions through current lack of access, being in a ruinous condition or are just not being well promoted. They are contained in the table below, which will be added to following consultation with archaeologists from Clackmannanshire and West Dunbartonshire Councils.

List of important archaeological sites and the reason for their value	
Site	**Explanation**
Bannockburn old village	Bannockburn was an early producer or tartan, continuing to produce the cloth throughout the prohibition following the '45 rising.
Castle Law on Dumyat	Remains of an Iron Age hillfort occupied by the Maeatae tribe.
Clackmannan Tower	Early Castle and likely very early remains associated with it.
Fairy Knowe, Buchlyvie	Remains of a 2,000 year old tower.
Killearn Glen	Ruins of a 17th century designed landscape.
Menstrie Glen	Important remnants of pre-clearance landscape.
Plean Country Park	Rare upstanding World War 1 practice trenches.
Sir John de Graham's Castle and associated cemetery	Sir John de Graham fought in the Wars of Independence.

Table 13. Source: Consultation with Stirling Council archaeologist

How does this inform FVL strategic objectives?

- The FVL area contains a large number of SSSIs.
- The FVL area has sites of historic archaeological importance.
- A large number of historically important buildings in the FVL area are at risk of falling down.

Relevant to strategic objectives: NCH1, NCH2, NCH3, SLA1

[10] http://www.callandercdt.org.uk/st-kessogs-index.html
[11] http://www.killinwatermill.co.uk/#!projects/c10d6
[12] http://www.clacksweb.org.uk/community/friendsofsauchietower/

SUMMARY BOX : Section 2.3 SOCIAL CHARACTERISTICS

The population figures show that the FVL area has unusual trends that are not replicated to the same degree in Scotland as a whole such as spikes in 10-15 and 20-24 year-olds and a dramatic drop in the 25-34 demographic. We can also see that the FVL area's population has a larger proportion of people over 45 than Scotland as a whole. Analysis of the Scottish Index of Multiple Deprivation shows that more datazones in the FVL area are falling into the 10% most deprived for current income, employment and geographic access to services domains. We can also see that the communities throughout the area are ambitious and dynamic by taking on the management / ownership of buildings or land.

These characteristics of the area relate primarily to the Strategic Objectives **of building more sustainable communities** and **building more resilient communities** as these are the principal means by which we will be able to address the drops in key demographics and enable communities to achieve their aims.

SUMMARY BOX : Section 2.4 ECONOMIC CHARACTERISTICS

Employment in the FVL area is heavily dependent on the public sector and in micro and small industries and is also affected by seasonality. At the same time, unemployment does not seem to be increasing as claimants of Job Seekers Allowance are decreasing across the FVL area. The area supports a large number of tourism related businesses, which are primarily accommodation providers, themselves primarily self-catering and cabin accommodation. While there are a lot of accommodation providers, the hotel and self-catering accommodation providers in particular have significantly lower occupancy rates than comparator areas like Perthshire.

These economic characteristics support the need for the Strategic Objectives of **strengthening the rural economy** and **building more sustainable communities** primarily. The visitor trend statistics highlight the importance of the natural environment to the FVL area and relate more to the Strategic Objectives involved in **developing the natural and cultural environment** and improving the potential of the **strategic landscape assets.**

SUMMARY BOX : Section 2.5 ENVIRONMENTAL CHARACTERISTICS

The tables reporting the extent of the natural and built heritage assets of the area show it is strong in both. It also shows that some of the built heritage of the area is at risk.

These tables relate to the Strategic Objectives of **increasing the understanding of, and access to, our natural and cultural heritage environment** and developing the potential of the area's **strategic landscape assets**, which will maximise the potential of the area's heritage and perhaps reduce any risk to that heritage.

3. A Summary of the Economies of the Forth Valley and Lomond Area

The following information is a description of the differing economies of West Dunbartonshire, Stirling and Clackmannanshire and is based on local discussions and a review of strategies and research currently available.

Starting in the south-west of our area, the economies of the **FVL West Dunbartonshire** communities are split between those that have plentiful tourism opportunities with Loch Lomond and the wider National Park area on the doorstep, and the communities located further south who face the legacy of the former employment havens provided by shipbuilding, and large scale heavy industries which have declined over the last century. The decline of these industries have been to such an extent that West Dunbartonshire as a whole is now ranked as one of Scotland's most deprived areas. But the ease of access and proximity of Clydebank and Glasgow to these areas provide a strong day-visitor market, with tourism identified as a priority sector for growth within the West Dunbartonshire Economic Strategy. The Forth and Clyde canal, the Bowling Basin, the Kilpatrick Hills, Balloch, Lomond Shores, Balloch Castle Country Park and the National Park offer significant tourism business potential, with the surrounding communities providing tourism support services with the benefit of good access to transport networks, road access, broadband and affordable business accommodation. Lomond Shores attracts 1.2 million visitors per annum.

The Third Sector is the third largest employment sector in the whole of West Dunbartonshire (rural and urban), after the Local Authority and the NHS. There have been efforts to establish substantial social enterprises in the area (mostly urban) which have had mixed results, but have provided learning none-the-less.

Plans are in progress for an investment of £28m over 5 years, at the old Esso/Exxon site on the River Clyde-side which is within the FVL eligible area . This will open up the site for further development by dealing with decontamination, infrastructure and SSSI protection. This site neighbours Bowling Basin, the western terminus to the Forth and Clyde Canal. The Basin has benefitted from investment in recent years to open up the site for land and boat access, and further regeneration is proposed through developing retail, commercial, leisure, industrial and residential developments following a Bowling Basin Charrette and Masterplan led by Scottish Canals. .

Moving north and east to **rural Stirling**, this area is covered by "Open for Business" produced by the Stirling Economic Partnership in 2009 (and is currently being updated). The strategy identifies a need for quality business support and for activities to capitalise on the opportunities presented by the knowledge base at Stirling University and Forth Valley College. The strategy notes that the Stirling economy is diverse and has few clear business sectors of scale- apart from tourism which contributes over £400m to the local economy (rural and urban). It also reports a high density of jobs in the environmental sector across the full Stirling Council area, whilst also identifying a need to enhance the skills base and earning potential of the tourism sector, and identifies competitive advantage in the following sectors: food and drink, sport and leisure, cultural and creative industries, and environmental and clean technologies.

A rural business space study was undertaken in 2011 which identified unmet demand for business space, which was found to have constrained the growth and diversification of rural businesses. Areas highlighted as requiring new business space or development sites were Drymen, Gartmore, Callander, Balquhidder and Killin. The study also identified high level of demand for home working units along with reliable high speed broadband.

In response to increasingly vocal communities and businesses regarding the poor quality of broadband in the rural area, Stirling Council produced a broadband strategy in March 2013, which identified access to affordable broadband as a key priority for the Council due to its importance in delivering economic and social benefits. Whilst the Council's position was that it was not a provider of broadband services, it committed to help facilitate and, in some cases, provide additional funds to help improve the provision of services in the area. The strategy also refers to the significant problems in the rural areas where a number of active rural communities have an unusable broadband service which hampers development and threatens sustainability, resulting in a commonly stated desire to widen access to usable broadband speeds rather than focus on further increasing speeds for those already with a commercially available and usable service. However, the point is made that with an ageing rural population, and depopulation in some areas, there is a need to attract new, and retain existing, populations, particularly in the younger age groups. This will require supporting infrastructure which includes high quality broadband. Rural areas without access to high quality broadband, or even usable broadband, will remain at a disadvantage. Since the publication of this strategy, the Scottish Government has started the roll-out of its Step-Change programme which in the Stirling Council area will bring Next Generation Broadband to 93% of households, although it is unclear by when.

The Single Outcome Agreement for Stirling notes the polarised nature of the Stirling area – with areas of Stirling within the FVL LEADER area having some of the most affluent and successful communities in Scotland (in terms of income, health and quality of life) In relative close proximity, there are communities of concentrated deprivation where worklessness is significant and health statistics are some of the poorest in the country. The former mining areas of Plean, Cowie, Fallin and Bannockburn have lower than average economic indicators and the highest measures of deprivation in the rural Stirling area. Elsewhere, pockets of rural poverty (deprivation and unemployment) are lost within the datazone scale of collecting these statistics. This is backed up by the experience of Rural Stirling Housing Association as reported through the FVL LEADER Stakeholder discussions.

Rural Stirling contains a polarisation of employment from out-commuting managers and professionals through to lower-paid workers in hospitality and retail. There is much more self-employment and potential entrepreneurship in the rural area, especially further north. There is less reliance on retail and public sector employment within the rural area, but still significant employment of residents in these areas. Most of the northern part of Stirling's rural area lies within the most deprived 5% nationally for accessibility. It is currently not possible for anyone living north of Callander to commute to a 9-5 job in Stirling by public transport.

One exciting, although slightly controversial development in this area is the proposed Cononish Gold Mine near Tyndrum which has been approved by the planning authority. This has the potential to bring much needed local economic benefit through job creation and a community-led visitor attraction. At present, the ability to raise the investment required is holding back the development, which in turn is affected by movements in the price of gold at a global level.

Moving east, **Clackmannanshire** has seen an improvement in a range of quality of life measures and the gap is narrowing between the most and least advantaged communities. As a whole, there has been a big growth in housing, and greatly improved physical connectivity (Stirling-Alloa-Kincardine rail link to Stirling, and Clackmannanshire Bridge). Of the three local authority areas within FVL, tourism plays the least important role in Clacks. The strategy is to build on the attractiveness and centrality of the area to live and work to maximise economic benefits. It has one of Scotland's fastest growing populations. In the last ten years, the population of Clacks has grown by 6%, nearly twice the rate of Scotland as a whole with, as in all areas an ageing demographic. In

2007/08 Clackmannanshire had the joint third highest rate of new build housing completions in Scotland.

However, Clackmannanshire (urban and rural) has shown a steadily worsening economic picture compared with other areas in Scotland. There are higher than average levels of youth unemployment and of dependency on benefits. Clackmannanshire also features relatively high levels of school leavers with negative destinations and relatively poor rates of business start ups.

Lower incomes mean lower spend, which impacts on businesses relying on local spend. The key challenges identified for Clackmannanshire are:
1. Low aspirations for young school leavers, 2. School leavers insufficiently equipped and skilled to take advantage of what opportunities there are in local job market, 3. Low job density in Clackmannanshire and barriers to accessing jobs in neighbouring areas, 4. Local businesses impacted by reduction in local spending, 5. The lag behind other areas of Scotland in key employment and skills measures.

Clackmannanshire Council, through its ICT strategy "Better Connected Clackmannanshire" will work with the Government and other partners to extend the reach of broadband. Similar to Stirling Council, Clackmannanshire Council has added local funds to those nationally available via the Step Change Programme to extend super-fast Next Generation Broadband (NGB) access across the area, while prioritising coverage for Tillicoultry, Dollar, Coalsnaughton and Muckhart. The aim is to bring NGB to 99% of premises, making Clackmannanshire one of the best covered areas in the UK in terms of high speed broadband.

SUMMARY BOX: Section 3 SUMMARY OF THE ECONOMIES OF FVL AREA

The priority sectors that we will focus on, of **tourism, outdoor recreation, cycling, and local food and drink** are informed by the development of the tourist sector being a priority in West Dunbartonshire and Stirling. In Clackmannanshire it offers opportunity rather than a current strength, especially through developments via the Ochils Landscape Partnership.
The **creative industries** priority sector has been highlighted in the Stirling strategy, and is also expected to be a sector that will capitalise on the NGB Broadband investment – as will all micro and SME business growth. The nature of the FVL rural areas means that **increasing the understanding of, and access to, our natural and cultural heritage environment** will have direct positive impact on the tourist sector.

We will build on the research and consultation which has already taken place the new West Dunbartonshire areas (Kilpatrick Hills and Bowling Basin) which provide opportunity for realising **the economic and community potential of these strategic landscape assets.**

Rural poverty and unemployment are evidenced by the statistics in West Dunbartonshire and Clackmannanshire, and hidden by the averaging of statistics in Stirling. These will be addressed through **strengthening our rural economy** (and particularly SE4 Improving the quality of available skills and other labour market supply issues), **building more sustainable communities** (SC1adressing outmigration, SC2 supporting employment opportunities for all, encouraging transfer of skills and expertise between different age groups). SC4 Encouraging the community ownership and management of assets to secure an essential service will also play apart.

Investing in **Building more resilient communities** will enable businesses (mostly micro and SMEs) and communities to adapt and cope with external factors such as the economy, energy costs, and climate change.

4. Strategic Context for the Forth Valley and Lomond Strategy

This section should be read alongside Appendix 3 for a detailed list of the relevant Strategies

LEADER focuses on linking actions, or activities, between the economic, social and environmental aspects of rural development. LEADER, or rather the LEADER method, is characterised by seven features (Area-based local development strategies; Bottom-up elaboration and implementation of strategies; Innovation; Cooperation; Networking; Integrated and multi-sectoral actions; and Local public-private partnerships). To be an effective local development strategy, we need to look at the wider context for our strategy and ensure that the FVL LEADER strategy supports the objectives outlined in other key strategies – at a European, Scottish and local level.

Starting with the EU level and then working down to the local, we have developed our FVL Strategy by looking for a fit with (or 'coherence' with) other strategies. This means that if projects fit with the FVL LEADER strategy, what that project achieves will also make sense at a national and EU level.

4.1 The wider EU context and its interpretation in Scotland

This is the coherence of the FVL LEADER Strategy with other relevant programmes under the Common Strategic Framework (CSF) and EU 2020

The starting point is the **Europe 2020 Strategy**. Its key objectives are
*smart
*sustainable and
*inclusive growth
These objectives inform subsequent EU, national and local strategies, and the LEADER approach which requires us to develop a Local Development Strategy (LDS) is fully influenced by this.

Under this, the EU has set a budget for the period 2014-2020. The Common Strategic Framework (CSF) is the process by which the EU2020 Strategy is to be achieved in member states.

The European Commission General Regulation lays down the common rules for the European Structural and Investment Funding programmes (ESIF), the European Agricultural Fund for Rural Development (EAFRD) and programmes under the European Maritime and Fisheries Fund (EMFF).

The European Commission identified three specific challenges in its position paper for the UK and Scotland, which it expects the UK and Scotland to address if there is to be measurable progress against the EU2020 thematic objectives. These are:
* increasing labour market participation, promoting business competitiveness and research and development investment
* addressing social exclusion and unemployment
* developing an environmentally friendly and resource efficient economy

The regulation on EAFRD states that Local Development Strategies must demonstrate how they will meet one or more of the following 6 Rural Development Priorities:

RDP1. Fostering knowledge transfer in agriculture, forestry and rural areas

RDP2. Enhancing the competitiveness of all types of agriculture and enhancing
RDP3. Promoting food chain organisation and risk management in agriculture

RDP4. Restoring, preserving and enhancing ecosystems dependant on agriculture and forestry
RDP5. Promoting resource efficiency and supporting the shift towards a low-carbon and climate resilient economy in agriculture, food and forestry sectors
RDP6. Promoting social inclusion, poverty reduction and economic development in rural areas

How does this inform the FVL Local Development Strategy?
RDP 6- ‘Promoting social inclusion, poverty reduction and economic development’ is the key priority that LEADER outcomes will be measured against by the EU, but it is not the only relevant one.
The Local Development Strategy must demonstrate how it meets one or more of the 6 RDPs, and in doing so support
* innovation
* knowledge transfer, and
* co-operation

The regulation on EAFRD gives a detailed description of LEADER activities that can be funded under the EAFRD.

How does this inform the FVL Local Development Strategy?
Local development Strategies are expected to include actions that release capacity and contribute to:

i) driving community action on climate change
ii) enhancing rural services and facilities, including transport initiatives
iii) enhancing natural/cultural heritage, tourism and leisure
iv) supporting food and drink initiatives (e.g. short supply chains, community food)
v) building co-operation with other LAGs in Scotland, UK and Europe
vi) equal opportunities for all in our rural communities

4.2 The Scottish Government Context:

The Scottish Government will use EU money to achieve EU2020 targets, and address identified needs in Scotland under the three strands:-
– SMART GROWTH - Competitiveness, innovation and jobs
– SUSTAINABLE GROWTH- Environment, Low carbon and resource efficiency
– INCLUSIVE GROWTH - Local development and social inclusion.

The Scottish Government accesses the EU rural development funds (EAFRD), adds some national funds and delivers these under the **Scottish Rural Development Programme (SRDP 2014-2020).** Following consultation, the Scottish Government transferred 9% of the Direct Payments (EAGF) to Rural Development (EAFRD) for 2014-2020.

How does this inform the FVL Local Development Strategy?
Being relatively small in scale compared to total funds going to rural areas, additionality and clear focussing of LEADER spend is important. Specifically, LEADER funds are for actions which are additional to those funded by other parts of the SRDP.

For the first time £20m of Small Rural Business Support has been transferred to LEADER, including £10m specifically for farm and croft diversification.

Other relevant SRDP allocations for non-land manager based schemes include:-
Food and Drink Scheme (start-up grants and business development grants for SMEs in Food and Drink sector): (£70m) and
Knowledge Transfer and Innovation Fund (KTIF- sharing and implementing innovative ways of improving working practices) (£10m)

4.3 Scottish Government and other National or Regional Strategies

The **Government Economic Strategy (GES)** highlights 7 key sectors with growth potential, namely Creative Industries (including digital), Energy (including renewables), Financial & Business Service, Food & Drink (including Agriculture & Fisheries), Life Sciences, Tourism and Universities.

Three of them currently play an important role in the FVL economy – namely Tourism, Food and Drink, Renewables. There is also potential for expanding Creative Industries. It is to be anticipated that the growth of most rural economies, and especially the Knowledge and Creative Industries will be linked closely to improved digital connectivity and uptake (see Digital Scotland 2020)

Universities and the knowledge economy are seen as a sector with growth potential at the Scottish scale- the University of Stirling and Forth Valley College are located within the FVL area. This would suggest there is scope for making links between its research, investment and cultural diversity to benefit the surrounding FVL rural area – which has already happened to a small extent with one of our Rural Broadband Challenge Fund projects as rural broadband is a research interest of the university.

Following the major investments in Next Generation Broadband infrastructure across the area, supporting the USE of broadband ("digital participation") is a key priority. The Royal Society of Edinburgh report 'Spreading the Benefits of Digital Participation' notes that effective initiatives start at the community level.

Scottish Enterprise works on a three year rolling Business Plan through which it helps deliver the GES. The current one (2013-2016) picks up on the GES growth sectors, and also has a focus on innovation, low carbon economy and ‘opportunity driven’ sectors of which Social Enterprise, Local Supply Chains and Forest and Timber technologies have relevance in the FVL area.

With Forestry covering a good proportion of our area, and the Forestry Commission Scotland being a major land owner in the FVL area, the **Scottish Forestry Strategy** has relevance with its aims to assist community participation, enhance opportunities for health and enjoyment, increase the contribution of forestry to tourism, contribute to landscape quality, and protect and promote the historic and cultural heritage. The Forestry Commission Scotland delivers the Scottish Forestry Strategy through its management of the National Forest Estate. Two key aims are of relevance here - securing benefits for local communities, and using the forest resource to contribute to the Scottish Government’s renewable energy target.

The **National Forest Land Scheme** mapped out areas of the National Forest Estate where communities (either alone or in partnership with private developers) can express an interest in developing their own wind or hydro projects. Callander Community Hydro (with development funding from FVL LEADER 2007-2013 Programme) is already developing a hydro scheme. This project has the potential to both build community capacity and confidence, and to generate income which will be used for local community development (up to £3m over 20+ years). Other areas on the map include Touch Hills, north of Bridge of Allan, north of Gartmorn dam, Kilpatrick Hills and several sites within the National Park. Assisting communities to take forward this opportunity (through networking, knowledge transfer, and development work) is a great opportunity.

Since they purchased their first wind turbine, Fintry Development Trust in rural Stirling has been leading the way in Scotland regarding Community Managed Renewables. With support from the **Climate Challenge Fund**, they have developed a Centre of Excellence for sharing their learning experiences with other communities across Scotland, including their neighbouring communities. With a high level of interest in community renewables in our area, we expect Fintry’s experience to inspire and lead to a number of as yet unspecified community renewable projects coming forward.

How does this inform the FVL Local Development Strategy?

There is the potential and interest for more community led renewable energy schemes coming forward for support through LEADER in FVL area (NB only the preparatory stages would be eligible for LEADER itself).

There is also the potential for community income from wind or hydro developments on private land which can be used as match funding for projects. We have experience of projects across Stirling and Clackmannanshire that have matched LEADER investment with grants from Windfarm community benefit funds. To date there have been no successful windfarm developments in the FVL West Dunbartonshire area- wind farms within, and in sight of the National Park have difficulties in getting planning permission.

The Trossachs, Ochils and Kilpatrick Hills all have potential for community hydro projects, and learning from the Callander Community Hydro project, and other hydro schemes across Scotland will be relevant.

The **Tourism Scotland 2020** strategy requires collaboration across the sector to deliver consistent high quality through
1) targeting growth markets (of which domestic/UK market is by far the greatest, as only 15% come from overseas nationally according to Visit Scotland data)
2) providing authentic experiences (including heritage and nature activities)
3) improving the customer journey/experience (food and drink, transport and digital connectivity relevant).
This is supported by the Draft Tourism **Development Plan for Scotland:** Delivering the Visitor Economy which sets the framework to assist and promote growth in Scotland's visitor economy to 2020.

The primary purpose of this Framework is to inform development planning to help secure growth in the visitor economy highlighting future opportunities for investment and development.

In addition, the Scottish Government has set out a programme of 'Focus Theme Years' with an aim to celebrate the very best of Scotland and its people, and through them to support and drive Scotland's tourism and event industry. The current Focus Year programme is:

2015 – Year of Scotland's Food & Drink
2016 – Year of Innovation, Architecture and Design
2017 – Year of History, Heritage & Archaeology
2018 – Year of Young People.

The **Scottish Enterprise Tourism Strategy** concentrates on tourism assets that offer the greatest opportunity for international competitiveness and growth – an aim which is possibly ambitious for the amount of money FVL LEADER will have available to invest, but in this context the SE strategy identifies the LL&TNP as one of six key destinations within the SE area which have greatest opportunity to contribute to national growth (the other five are Edinburgh, Glasgow, Perthshire, St Andrews and the Cairngorms National Park).

Tourism Strategies across the Council areas:
In the May 2014 Study commissioned by **West Dunbartonshire Council** to look at Opportunities for Development of the Visitor Economy, the consultants moved from looking for one new major attraction for the whole west Dunbartonshire Council area, to suggesting a hierarchy of three development locations. The number one priority in terms of targeting efforts to release the greatest economic benefit is within the FVL eligible area (Loch Lomond / National Park / Rural focus of WD). (Number two is Clydebank / waterfront / Urban Focus; number three is Dumbarton / Historic Town / castle Focus).

The **Draft Tourism Strategy for Stirling** and Action Plan 2014-2020 recognises that the City of Stirling (with world class heritage attractions of the Castle and Bannockburn) and the surrounding rural area complement each other, and by promoting this varied tourism offering and improving connectivity between the city and countryside, more multi-day and overnight stays should be attracted to both areas. The UK domestic market remains the key to the future success of the tourism sector, and Callander is picked out as having potential for further hotel development and for support to become the 'adventure capital' of the National Park.

There is no tourism strategy for **Clackmannanshire**, and of the three FVL local authorities tourism plays the least important role in the Clacks economic strategy. Its focus is to build on the attractiveness and centrality of the area to live and work to maximise economic benefits. It has one of Scotland's fastest growing populations. The Ochils Landscape Partnership (OLP) is working to increase access to the hills and glens of the Ochils, improve the quality of the rivers, and restore parts of the historic built landscape. The project is working to tell the story of the area's cultural, social and industrial heritage - to enhance the lives of people in the Hillfoots and also to increase visitors to the area. Green Networks (including cycle infrastructure) are a priority. The potential for the future includes the development of projects from the OLP, and working in partnership with developments to the west at Sheriffmuir. The Inner Forth Landscape Partnership project will also provide opportunities for access, environmental and heritage developments to increase opportunities for visitors to appreciate the River Forth.

Scottish Natural Heritage (SNH) is charged with helping residents and visitors to enjoy, protect and manage the outdoors. The FVL LEADER strategy fits with all four of SNH Aims, including the fourth, which sees ‘nature and landscapes as assets contributing more to the Scottish economy’; and with **Forestry Commission Scotland’s** strategic objective of “ recreation, community and environmental benefits”.

The **Central Scotland Green Network** (CSGN) is part of the National Planning Framework which aims to make ‘a significant contribution to Scotland's sustainable economic development through the creation and enhancement of green networks’. It involves public agencies and stakeholders working together to align their policies, programmes and actions to achieve a common aim. That aim is to change the face of Central Scotland by restoring and improving the rural and urban landscape of the area. The CSGN covers all of the FVL area, with the exception of the National Park.

In March 2014, the CSGNT (CSGN Trust) was formed, inheriting the assets of the Central Scotland Forest Trust, which will drive forward the CSGN initiative. The Trust is now managed by a Board (which includes SNH, FCS, SE, local authorities, communities of interest) and reports directly to the Natural Resources Division of the Scottish Government.

The **Cycling Action Plan for Scotland** (CAPS) is the Transport Scotland strategy for achieving their vision of having 10% of every day journeys made by bike by 2020. Recently refreshed in 2013, CAPS outlines the shared vision for cycling in Scotland and sets a challenge for central and local governments, businesses, employers, stakeholders working on active travel and individuals.

4.4 Single Outcome Agreements

The Scottish Government and local government share an ambition to see Scotland's public services working together with private and voluntary sector partners, to improve the quality of life and opportunities in life for people across Scotland. Single Outcome Agreements are an important part of this drive towards better outcomes. They are agreements between the Scottish Government and Community Planning Partnerships (CPPs) which are strategic partnerships set up to improve outcomes for the local people in a way that reflects local circumstances and priorities.

The Scottish Government has set six national priorities, and in the FVL LEADER area, these are delivered by Clackmannanshire Alliance (Clacks CPP), Stirling CPP and West Dunbartonshire CPP. In the 2014-2020 Programme, FVL LEADER will be working closely with the CPPs in its area; to ensure that the LEADER strategy has priorities shared with the SOAs of the CPPs and to have a mechanism in place to collaborate over the period 2014-2020. This information is summarised in tabular form later in this document, Section 7.

4.5 Loch Lomond & The Trossachs National Park

The Loch Lomond & the Trossachs National Park area spans two LEADER areas (Argyll & the Isles as well as FVL LEADER), and thus we anticipate Park-wide projects which will be co-operation projects.

The Community Action Plans created by the communities within the Park, the National Park Partnership Plan 2012-2017, NP 5 Lochs Management Plan, NP Outdoor Recreation Plan and NP Tourism Strategy all provide a context for the communities of interest priorities, and set a framework for the FVL Strategy. Please see Appendix 5 for a summary of the common themes and unifying priorities of the Community Action Plans and the community organisations working within the Park area. Please refer to Appendix 7 for a summary of strategic priorities provided by the National Park Authority which cross-over with the NPA Plans and Strategies, as well as the FVL LEADER Strategy.

Both LEADER LAGs have ensured that their respective 2014-2020 Local Development Strategies recognise the priorities and needs of the Park-wide 'communities of interest', namely the Community Partnership (CP), the Countryside Trust (CT) and Friends of Loch Lomond & the Trossachs (FOLLAT); as well as community specific Community Action Plans.

There is a fit with the FVL LEADER LAG's Strategy under the priorities of Transport, Broadband, Renewable Energy, Affordable Housing, Habitat and Landscapes, Skills and training, Tourism (Outdoor Recreation, Pathways, Cycleways and Active Travel, Village Enhancements, Scenic Routes, Cultural Heritage). The cross-cutting themes of Youth Empowerment, Community-led Solutions, Community Asset Ownership and Visitor Experience fit with those of FVL Strategy – with the added requirement that the FVL LAG will look for an economic benefit outcome from actions funded – either as a direct outcome of the project or assessed to be an outcome in the longer term.

<u>4.6 Community Empowerment (Scotland) Bill</u>

Community Empowerment is an important theme, led by the Scottish Government. Actions include the joint COSLA and Government commitment via the Community Empowerment Action Plan (2009) and subsequent government funded work undertaken by the Development Trust Association Scotland (DTAS) on Public Asset Transfer: Empowering Communities.

Consultation on the amended Community Empowerment (Scotland) Bill is underway. The new legislation is likely to come into force in summer 2015. Subject to the detail of further amendments the final legislation will support the strategic objectives of the FVL LEADER strategy through:

* asset transfer: making it more straightforward for communities to purchase, lease, manage or use local authority (and certain other public bodies') land and buildings, and allow them to be more pro-active in identifying assets of interest
* 'common good' assets: Local authorities could be required to be more transparent about, and increase community involvement in, the decisions taken about use and disposal of common good assets.
* community right to buy: extend the process, and allow communities to purchase neglected land even where owner not willing to sell
* allotments: streamline legislation around the local authority role in allotment legislation, to streamline the strategic support of allotment provision
* communities can be able to make a 'participation request' to be more involved in the delivery of a local service.
* CPPs: strengthen community planning on a statutory footing, whereby public services work together with each other, and with communities and the third and private sectors, to make the most effective use of their collective resources to deliver better outcomes for communities. And nationally.

How could this inform the FVL Local Development Strategy?

LEADER investment will provide communities with the skills, organisational infrastructure and confidence to take advantage of the rights that the Act will allow - promoting community resilience and sustainability .

4.7 Local Community

The FVL LAG has consulted local (mostly settlement based) Community Action Plans to ensure that the FVL LEADER strategic objectives connect with the strategic aims of the local plans. Individual project applications throughout the 2014-2020 Programme will be referenced for their fit with the latest local Community Action Plan (where there is one); with Charettes, Landscape Partnership projects and the new Ecosystem approach- as well as with FVL strategic objectives. See Appendix 4 for a list of current Community Action Plans.

SUMMARY BOX: Section 4 STRATEGIC CONTEXT

For LEADER investment to have greatest impact in the FVL area, our Strategic Objectives complement and have been informed by strategies at all levels – from the EU, Scottish Government, Agency (Scottish Enterprise, Forestry Commission Scotland, VisitScotland, SNH, CSGN), Local Authority (including CPPs and SOAs), Loch Lomond & the National Park to the local communities. In addition, the strategic objectives of **building more sustainable and more resilient communities** are designed to enable communities to take full advantage of opportunities through the Community Empowerment (Scotland) Bill, once it is enacted.

In addition to the priority sectors highlighted by Section 3 Summary of the economies of FVL the strategy will also focus on priority sectors **agriculture, social enterprise, renewable energy and low carbon related businesses -** as a result of work on the strategic context (especially at the more local level), community engagement and SWOT analysis.

Supporting projects that fit with Focus Theme Years will create greater impact, as other agencies across government, business and communities will be focussing on these too.

5. Strategic Review of the 2007-2013 Forth Valley and Lomond LEADER Programme

In 2012, the Forth Valley and Lomond LEADER LAG commissioned economic development consultants (EKOS and ESEP) to undertake a strategic review of their programme to date. There were two elements to this review, the first being to evaluate the programme and projects to date (see Appendix 6), and the second being to guide the LAG on its strategic thinking for the subsequent 2014-2020 programme, and the remaining funds of the 2007-2013 programme. The review was also supported by Falkirk Council, Stirling Council, West Dunbartonshire Council and the Loch Lomond and the Trossachs National Park Authority.

Guidance for undertaking the review was undertaken by the LAG, the funding organisations listed above, as well as wider stakeholders across the area. A key step in this process was the convening of a strategic stakeholder event in May 2012.

We have identified below the key findings, observations and recommendations that have informed the development of this Local Development Strategy and strategic objectives:

Key Findings

1. More projects were supported under the 'Revitalising Communities' theme than under the 'Conservation of the Rural Environment' theme
2. The positive impact on capacity building and community development facilitated by the LEADER funding was clearly identified and often seen as the most important achievement of the Programme
3. Almost half of all projects funded had experienced or were forecasting economic impact from their LEADER projects.
4. The availability of LEADER support staff contributed significantly to building capacity within community groups to develop and manage projects, as well as learning how to comply with European funding requirements.
5. The programme had engaged with a wide range of community groups, with most applicants being community organisations
6. LEADER had had positive impact on increasing the number of community facilities, improved existing cultural and heritage venues, increased the attractiveness of the rural landscape and improved access to the countryside, but less so on increasing the biodiversity of the area.
7. Largest match funders were the BIG Lottery funds, followed by the Loch Lomond and the Trossachs National Park Authority, Scottish Natural Heritage and Stirling Council.
8. Geographically, most projects funded were located in rural Stirling.
9. More networking and collaboration between projects was seen by most respondents as a desired improvement to the Programme.
10. The LEADER Strategy and its objectives were quite broad
11. Whilst LEADER was not primarily a jobs creation programme, it did create jobs as a result of the projects it supported. An average cost per net job for the programme as a whole was calculated as £56,740 (see Appendix B of FVL LEADER Review for details of calculations). An important caveat being that this figure was calculated prior to the business-targeted Sustainable Tourism Business Grant Scheme was in receipt of applications, which was expected to create proportionally more jobs than the community projects which are the mainstay of LEADER.

12. At the overall Programme level, support was estimated to deliver a Return On Investment of 4.5:1. This meant that for every £1 invested in the Programme, it generated a further £4.50 in the wider Forth Valley economy

Recommended Future Priorities

1. Low Carbon Economy
2. Promoting a Diverse Employment Base
3. ICT – Scotland's Digital Future
4. Business Development and Promotion of Social Enterprise
5. Working with Community Planning Partnerships and Local Authorities
6. Consider the EU 2020 Strategy targets
7. Greater Focus on Economic Impact
8. Consider extending the LEADER approach to other (urban and/or peri-urban) areas
9. Strengthen links and closer alignment with key national stakeholder bodies to better exploit synergies and co-financing opportunities to avoid duplication of effort and activity
10. Facilitate improved collaboration between funding partners so that key challenges can be addressed more effectively
11. Deliver strategic projects which have greater territorial coverage (subsequent LAG discussion on this point raised concerns that this risked taking the energy away from communities rather than give capacity and could be viewed as counter to what the LAG is trying to achieve. The LAG's preference was to keep the options open)
12. Develop opportunities afforded by the proposed Community Empowerment and Renewal Bill

SUMMARY BOX : Section 5 Strategic Review of FVL 2007-2013 Programme

Recommendations for the Future – Strategic Level

1. Create closer working relationships with the three CPPs
2. Build closer relationships and partnerships with key strategic programmes and funding bodies in the area
3. Focus the Local Development Strategy on identified socio-economic needs of the area
4. Continue and increase project networking and exchange of know-how

6. Strengths, Weaknesses, Opportunities and Threats

Conscious that a robust and effective development strategy needs to be based on a good awareness of the development needs and opportunities facing the area, the Forth Valley and Lomond stakeholder group spent considerable time exploring what these were from a strategic perspective, but also from the community and business perspective.

With this in mind, a stepped approach was taken where we started with a strategic analysis of the strengths, weaknesses, opportunities and threats (SWOT) which was started in August 2013, and has been refined over the many months since, followed by our respective community networks, umbrella groups and community groups also undertaking their own SWOT analyses of the area. This culminated in an area wide community SWOT exercise at our rural communities event held on 22 March 2014, which was well attended and generated extremely useful and well-informed debate.

This SWOT process has proved useful in informing this strategy, as not only were we able to see where there was mutual cross-over of the topics identified, it also allowed us to identify any topics that had been 'missed' by the statistical context and the strategic context.

We have combined the many SWOT exercises – grouping the points by topic rather than by who raised them.

Our strengths relate to our people, our environment, access to markets, our tourism offering, and the way we work

Our weaknesses relate to organisational issues, some aspects of our communities, poor access and facilities some of which impact on our environment, pockets of poverty and finance related issues, the economy in terms of skills and employment, and in terms of some business missed opportunities

Our opportunities are to be found in tourism, new economic opportunities, our communities becoming more enterprising, access and strategic approaches

Our threats lie in changes to the funding environment, changes at a national political level, and at a local political level, changes in the wider economy, changes in the climate, actions that will divide communities and increased competition from other areas for tourism

Forth Valley and Lomond Strenths and Weaknesses

Strengths	**Weaknesses**
Our People: 1. Strong communities 2. Established community trusts 3. Sense of community 4. Knowledge in community 5. Engaged communities 6. Older population with skills and experience 7. Local community newspapers Our Environment: 8. Quality of our Landscape 9. Quality and range of our Cultural and built heritage 10. Beautiful rural location – for Quality of life, and for attracting tourism 11. Popular with cyclists 12. Wildlife 13. Some good skills projects based on the environment Access to Markets: 14. Urban wealth relatively close 15. Accessibility from outside area 16. Central location of this area Our Tourism Offering: 17. Strong tourism product 18. Ideal location for growth of cycle tourism (a current trend)- networks and businesses 19. National Park attracts many visitors 20. Area is wide and diverse leading to good range of projects being developed The Way we Work: 21. Good understanding of the needs of our area 22. Sharing of lessons learnt across LEADER area 23. Innovation via Social Enterprises	Organisational issues: 1. Communication between communities and agencies 2. Difficulties with partnership working 3. Boundaries – a lot of them and territorial 4. Public funding is short term 5. Lack of young people involved in decision making Communities: 6. Communities can be insular, and miss opportunities to work together 7. Small population, dependant on small number of volunteers 8. Difficult to get business engagement Environment, Access and Facilities: 9. Trade comes in by car 10. Connections (physical) 11. Lack of comprehensive, joined up cycle network 12. Rural transport – lack of and cost 13. Public Toilets 14. Poorly maintained roads 15. Nothing for young people to do 16. Poor broadband – tourists expect more 17. Lack of childcare facilities- particularly for isolated, disadvantaged families (eg nurseries, childminding) and heavy reliance on private sector 18. Disabled access to attractions Poverty and finance: 19. Parts of area have become poorer 20. Aging population 21. High energy costs 22. Barriers to private sector investment 23. Parochial communities (people not wanting to travel for work) 24. Young people can't afford to live in rural areas- lack of affordable housing The Economy – skills and jobs: 25. Not enough youth opportunities 26. Short-term training not leading to employment 27. Economically active groups are leaving area 28. Agriculture & forestry used to offer jobs for young people once they left school to keep them going if they didn't yet know what to do 29. Unemployment 30. Skills

	The Economy – business activity 31. Not enough emphasis on business and economic activity 32. Not enough of quality local food outlets for locals and visitors 33. Poor promotion of area 34. Winter attractions in short supply 35. Wildlife not promoted

Forth Valley and Lomond Opportunities and Threats

Opportunities	**Threats**
Tourism: 1. Special Events 2. National Park designation 3. Build on Sustainable Tourism Business Grant Scheme 4. Culture and built heritage plus through this to encourage private investment in tourist businesses 5. Environmental Tourism/Wildlife tourism 6. Rural villages linking with National Park and Stirling have tourist potential 7. Keep visitors in the area; not just passing through Economic: 8. Renewable energy – particularly hydro + biomass 9. Develop low carbon projects in line with place-making 10. Diversification of farms 11. National rural digital rollout (93% Stirling) 12. Tap into the wealth that already exists in the community 13. Local food / retailers 14. Rural skills development 15. Persuading local landowners of benefits of working with local communities 16. Employability opportunities presented by environmental sectors Enterprising Communities: 17. Localism and community focus valued 18. Creating confidence in communities (counter to pressures for out migration) 19. Communities have older people with time and skills to develop their area 20. Community-led support service 21. Expansion of Eastern villages 22. Move in public policy towards community empowerment and asset ownership 23. Flood risk management / Climate change/ Carbon capture funding available Access: 24. Central location 25. Rural and urban links 26. Develop an integrated public transport network and cycle network 27. Satellite hubs to reduce transport costs 28. Sustainable transport solutions Strategic Approaches: 29. Align funding with other funding pots	Funding: 1. Reduced LEADER or EU funds 2. Reduced public funds 3. Community projects not able to raise match funding 4. Finance for businesses 5. Lack of on-going funding for projects after LEADER 6. What is available is complicated. Groups feel they need a specialist to help them apply (people making careers out of getting funds) 7. Is money going to those most in need? Political at National Level: 8. Political change (independence/elections) 9. UK referendum (EU) 10. Changing political agendas Political at Local Level: 11. Poor co-ordination with CPPs and other partners 12. Less support/manpower to help community groups get match funding 13. Less money to Council departments (e.g. 10% pa) to staff support to projects and communities 14. Community support seems to be driven from the top – but they expect communities to do the work. 15. Cancellation of bus services Economy 16. Recession – even if improvements, we are starting at a low base 17. Young people not getting opportunities 18. Outmigration – particularly of young people 19. The economy in general 20. Wild camping if not enough camp sites provided Community Divisions: 21. Eastern Villages: lots of new housing schemes getting built- growing community (but need for integration- see opportunity) 22. Windfarm Developments 23. Isolation as services (incl transport) get cut 24. People resort to anti-social behaviour- more victims of violence, self harm, drugs & alcohol 25. Aging population Environment: 26. Weather 27. Flooding

30. Additional areas in West Dunbartonshire 31. Learn from other European areas' experience via LEADER 32. Link local youth groups with international contacts	Competition: 28. Highlands receive massive promotion, so these areas draw people through, but they do not stop

7 The Link to the Single Outcome Agreements and Community Planning Partnerships that Cover the FVL Area

The Forth Valley and Lomond LEADER area covers three Community Planning Partnership areas. Whilst every Community Planning Partnership across Scotland will operate in different ways, and have different priorities, our three Community Planning Partnerships are very much strategic partnerships rather than delivery partnerships.

Over the years we have worked alongside the Community Planning Partnerships with a number of joint members on both the LEADER Local Action Group and on the Community Planning Partnerships, as well as being based within the same organisation (and until recently, the same building) as the Stirling Community Planning Partnership.

In the preparation of this Local Development Strategy, we have had a number of discussions with the Community Planning Partnership officers regarding closer working.

Table 15 below summarises those discussions and agreed actions.

Table 15 **CPP area (Members)**	**SOA Priority Outcomes:**	**CPP Mechanisms to take forward SOA outcomes**	**Previous LEADER engagement**	**Proposed Delivery Co-ordination**	**Alignment with Emerging LEADER Themes**
Clackmannanshire Alliance's SOA 2013-2023:- Scottish Fire and Rescue Service Police Scotland Forth Valley College NHS Forth Valley Clackmannanshire Council; The Alliance also has representation from community, voluntary and business sectors: Clackmannanshire Business Clackmannanshire Joint Community Council Forum Clackmannanshire Tenants & Residents Federation Clackmannanshire Third Sector Interface(CTSI)	1 Clackmannanshire has a positive image and attracts business and people; 2 Communities are more inclusive and cohesive; 3 People are better skilled, trained and ready for learning and employment; 4 Communities are and feel safer; 5 Vulnerable people and families are supported; 6 Substance misuse and its effects are reduced; 7 Health is improving; 8 Our environment is protected and enhanced; 9 Our public services are improving	Two partnerships created to address the priority needs: *Community Wellbeing Partnership and *Business Jobs and Skills Partnership. Each of these have Task Groups… Task groups and partnerships meet quarterly.	Stirling CPP manager sat on LEADER LAG on behalf of 3 CPP managers Clacks Council rep on LAG works closely with CPP team and provided link. Presentation to Business Jobs and Skills Partnership	Continued close contact through Clacks Council rep Annual attendance/presentation at Business Jobs and Skills Partnership Annual meeting between LEADER coordinator and CPP manager	**1** Clackmannanshire is aiming to have a positive image which will attract business and people; **2** Communities want to be more inclusive and cohesive; **3** People need better skills, training and ready for learning and employment; **8** Protection and enhancement of the environment is prioritised;

Stirling CPP's SOA2013-2023:- LEADERSHIP GROUP- Stirlingshire Voluntary Enterprise: Stirling Council; NHS Forth Valley; police Scotland; Fire & Rescue; Forth Valley College Scottish Government	1.Improved outcomes in children's early years 2.Improved support for disadvantaged families and individuals 3.Communities are well served. Better connected and safe 4.Improved supply of social and affordable housing 5.Reduced risk factors that lead to health and other inequalities 6.Improved opportunities for learning, training and work 7.Diverse economy that delivers good quality jobs These have been grouped into the following Prevention & Intervention Areas: 1. Early years, including early learning (SOA 1, 2, 5) 2. Support for vulnerable individuals and families including early intervention to prevent neglect and harm (SOA 2, 3, 5) 3. Appropriate community support, care and housing for older people (SOA 4, 2, 5) 4. Alcohol misuse, particularly in relation to antisocial behaviour and offending (SOA 2, 3, 5) 5. Business growth, enterprise, investment and connectivity (TBC) 6. Employability, tackling barriers to employment and increasing skills (SOA 6, 5, 2)	Task groups will oversee delivery of Prevention & Intervention Areas. Each task group has a strategic lead and a programme manager Partnership Group is a wider consultative forum which meets twice p.a. LEADERSHIP GROUP + Scottish Government Department of Work & Pensions; Historic Scotland; Loch Lomond & Trossachs National Park; Scottish Enterprise; Scottish Environmental Protection Agency; Scottish National Heritage; Skills Development Scotland; TACTRAN; University of Stirling; Stirling Council Elected Members (5) Members of Community Planning & Regeneration Committee **Community Partners** (10) Agreed community representative group	Stirling CPP manager sat on LEADER LAG on behalf of 3 CPP managers Stirling Council rep on LAG provided link with CPP and LEADER staff in regular (but informal) contact with CPP team Scottish Enterprise, LLTTNPA, SNH also providing link LAG Chair invited to CPP Leadership group meeting	Continued close contact with CPP team (currently subject to organisational restructure) Annual attendance/presentation to leadership group? Annual meeting between LEADER coordinator and strategic leads and programme managers	3 Stirling communities want to be better served, better connected and safe 4 Improving supply of social and affordable housing is a priority 6 Improved opportunities for learning, training and work are also a priority 7 Stirling wants a diverse economy that delivers good quality jobs <u>Relevant (to LEADER) Task Groups</u> • Business growth, enterprise, investment and connectivity • Employability, tackling barriers to employment and increasing skills • Tackling Poverty & Inequalities

West Dunbartonshire CPP's SOA2011-2014:- STRATEGIC PARTNERS:- West Dunbartonshire Council; WD CVS (Community and Volunteering Services); NHS Greater Glasgow; police Scotland; Scottish Fire and rescue; WD Community Health & care partnership; WD Leisure; Jobcentre Plus; Skills development Scotland; SPT (Strathclyde partnership for Transport); Clydebank College; Scottish Enterprise	1. Employability and economic growth 2. Children & families 3. Older people 4. Safe, strong & involved communities.	Delivery is through four 'DIG's (Delivery Improvement Groups), which relate to Priority Outcomes 1,2,5,6. Key DIG for LEADER to collaborate with is the Economic Development on, charged with delivering Outcome 1. Stimulating Regeneration and economic growth. The current Chair is Richard Cairns (Director for Infrastructure and Regeneration, West Dunbartonshire Council). At time of writing, the DIG is at an early stage, ie scoping meeting. West Dunbartonshire CVS is represented on all four DIGs. Amanda Coulthard is CPP Officer within West Dunbartonshire Council. "Plan is to map out CPP Partner's financial investment and resources deployed to help to achieve our local outcomes as well as addressing prevention and early intervention." This could highlight both areas for co-operation, and gaps LEADER funds could fill.	West Dunbartonshire Council rep on LAG provided link with CPP. Email communication with CPP manager LEADER presentations to WD groups including CPP Scottish Enterprise is member of LAG	Continued contact through WDC rep. Invitation to WD CVS to join LAG to strengthen link? Develop contact with DIG 1 – ask to attend/present on an annual basis?	West Dunbartonshire has a long term vision of increasing the attractiveness of West Dunbartonshire as a visitor destination - increased no of new business start ups growth of sustainable businesses - growth of tourism industry - attractive, competitive and safe town centres, and enabling the development of major regeneratuion sites Communities want to be safe, strong and involved - safer, confident an more involved communities (voluntary organisations, volunteering and community activities, youth involvement) "We will conduct a mapping exercise through the DIGs, to identify current spend againast priority areas, which will also inform funding allocation and decision making in future years". This could highlight both areas for co-operation and gaps LEADER funds could fill.

8. Strategic Objectives and Outcomes

Following discussion with the Rural Stakeholder Group, the overall theme has been agreed as:

"Supporting local rural communities in West Dunbartonshire, Stirling and Clackmannanshire to become more sustainable – economically, socially and environmentally."

This theme will govern everything we do.

In identifying the detail of what this theme will mean in practice, the following strategic objectives and desired outcomes have been identified. Our 'logic model' has used the preceding sections of this Local Development Strategy as building blocks in identifying what these objectives should be to reach the desired outcomes which we think will address the socio-economic needs of the area as identified in the area profile (section 2), our fit with other organisations' strategies and activities (sections 3 and 4), the strategic review of the last LEADER programme (section 5), the assessment of the development needs and opportunities of our area (section 6), also linking to the Single Outcome Agreements for the area (section 7). Each of these sections have been 'sense checked' through our consultations with communities and businesses across the area.

In summary, therefore, we will:

1. **Strengthen our Rural Economy** (addressing the mutual needs of businesses and communities as identified in our local consultations, economic and visitor trend analyses, and also incorporating the learning from the review of our last LEADER programme)
2. **Build more Sustainable Communities** (addressing the needs of our communities as identified in our socio-economic analysis, local research, SOA discussions and SWOT analysis)
3. **Build more Resilient Communities** (addressing the needs of our communities as identified in the strategic context section as well as in our analysis of strategies, local consultations and SWOT analysis)
4. **Increase the Understanding of, and Access to, our Natural and Cultural Heritage Environment** (building on the quality natural environment of the area as identified in the environmental indicators section, and also addressing the issues raised in our local consultations, SWOT analysis, economic analysis and analysis of visitor trends)
5. **Realise the Economic and Community Potential of our Strategic Landscape Assets** (addressing the issues raised in local consultations, strategy analyses which build on the environmental characteristics of the area)

More specifically, we will strengthen our rural economy (SE) by:

SE1. Supporting businesses in our priority sectors (tourism, outdoor recreation, cycling, local food and drink, agriculture, creative industries, social enterprise, renewable energy and low carbon related businesses).

SE2. Supporting joint community and/or business initiatives and joint marketing and promotion initiatives related to the priority sectors listed

SE3. Improving business services and infrastructure (broadband infrastructure, broadband take-up and other ICT advances –identifying gaps and ensuring no duplication with other support funds in this area, access to shared services and equipment, business space)

SE4. Improving quality of available skills and other labour market supply issues (complementing other EU funds available for training)

We will build more sustainable communities (SC) by:

SC1. Addressing outmigration from the area

SC2. Supporting employment opportunities for all

SC3. Encouraging the transfer of skills and expertise between different age groups

SC4. Encouraging the community ownership and management of assets (built or natural) for the purpose of securing an essential service for the community

SC5. Supporting communities to work co-operatively, including pooling resources and skills, between communities and within communities

We will build more resilient communities (RC) by:

RC1. Supporting communities and local businesses to withstand fluctuations in the wider economy which could impact on jobs, visitor numbers, visitor spend, higher transport costs, heating costs

RC2. Supporting communities to become less dependent on non-renewable fuel sources or private cars for transportation

RC3. Supporting the development of cycling and access routes within and between our communities which are safe and strategic

RC4. Supporting communities and businesses to live with a changing (wetter) climate

We will increase the understanding of, and access to, our natural and cultural heritage (NCH) environment by:

NCH1. Improving access, facilities, management and interpretation of the environment

NCH2. Making links between communities, businesses, land managers and the natural environment

NCH3. Supporting communities to instigate and manage environmental and heritage projects which increase the visitor appeal of the area

We will realise the economic and community potential of our strategic landscape assets (SLA) by:

SLA1. Supporting communities and businesses to develop projects across boundaries that link with the strategic landscape assets of the area (Loch Lomond and the Trossachs National Park, the Ochils, the Kilpatrick Hills, Highland Perthshire and the Inner Forth Landscape area)

9. The Added Value of LEADER

LEADER is an EU initiative to support pilot and innovative community-led local development in rural areas to meet the needs of people and communities is defined geographic areas, articulated in an agreed Local Development Strategy for that area. The governance and implementation of the Local Development Strategy is overseen by a local partnership called a Local Action Group (LAG).

Communities feature highly in the development, implementation and operations of LEADER programmes, in identifying issues and opportunities, as well as identifying and managing effective, value for money, innovative solutions.

In Scotland, LEADER is part of the Scottish Rural Development Programme (SRDP), and whilst required to follow the rules and regulations which govern the wider SRDP, remains responsive to the needs and opportunities presented by local areas. LEADER also encourages closer working between projects, and does not operate like “just another funder” that tend to operate in a more “top-down” fashion.

In the Forth Valley and Lomond area, these needs and opportunities have been pulled together in the preceding sections of this Local Development Strategy. Consultation has been a key feature in the identification of these needs and opportunities, as well as in the review and discussion of the proposed objectives of the new Programme.

Innovation has also been at the forefront of discussions regarding possible solutions to some of the issues identified, where innovation was sometimes identified in the detail of those solutions, at other time in the partnerships proposed to lead solutions, or even in the ways of working of the groups that may deliver those solutions.

Further value is added by the LEADER approach, when LEADER influences the ways of working and decision-making of our partner organisations – be they public agencies or smaller community groups. This is an approach we encouraged in our previous LEADER programme, viewed by many as innovative policy making, and would expect to continue and grow in the new programme. The sharing of learning from projects, of both good practice and lessons from when things have not worked out quite as planned, has also been a key element of our previous LEADER programmes. The Local Action Groups and projects themselves have frequently cited this as being a key benefit of the LEADER approach, and we will build this into our planning for the new programme, whilst also supporting the Scottish Rural Network to share this more widely (as well as benefit from the learning from elsewhere).

The organisational stakeholder group, as well as the community stakeholder groups consulted, have been mindful that not all of the needs and opportunities presented will be able to be supported by LEADER, partly for budget reasons, partly for regulatory reasons, but also keen to complement and not to duplicate what agencies and other organisations are already doing in the area (or plan to do).

With this is mind, Table 14 shows the likely LEADER interventions which have been identified for each objective, along with the desired resultant outcome, and the partners likely to be involved in the design and/or delivery of those interventions – as well as being best placed to advise on complementarities and the avoidance of possible duplication.

Table 14: The Added Value of LEADER in the Forth Valley and Lomond area

LDS Objective	LEADER interventions	FVL LAG Key Partners	Longer Term Outcome
1. STRENGTHEN OUR RURAL ECONOMY- We will do this by: SE.1 Supporting businesses in our priority sectors SE.2 Supporting joint community and/or business initiatives and joint marketing and promotion initiatives related to the priority sectors listed SE.3 Improving business services and infrastructure (broadband infrastructure, broadband take-up and other ICT advances, access to shared services and equipment, business space) SE.4 Improving quality of available skills and other labour market supply issues (complementing other EU funds available for training)	1. Supporting businesses trading in the identified sectors (tourism, outdoor recreation, cycling, local food and drink, agriculture, creative industries, social enterprise, renewable energy and low carbon related businesses).	1. Business Gateway Stirling Council, Clackmannanshire Council, West Dunbartonshire Council STEP, CETERIS Individual Businesses Third Sector Interfaces	➢ A more vibrant and diverse rural economy ➢ More job opportunities available, which will help attract new people to the area and lessen net outmigration ➢ A business environment characterised by co-operative working ➢ A tourism season that lasts beyond the peak holiday periods ➢ More profitable business sectors ➢ A place businesses choose to re-locate to ➢ A skilled, mobile and flexible labour market that meets the needs of our local businesses
	2. Supporting community renewable energy projects to be developed, projects which reduce carbon output, resource efficient communities stimulating demand for this sector	2. Community Development Trusts Land Owners Land Managers	
	3. Activities that prepare communities and businesses for the SG Focus Years (2015 - Year of Scotland's Food and Drink; 2016 - Year of Innovation, Architecture and Design; 2017 - Year of History, Heritage and Archaeology, 2018 – Year of Young People)	3. VisitScotland Business Associations Tourism Associations Individual Businesses Community Development Trusts Community Councils	
	4. Rural events or other joint initiatives with economic benefit supported	4. Business Associations Local Authorities National Park Authority Community Councils Community Development Trusts Tourism Associations	
	5. Joint marketing and promotion initiatives supported.	5. Business Associations Individual Businesses Community Development Trusts	

	6.Improved broadband provision and greater take-up of next generation broadband and by businesses in our area	6. Local Authorities STEP, CETERIS Business Gateway National Park Authority Community Development Trusts Stirling University	
	7. A wider range of affordable and suitable retail, workshop, office space and market-led tourist infrastructure and accommodation	7. Local Authorities National Park Authority Community Development Trusts Land Owners Individual Businesses	
	8. Improved access to shared services and equipment (eg business support and equipment rings)	8. Local Authorities Business Associations Individual Businesses STEP, CETERIS Third Sector Interfaces	
	9. Local solutions to provide bespoke skills training to meet the needs of our identified business priority sectors.	9. Local Authorities Skills Partnerships Third Sector Interfaces	
	10. Micro businesses supported to train existing staff and take on new staff, including apprentices, subject to collaboration with ESF and the CPPs 11. Initiatives that explore the use of shared apprentices, subject to collaboration with ESF and the CPPs	10. & 11. STEP, CETERIS Local Authorities Community Planning Partnerships Skills Partnerships Business Associations NFUS, SL&E Forestry Commission Scotland	

2. BUILD MORE SUSTAINABLE COMMUNITIES- We will do this by SC.1 Addressing outmigration from the area SC.2 Supporting employment opportunities for all SC.3 Encouraging the transfer of skills and expertise between different age groups SC.4 Encouraging the community ownership and management of assets (built or natural) for the purpose of securing an essential service for the community SC.5 Supporting communities to work co-operatively, including pooling resources and skills, between communities and within communities	12. Initiatives which lead to the development of quality job opportunities (improved career path choices, promotion of self-employment, reduced seasonal employment)	12. Community Planning Partnerships STEP, CETERIS Skills Partnerships Local Authorities Individual Businesses Community Development Trusts	➢ Our rural communities will be made up of a balance of age groups ➢ Unemployment levels will have reduced ➢ Rural communities with strong links with their urban neighbours ➢ Local services and facilities will be safeguarded ➢ More sustainable community enterprises ➢ Better informed communities equipped with the skills to address local issues
	13. Projects which use volunteering to teach work relevant skills	13. Community Planning Partnerships Social Enterprises Community Development Trusts Landscape Initiatives Third Sector Groups	
	14. Projects which link neighbouring urban and rural communities together	14. Community Planning Partnerships Social Enterprises Housing Associations	
	15. Projects which address rural inequality	15. Housing Associations Local Authorities Social Enterprises	
	16. Innovative solutions to access to training where distance from formal training is a barrier, or other issues relating to rurality are a barrier	16. Community Development Trusts Community Councils Skills Partnerships Further Education Colleges	
	17. Affordable community housing and childcare solutions explored	17. Housing Associations Community Development Trusts (emerging) Social Enterprises	

	18. Initiatives which encourage all age groups to work together	18. Community Development Trusts Community Councils Social Enterprises Third Sector Groups NFUS Skills Partnerships	
	19. maximising the opportunities presented by having an older demographic and using their skills and experience to benefit the wider community	19. Community Planning Partnerships Community Development Trusts Community Councils Social Enterprises Third Sector Groups	
	20. Feasibility studies, business plans and technical assistance leading to the taking over and managing essential services or strategic assets for our area	20. Community Development Trusts Local Authorities Development Trusts Association Land Owners	
	21. Community income generation options explored for the benefit of the community	21. Land Owners Community Development Trusts Social Enterprises Individual Businesses	
	22. Networking events, facilitation of joint working and capacity building required to develop shared solutions to shared issues	22. Scottish Rural Network Third Sector Interfaces Landscape Initiatives	

<table>
<tr>
<td rowspan="4">3. BUILD COMMUNITY RESILIENCE
(Ability to withstand economic and environmental fluctuations caused by external factors)

We will do this by

RC.1 Supporting communities and local businesses to withstand fluctuations in the wider economy which could impact on jobs, visitor numbers, visitor spend, higher transport costs, heating costs

RC.2 Supporting communities to become less dependent on non-renewable fuel sources or private cars for transportation

RC.3 Supporting the development of cycling through targeted interventions that empower and encourage more cycling and through the development of safe, strategic access routes within and between our communities which are safe and strategic</td>
<td>23.Support for more environmentally sustainable business and employment models</td>
<td>23. Scottish Enterprise
STEP, CETERIS
Local Authorities
Individual Businesses
Land Managers
Business Associations</td>
<td rowspan="4">➢ Diverse rural economy, not reliant on any one sector (no. 1 above)

➢ Easy to access tourism destination

➢ Low carbon communities

➢ Communities that can adapt to a changing climate</td>
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<tr>
<td>24. Business support to diversify business options</td>
<td>24. Land Managers
National Park Authority
Local Authorities
Individual Businesses
STEP, CETERIS</td>
</tr>
<tr>
<td>25. Promotion of sustainable tourism, embedded in the local community</td>
<td>25. VisitScotland
Local Authorities
STEP, CETERIS</td>
</tr>
<tr>
<td>26. Development of outdoor recreation as an important, sustainable tourism activity</td>
<td>26. Local Authorities
Sustrans
Cycling Groups
Individual Businesses</td>
</tr>
</table>

RC.4 Supporting communities and businesses to live with a changing (wetter) climate	27. Investment in low carbon community practices, including the development of community renewables, viable and sustainable shared transport options, community transport, cycling, zero waste, promotion of local food growing and development of community orchards, community woodlands, community nature areas and community owned services. Possible joint funding to kickstart projects with Sustrans Community Links or Local Energy Scotland Challenge funding	27. Social Enterprises Community Development Trusts Third Sector Groups Sustrans Zero Waste Scotland Forth Environment Link Local Authorities Land Managers	
	28. Support communities and businesses to work together to explore and implement low-cost community solutions to flooding	28. Local Authorities Community Development Trusts SEPA Land Managers Landscape-wide Initiatives	

4. INCREASE THE UNDERSTANDING OF, AND ACCESS TO, OUR NATURAL AND CULTURAL HERITAGE ENVIRONMENT-: We will do this by NCH.1 Improving access, facilities, management and interpretation of the environment NCH.2 Making links between communities, businesses, land managers and the natural environment NCH.3 Supporting communities to instigate and manage environmental and heritage projects which increase the visitor appeal of the area	29. Developments that will complement strategic environmental routes such as the West Highland Way, the John Muir Way, Rob Roy Way, Great Trossachs Path, Sustrans long distance cycle routes and Ochils Long Distance paths.	29. Business Associations SNH National Park Authority Local Authorities Forestry Commission Scotland Sustrans Landscape-wide Initiatives	➢ A reputation as a destination for a quality environmental and cultural experience ➢ A more accessible environment for all ➢ Greater awareness of our environmental and cultural heritage ➢ A better quality natural and cultural heritage environment
	30. Initiatives that will open up access to new environmental, recreational and cultural resources (eg Kilpatrick Hills)	30. Land Owners Land Managers Local Authorities Community Development Trusts	
	31. Joint working between communities and public agencies to increase quality of the environment, promote protection of the landscape and wildlife, promote outdoor recreation and strengthen the economic potential of the area	31. Land Owners Community Development Trusts SNH National Park Authority Local Authorities	
	32. Support joint initiatives between land managers and communities where these will lead to economic benefit for the area	32. Land Managers Community Development Trusts	
	33. Projects exploring the heritage and benefits of local growing and local food chains	33. Environmental Groups Heritage Groups New Allotment Groups Business Associations Individual Businesses	

5. REALISE THE ECONOMIC AND COMMUNITY POTENTIAL OF OUR STRATEGIC LANDSCAPE ASSETS SLA.1 Supporting communities and businesses to develop projects across boundaries that link with the strategic landscape assets of the area	34 Supporting community driven and collaborative initiatives across the Loch Lomond and the Trossachs National Park, the Ochils, the Kilpatrick Hills, Highland Perthshire and the Inner Forth Estuary	34. Land Owners Land Managers Community Development Trusts Landscape-wide Initiatives National Park Authority Local Authorities	➢ Empowered communities and businesses who view their surrounding environment as an asset ➢ Maximised opportunities for economic, social and environmental development ➢ Ensured consistency in the delivery of cross border activity to achieve cohesive Action Plan delivery
	35 Supporting cross-border co-operation actions with other LEADER areas	35. Landscape-wide Initiatives Community Development Trusts Scottish Rural Network Land Managers Individual Businesses	

9. Co-operation

9.1 Objectives of co-operation in 2014-2020 Programme:

The Forth Valley and Lomond LEADER LAG is committed to encouraging the benefits of co-operation at all levels- inter-territorial (within Scotland and the UK) and transnational. Co-operation is one of the seven key features of the LEADER approach and provides a number of benefits to the projects and participants involved, as well as to the wider area. These benefits include:
i) opportunities for the delivery of knowledge transfer;
ii) improved outputs and outcomes;
iii) shared outputs and outcomes;
iv) innovation through focused shared learning
v) co-delivery of projects
vi) opportunity for LEADER to deliver benefits as an ‘approach’, not just a grant fund

The objective of working with neighbouring LAGs (as in last Programme) is that projects which satisfy the strategic objectives of each LAG area, but whose geography happens to cut across the LAG boundaries are supported by LEADER investment. For example, projects which follow natural strategic assets (eg the River Forth, the Ochils escarpment) or which provide strategic infrastructure (eg long distance cycleways or cultural heritage routes) will be supported.

The Loch Lomond & the Trossachs National Park is the largest strategic landscape asset in the area covered by the FVL LAG. To facilitate co-operation actions and successful strategic Park-wide initiatives, both Local Development Strategies have ensured that their local development strategies are aligned on the detail provided in the section below.

The benefits of working with non-neighbouring LAGs (at an inter-territorial or transnational level) allows for project delivery in different LAG areas which contribute to similar strategic themes, address common issues and which have shared outputs and outcomes. The FVL LAG is keen to bring the benefits of wider co-operation to the rural Forth Valley and Lomond area, as it recognises the great benefits to be had from networking and incorporating wider experience, co-learning and co-delivery into local projects. At the same time, the FVL LAG acknowledges the additional ‘costs’ (especially in time) required to develop such projects, and so will support and develop co-operation projects with focused aims, outputs and outcomes. It welcomes the proposal to set aside 1% of funds specifically for preparatory work, and looks forward to working with other LAGs (or similar) through the National Rural Network on this.

9.2 Co-operation experience in previous 2007-2013 Programme

The FVL LEADER (2007-2013 Programme) awarded £315,723 to 13 inter-territorial co-operation projects with neighbouring Scottish LAGs as follows:
with Rural Tayside LAG: Tay Western Catchments ; Ring of Breadalbane Explorer;
with Fife LAG: Inclusive Outdoor Access Networks;
with West Lothian LAG: Equestrian Tourism Study;
with Fife, Tyne-Esk, and West Lothian LAG: Forth Invasive Non Native Species Programme Phases 1 and 2 (FINNS),
with Argyll & the Islands LAG: Community Partnership Apprenticeship Scheme; Education & Training Opportunities Feasibility; National Park 4Bs Bus Bike Project; Working Farm Woodlands; OUR Park; Rural Housing Enabler; Saving Scotland’s Squirrels. Most of these spanned the geography of the Loch Lomond & the Trossachs National Park.

9.3 Proposals for co-operation in 2015-2020:

Four LAGs will neighbour the FVL LAG area in the 2014-2020 Programme. Projects with neighbouring LAGs may fit with any of the FVL LEADER strategic objectives, and in particular the FVL LAG expects Strategic Objective SLA1 ' supporting communities and businesses to develop projects across boundaries that link with the strategic landscape assets of the area' to play a key role.
At this stage, to allow for innovation and bottom-up developments, the strategy cannot be too prescriptive, but the opportunities for co-operation include working with:
- Argyll& the Islands LAG (eg LL&TTNational Park – wide projects)
- Rural Falkirk & Kelvin Valley LAG (eg projects within the Inner Forth landscape area; developments from projects supported in 2007-2013 Programme, and opportunities for joint projects relating to the Campsies)
- Rural Fife LAG: (e.g. projects along the Forth Estuary)
- Rural Tayside LAG (eg projects linked with the Ochils/Hillfoots, and around Loch Tay and Highland Perthshire)

The Cairngorms LAG, though not a neighbour, offers opportunities for FVL LAG co-operation which links projects in the two Scottish National Parks, as well as with UK and EU National Parks.

At a **transnational level**, the FVL LAG is keen to FOCUS the work involved in developing co-operation projects to best effect by
1) using preparatory budget to research and develop co-operation projects
2) developing clear project specific deliverables, as expressed through defined outputs and outcomes
3) meeting focused aims and objectives by supporting projects which address issues and opportunities in:

Co-op 1. FVL Priority Sectors (tourism, outdoor recreation, cycling, local food and drink, agriculture, creative industries, social enterprise, renewable energy and low carbon)
in response to the importance of the sector in FVL area and National Park; building on experience of Sustainable Tourism Business Grant Scheme; SWOT strengths and opportunities. Fits with strategic objectives SE1, SE2.

Co-op 2. Take-up and use of Next Generation Broadband
in response to scale of investment in infrastructure taking place; building on Broadband visit to Sweden in last Programme, and Broadband Challenge fund investment in 2007-2013 Programme; SWOT weakness and opportunity. Fits with strategic objectives SE2, SE3, SC1, SC2, SC3, SC5, NCH2.

Co-op 3. Youth engagement
in response to being an EU strategic priority, limited progress in 2007-2013 FVL LEADER Programme, higher unemployment rates for young people, statistics showing that young people are leaving the area, SWOT weaknesses and threats. Fits with strategic objectives:SC1, SC2, SC3.

Co-op 4. Community asset ownership and/or management (including collaborative models of asset management, supported by local community)
in response to strong foundation of community action planning in the National Park; reduction in public sector provision of services, opportunities for local income generation, potential for social enterprise to contribute more to rural economy, political will (Community Empowerment Bill) Fits with strategic objectives: SC4, SC5, NCH1,NCH2, NCH3.

Co-op 5. Economic and community potential of our Strategic Landscape Assets.
in response to SWOT opportunities, joint working with Argyll & the Island LEADER in LLTNP, neighbouring LEADER areas in relation to long distance routes such as the John Muir Way, and relating community engagement in e.g. Carse of Stirling, Ochils, Callander Landscape, Forth Estuary, Kilpatrick Hills. Fits with strategic objective: SLA1.

The starting point of any co-operation project should be a defined local issue – and the added value of co-operation is found by jointly developing new solutions to common issues.

9.4 Loch Lomond and the Trossachs National Park

Loch Lomond and The Trossachs National Park was established as Scotland's first National Park in July 2002. Encompassing around 1,865 square kilometres (720 square miles), the Park includes distinctly diverse landscapes and supports an extensive range of habitats and species. The National Park is also a living and working place, being home to around 15168 residents (2011 census). Located approximately within an hours travel from Glasgow and Edinburgh, it also attracts part-time residents and significant numbers of both national and international visitors who come to enjoy the Park's special qualities and recreational resource.

The economy of the National Park communities is inextricably linked to its natural assets, many of which are of international significance. The Economic Valuation Study (2010) of the National Park identifies the main industries of the Park by value as public and community services, tourism, land based (forestry and agriculture) food, water based (water, hydro power, aquaculture).

9.4.1 The National Park: A Strategic Asset for the 2014-20 LEADER Programme

Rural development in a National Park is about thriving local communities and sustainable businesses that contribute to a growing rural economy whilst maintaining a high quality environment. The following distinctive opportunities arise in the Park, making it a strategic asset in the delivery of the 2014-20 LEADER Programme.

1. Outstanding Natural and Cultural heritage
The National Park designation is an internationally recognised status, reflecting the outstanding natural and cultural heritage of the area. Loch Lomond & The Trossachs National Park falls into the World Conservation Union (IUCN) Category 5, which is defined as "a protected area managed mainly for its landscape or seascape conservation and recreation, an area where the interaction of people and nature over time has produced an area of distinct character with significant aesthetic, ecological and/or cultural value, and often with high biological diversity. Safeguarding the integrity of this traditional interaction is vital to the protection, maintenance and evolution of such an area".

2. High Visitor Numbers
The National Park has the potential to be a real generator for growth in Scotland, with almost 7 million visitor days spent in the National Park each year and the tourism sector supporting a third of all jobs in the area. Recognising the need to balance this opportunity against the pressure this places on rural communities, tourism-related economic development in the right locations across the Park can deliver sustainable growth for the benefit of both communities and visitors.

3. Engaged Communities
Over the last 10 years, Loch Lomond and The Trossachs National Park communities, businesses and organisations have worked together to develop Community Action Plans and deliver many

successful and ambitious community priority projects. There are a significant number of community led organisations, business development trusts and delivery partners who now operate in the Park area, alongside an animated network of Community Development Trusts, delivering well prepared Community Action Plans.

9.4.2 Cross-LAG Cooperation in the National Park

The majority of the National Park area is split between two LEADER programme areas: Argyll and the Islands LEADER to the west and Forth Valley and Lomond LEADER to the east. Strategic National Park initiatives often necessitate cooperative working between these neighbouring LEADER areas and communities require a consistent aligned strategy supported by a simplified process for delivering projects across the two LEADER programmes.

9.4.3 The Strategic Priorities for Community-led Economic Development in the National Park area

The following priorities have been developed in recognition of the distinct strategic opportunities arising in the Park and how these can facilitate alignment between the Local Development Strategies of Argyll & the Islands and Forth Valley & Lomond LEADER Programmes for the communities in the National Park. The strategic priorities draw on the unifying themes of the following two key documents which provide a solid basis on which to inform a Local Development Strategy. Communities will be supported in the further development and delivery of these priorities by a dedicated National Park development officer.

National Park Partnership Plan (2012-2017)
The National Park Partnership Plan (NPPP) was developed through widespread consultation and is a statutory document agreed by Scottish Ministers. The NPPP itself forms an agreed partnership document through which to coordinate multi-sector activity within the National Park and forms a high level strategic partnership plan. This document guides the programme spend for the £9mn of public funding through the National Park Authority and this funding provides a bedrock of vital community, conservation and visitor management support for this highly pressurised scenic area.

Community Action Plans
In addition to their contribution to the NPPP, the communities themselves have a strong foundation of regularly updated Community Action Plans with the support of the National Park Authority. The member-led National Park Community Partnership has supported collaborative working across communities and facilitated significant projects in the Park. It now has a three year business plan. These Plans draw together a broad range of community members and empower them to plan their future. The action planning process enables communities to create a well thought through, community-led plan which clearly states community priorities and how the community will work together to achieve them.

Proposed National Park LEADER-Aligned Outcomes	Strategic Priorities
That the National Park is a place where rural businesses capitalise on the unique natural environment and natural	a) Food and drink initiatives that promote and enhance local food and drink offerings, encourage use of local suppliers, grow economic benefit through higher value tourism and link strongly to training and employment opportunities

assets and optimise the opportunities that the visitor economy presents in a sustainable way.	b) Skills development, mentoring, training schemes, career opportunities and volunteering, with specific focus on the tourist, outdoor activity and land-based industries and on retaining and attracting young people to work in the area, subject to eligibility and collaboration with ESF and the CPPs c) Collaboration and cross-sector working that adds value and enhances the visitor experience, with a particular focus on tourism, outdoor recreation and land-based businesses
That the National Park is a place where the outstanding natural and cultural heritage of the area is enhanced for community and economic benefit and growth and natural resources contribute to a low carbon economy within the Park.	a) Community-based outdoor recreation facilities and programmes that enhance the experience of residents and visitors and link strongly to training and employment opportunities b) Targeted access, path and active transportation initiatives that enhance cross-community and inter-community connectivity, promote recreation and health for residents and visitors, and complement existing core path networks and long-distance routes c) Initiatives and events across the Park that showcase and celebrate the rich and varied rural cultural heritage of our communities d) Community and business programmes and projects that conserve, enhance and raise awareness of the unique natural heritage of the area and give residents and visitors a sense of pride in the local environment e) Community-led renewable energy generation projects, particularly run-of-the-river hydro, and resource efficiency initiatives
That National Park communities thrive and people live and work sustainably in a high quality environment that is respected, appreciated and enjoyed by all.	a) Retention and enhancement of essential rural services, with a particular focus on transportation, affordable housing[13] and digital connectivity b) Community action planning and delivery of community led priority projects, including community facilities and community spaces that are accessible to a wide range of users and opportunities for communities to be more enterprising c) Increased youth involvement in the decision making and running of community organisations and projects

[13] Only elements of this are likely to eligible for LEADER and/or other EU funds, but we recognise there is a community need for this

10. Community and Stakeholder Engagement

Table 16 below is a list of all the community and organisation stakeholder activity that has taken place in the production of this Local Development Strategy

Date	Organisation (and contact)	Key Outcome	Who attended? Stakeholder/Funder/Community (FVL LAG member, or staff A-MK, SW, NR)
May 2012	EKOS Strategic Review Stakeholder Workshop	Experiences and recommendations for strategic review	Community and Organisation Stakeholders
December 2012	EKOS report presented and discussed with LAG	Useful discussion about observations and recommendations, refocusing of final year of current 2007/13 programme	LAG members
23/05/13	Trossachs Area Network meeting	Awareness raising of LEADER and LDS process. Strong interest in broadband and community renewables to be included in LDS.	Communities
24/05/13	Clackmannanshire Business Jobs Skills Partnership Team meeting	Awareness raising of LEADER and LDS process. Strong interest in Sustainable Tourism Business Grant Scheme and urban LAG.	Clacks businesses, Clacks Council Economic Development
August to December 2013 (various meetings)	Loch Lomond & the Trossachs National Park; Argyll&Islands and FVL LEADER LAGs	Proposal for the delivery of LEADER in the LLTNP Area	Organisation Stakeholders
14/08/13	East Stirling Community Forum	Raising awareness of LDS process and inviting project themes (=safe routes, cycling + more efficient public transport)	Communities
21/08/13	Forth Valley Third Sector Interfaces	Raising awareness of LDS process and involvement in future LAG	Community/Organsation Stakeholders
22/08/13	Stakeholder meeting	Initial SWOT analysis	Organisation and Community Stakeholders
2/09/13	Breadalbane area Community Councils Forum (Strathfillan, Killin, Balquhidder, Lochearnhead, Strathyre communities, and Stirling Council)	Raising awareness of LDS process	Commmunities
16/09/13	South West Stirling Area meeting	Awareness raising of LDS process.	Communities

21/10/13	Stirling Funders Fair	Raising awareness of LDS process and inviting project themes	Communities
6/11/13	LEADER Co-operation Conference, Cardiff	Conference findings shared with full LAG at next LAG meeting, and agreement that co-operation at transnational level will be an objective as long as clear, measurable outcomes to FVL beneficiaries (and not just those on a trip/visit) are described. Links made with potential co-operation projects (eg Day of the Region lead by Dumfries and Galloway- transnational)	LAG
3/12/13	Stakeholder meeting	Feedback on Co-operation; discussion of Identified Themes in EoI; reflection on initial SWOT; confirmation that Falkirk area not included	Organisation Stakeholders
15/01/14	Meeting with LLTTNPA (Jo Wright)	Agreeing information needed for LDS Jo to co-ordinate information from NPA, Community Trust, Friends of Loch Lomond & the Trossachs (FOLLAT), and Community Partnership.	Agency Stakeholder
23/01/14	Argyll & Islands LEADER	Agreeing closer working relationship with Loch Lomond and Trossachs National Park and consultants employed to compile Argyll and the Isles LEADER LDS. Information sharing.	Organisation and Community Stakeholders, and LAG
28/01/14	Stirling Council	Consultation on new Stirling Economic Strategy	Agency Stakeholder
17/02/14	SVE Third Sector Conference (Alasdair Tollemache)	FVL LEADER hosted a consultation workshop at SVE event where attendees completed SWOT for area and individual proposed project questionnaires.	Community Stakeholders (21)
20/02/14	Stakeholder meeting	Update on progress, give steer	Organisation Stakeholders and LAG
20/02/14	Trossachs Area Network meeting (LLTNP CP)	Update on LDS process, discuss LLTTNP strategic projects	Community Stakeholders
24/03/14	Stirling CPP	Discuss Pipeline projects/ESF	Agency Stakeholders
24/03/14	Stirling Economic Partnership	Discuss final refresh of Economic Strategy	Organisation Stakeholders
11/03/14	LAG subgroup of Sustainable Tourism Business Grant Scheme	Discussion of STBGS draft evaluation. Lessons learnt for taking forward to potential scheme in next LEADER Programme.	LAG
12/03/14	West Dunbartonshire CVS	Information sharing. WDCVS to assist in circulation of	Organisation/Community

	(Selina Ross)	Third Sector questionnaire. Update on CPP structure and progress in WD	Stakeholder
18/03/14	Tourism Businesses in the Park (Michelle Lynn)	Awareness raising of LDS process	Community (Business) Stakeholders
19/03/14	Stirlingshire Voluntary Enterprise (Alasdair Tollemache)	Gather information on Third Sector and Social Enterprises for LDS area profile.	Organisation/Community Stakeholder
19/03/14	Lomond Area Network meeting (LLTNP CP)	Discussing Needs/Opportunities and possible priorities	Community Stakeholders (15)
20/03/14	Scottish LEADER Conference	Networking, update from Scottish Government	LAG
22/03/14	FVL LEADER hosted Rural Community Event. Attending: Rural Stirling Housing Association; Mclaren Leisure Centre; Carse of Stirling Partnership; LL&T Countryside Trust; LL&T Community Partnership; NHS FV; Forth Fisheries Trust; Home-Start; SVE (Stirling TSi); Stirling Multi-Cultural Partnership; Stirling Council; SCVO; Transition Stirling/Wood for All; Barrwood Trust and reps from communities of Kilmadock, Killearn, Blairlogie, Menstrie, Balfron, Buchannan, Gartmore, Kinlochard, Callander	Representatives from Clackmannanshire, Stirling and the LL&T National Park areas. Draft Strategic Outcomes discussed and refined.	Community Stakeholders (25)
28/03/2014	Callander Community Development Trust	Update on proposed objectives and input to SWOT	Community Stakeholders (9)
03/04/14	Future of Stirling Economy (STEP and Business Gateway)	Update on services to businesses and key personnel	Community (Business) Stakeholders
10/04/14	Stakeholder subgroup meeting	Update on progress; to give steer to staff on behalf of full Stakeholder Group. Co-operation, small business support, recruiting new LAG	LAG and Organisation Stakeholders
22/04/14	Beauly-Denny Mitigation	Investigate terms of reference for mitigation funds in	Community Stakeholders

	Consultation	Clacks and Stirling	
23/04/14	Forestry Commission Scotland (Aberfoyle Office)	Discussion on future projects	Agency Stakeholder
23/04/14	Step Change update (Scottish Govt & Stirling Council & BT)	Update on timetable for investment in NGB, and discussion of options for hard to reach areas.	Community Stakeholders
13/05/14 10/06/14	Sustrans (Matt MacDonald)	Telephone conference to update on strategic projects and funding	Organisation Stakeholder/Funder
19/05/14	Rural South west Stirling Forum (LLTTNP CP)	Representatives from rural South West Stirling Draft Strategic Outcomes discussed and refined.	Community Stakeholders (15)
29/05/14	Clacks Business Networking Event (Clackmannanshire Business)	Engaging with Clackmannanshire's business community and promoting LEADER as a future fund to them.	Businesses stakeholders
02/06/14	Clacks Community Event (Clackmannanshire Third Sector Interface)	Consultation event in Sauchie primarily promoted to third sector organisations in throughout Clackmannanshire. Used as consultation for the LDS development.	Community Stakeholders
05/06/14	Stirling CPP and ESF funding (Joan Barrie)	Update on structural funds.	Agency Stakeholder/funder
12/06/14	Stakeholder Meeting	SG feedback on draft LDS, cooperation and other workstream updates, business planning.	Organisation Stakeholders (18) + LAG members
16/06/14	FVL LEADER Rural Community Event Hosted by Clacks TSI (Clackmannanshire). Attending: Clackmannanshire Council; FBDHRA; Forth Environment Link; Homestart; Play Alloa; Scottish Autism; Tullibody Healthy Living.	Representatives from Clackmannanshire Existence and potential for LEADER outlined. Draft Strategic Outcomes discussed and refined and SWOT for Clackmannanshire created.	Community Stakeholders (8)
17/06/14	Stirling Council Finance & Economy Committee	Discussion of changes to boundaries, community consultation and draft strategic objectives.	Agency Stakeholder and Lead partner
17/06/14	Resonate Arts House, Alloa	Meeting to learn more about Resonate's activities and future plans to self-build a base in the LEADER area and introduce them to LEADER and the next programme's strategic objectives.	Community Stakeholder
23/06/14	Kilpatrick Hills Management Group	Telephone discussion about Management Group and	Agency Stakeholder

	(Donald Petrie)	progress since 2011 study	
12/07/14	3rd FVL LEADER hosted Rural Community Event. Logie Broadband Carse of Stirling Partnership FINNS STAR Dunblane Dev Trust Barrwood trust Muchhart CC Smith Art gallery Transition stirling, NHS, LLTTNP Community Partnership Throsk Hall	Update on 22/03/14 input to draft LDS. Further consultation on delivery for Business Plan, including recruiting new LAG.	Community Stakeholders (14)
24/07/14	Sustrans (Katherine Soane, Tom Bishop, Andy Keba)	To discuss joint working, awareness of issues regarding cycling development, community links programme, appropriateness of LDS objectives	Organisation Stakeholder/Funder
22/07/14 28/08/14	LLTTNP arrangement (LLTTNP, Argyll & Isles LAG, FVL LAG)	Discussion of arrangement for LLTTNP cooperation projects	Agency and Community Stakeholders
26/08/14	West Dunbartonshire Council (Elizabeth Hendry, Michael McGuiness, Ann Clegg)	Update and consultation with West Dunbartonshire staff with responsibility for Tourism, Economic Development and communities.	Agency Stakeholders
04/08/14	Stakeholder sub group	Discuss draft Business Plan	Organisation Stakeholders
10/09/14	LLTTNP Community Partnership local 'Rural Parliament' Event	Listen to proposed park-wide solutions to local challenges; consult across NPA area on FVL and on Argyll & the Islands LDSs; answer questions on LEADER 2014-2020. Of the 7 Themes chosen for the first Rural Parliament, the top 3 for those attending were: * Rural businesses and employment * Delivery of health and social care * Protecting our natural assets and adapting to environmental change	Community Stakeholders
17/09/14	Stakeholder Group	Discussion of draft LDS and Business Plan prior to September 30th submission.	Organisation Stakeholders (17) + LAG
23/09/14	Stirling Council Finance & Economy Committee	Presentation of final draft LDS and Business Plan and discussion. Both were endorsed by the committee on behalf of Stirling Council.	Agency Stakeholder and Lead Partner

11. Coherence with other sources of Funding:

LEADER does not work in isolation.

At a European level, LEADER is one Programme in several that make up the Common Strategic Framework (CSF) that will deliver the EU 2020 Strategy across Scotland.
Within the CSF in Scotland, EU funds are marshalled into three funds:- the Rural Development Funds (EAFRD, of which the SRDP and LEADER are part); Social & Regional Development Funds/European Structural Funds (ESF and ERDF) and Fisheries Funds (EMFF). The aim of the CSF is to ensure improved coordination and strategic approach between the EU funds and better target investments to reduce any inefficiencies.

At a strategic level, FVL LEADER will ensure that it does not fund the same actions as the other SRDP funds and CSF funds. But by working closely with those funds (via the CPPs and Business Gateways), and those delivering other SRDP funds, LEADER can target its investment to compliment other actions.
At a project level, EU sourced funds will not be permitted as project match funding

At a Scottish Government level, the background of the Community Empowerment agenda, and ambitions to achieve sustainability through community led regeneration (Achieving a Sustainable Future), means that a range of investments are taking place to support and build capacity in 'anchor' organisations. LEADER investment can add value to this, match funding some of the strategic work, as well as supporting projects that organisations and social enterprises wish to take forward as a result of the organisational support (see Enterprise Ready, and People & Communities Funds)

The additional funds for small business support will be delivered in close co-operation with Business Gateway, and we are setting up working relationships with the respective representatives on the Business Gateway Management Board (currently Michael McGuiness of West Dunbartonshire Council and and Gillian Timmins of Falkirk Council who manages the contracts with the local Business Gateway delivery in Clacks and Stirling) to take this forward under the guidance of the new LAG.

The additional funds for farm diversification will in practice be only partially covered via Business Gateway, and crucially through the stakeholder consultation we have built up a relationship with NFUS and SLE (Scottish Land and Estates). There is one SRDP Monitor Farm in the FVL area – Arnprior Farm near Kippen. The newly established Farm & Estates Diversification Group is hoping to deliver a national agritourism strategy to develop opportunities for growth.

Table 17 below lists the KEY funds of specific relevance to our strategic aims, and to the new small business support activities.

Source	Title	EU or nonEU	Eligibility.	Time-frame	FVL LDS theme
EAFRD and Scottish Government (SG RPID, SG Food & Drink, FCS and SNH)	SRDP (excl LEADER)	EU	For land managers: LFASS Forestry Grant Scheme Agri-Environment Climate Scheme (incl footpaths) Support for Co-operative Action Beef package New Entrants Support Crofting Support Scheme + Small Farms Support Scheme Food & drink support		
European Structural Funds ESF	ERDF- European Regional Development Fund ESF- European Social Fund	EU	-Research, technological development, innovation - ICT Quality and Access - SME competitiveness (includes Business Gateway and tourism SME growth) - Environment & Resource Efficiency - Access to employment/Labour efficiency (incl via social enterprises) - Education Skills and lifelomg learning - social inclusion and combating poverty.	2014-2020 tbc (operational programmes submitted – late 2014 launch)	SE1, SE3, SE4 SC2, SC3 RC1,
Via Business gateway	ESIF – East Scotland Investment Fund WSLF – West of Scotland Loan Fund	EU	Loan for businesses in Stirling and Clacks of up to £50,000 to create jobs, or develop new markets. Small and medium sized businesses , prioritising business to business activities and growth and employment opportunities.	ongoing	Small business SE1
INTERREG IVB	CREATE (Connecting Rural Enterprise for A Transnational	EU	To develop and pilot best practice techniques which encourage SMEs (in France, the UK, Ireland and Belgium) to		Small business SE1, SE3

	Economy)		take up and exploit the potential of faster broadband. Either individually or co-operativel;y to share best practice and learning.		
EU	LIFE 2014-2020	EU	Two themes - environment - climate change	2014-2020	RC, NCH Not focussed on rural or regional development, and relatively large in scale and geography, so little overlap with LEADER as an intervention.
		Non EU			
Scottish Government People and Communities Fund (£9.4m)	i) People & Communities Fund ii) Strengthening Communities Programme (HIE, DTAS) iii) Community Ownership Support Service (DTAS) iv) Coalfields Community Futures and Coalfields Enterprise programme (Coalfileds Regeneration Trust)	Non EU Some of ESF(EU) may be used to enhance i) and ii). tbc 2015 onwards.	Closing date is October 2014, for projects spending in financial year 2015/2016. The PCF is funding a pipeline of organisations to develop capacity for them to take forward more ambitious initiatives in the light of the Community Empowerment (Scotland) Bill. This investment is to test the impact of targeted investment with communities.	2015/2016	SE1 SC4, SC5 RC1 It is anticipated that much of the project activity which groups take forward after this intervention will fit across the LDS aims, and especially SC4 'Encouraging the community ownership and management of assets for the purpose of securing essential services for the community'
Visit Scotland (Scottish Government)	Growth Fund	Non EU	Supports joint marketing initiatives by groups of businesses targeting key sectors.	Ongoing	SE1, SE2, RC1
Sustrans Scotland (Scottish Government)	Community Links Programme	Non EU	Cycle infrastructure works which link places people live in with places they want to go to, and include the encouragement of behaviour change. 50% contribution.	2014/15 & 2015/16	SE1 RC2 NCH1, 2, NCH2, NCH3
Keep Scotland Beautiful (Scottish Government)	Climate Challenge Fund	Non EU	Community-led projects that reduce carbon emissions, make community improvements and help communities cope with the impacts of climate change.	Ongoing	RC2, RC3, RC4 e.g.Fintry Development Trust and Transition Stirling are in process of forming a bid for a mobile energy advice service,

	Junior Climate Challenge Fund		Under 21s to run the project.		and a separate wood repurposing advice and training service . FEL (Grow Forth project) to bid for a local food pilot. SC3, RC2, RC3, RC4
Local Energy Scotland (Scottish Government)	CARES Local Energy Challenge Fund	Non EU	CARES provides a package of grants and loans to enable pre-planning through development and build. The Local Energy Challenge Fund will support cutting edge projects that look at *demand* for energy as well as supply.	Ongoing	SC4, SC5 RC2
Scottish Government (via BIG Lottery Fund Scotland)	Scottish Land Fund	Non EU	The Scottish Land Fund will support rural communities to become more resilient and sustainable through the ownership and management of land and land assets. It will provide practical support and funding to enable local people to work together to develop their ideas and aspirations and plan and complete viable land and land assets acquisition projects.	End 2015	SE1 SC4
Scottish Government	Digital Scotland superfast Broadband programme (Step Change)	Non EU	Upgrade of infrastructure to NGB to digitally connect 95% of premises in Scotland by 2017	2017	None (links to SE3, digital participation, once infrastructure in place)
Community Broadband Scotland (Scottish Government)	Community Broadband Start-Up Fund	Non EU	To help communities with costs of establishing local projects to access superfast broadband in areas where the Step Change NGB Broadband project will not reach.	2018	None (links to SE3, digital participation. once infrastructure in place)
Central Scotland Green Network (Scottish Government via SNH and FCS)	Main programmes currently closed.	Non EU	Activity across Central Scotland (excludes LLTTNational Park) to create a high-quality 'green network' that will meet a number of environmental, social and economic goals designed to improve people's lives, promote economic success, allow nature to flourish and help Scotland respond to the challenge of climate change.	Will reopen and be ongoing	RC3, RC4 NCH1, NCH2, NCH3
Windfarm Trusts	e.g. Falck renewables' Earlsburn Windfarm	Non EU	Various, with Foundation Scotland and Local Energy Scotland supporting	Ongoing	All

	Trust, Fintry Renewable Energy Enterprise, Kilmadock Windfarm Trust (Braes of Doune), Burnfoot Hill Community Benefit Fund, Burnfoot Hill Recreation Enhancement Fund (EDF Burnfoot Hill),		communities to establish structures to ensure and manage community benefits from on-shore windfarm developments. Foundation Scotland researched value of community benefit as £7m in 2013, and anticipate that future value of community benefit funds across Scotland could be £20m pa by 2017 and £50m pa by 2020 (based on govt subsidies to developers as at 2013).		
Community led Renewables projects	e.g. Callander Community Energy Ltd,	Non EU	Communities are able to benefit from feed – in –tarrifs from all types of renewable projects. They can set terms for distributing surplus locally. Callander estimate £2m - £3m community investment over 20+ years.	Ongoing	All
Scottish Power Energy Networks	Stirling Visual Impact Mitigation Scheme (Beauly-Denny Power line)	Non EU	Landscape and visual mitigation work such as tree planting within 2km of overhead power line and cycle paths linking affected settlements. Applications are for work to be done rather than cash grants. Scheme is likely to undertake works of around £5m in value. Eligible settlements are Blairlogie, Bridge of Allan, Cowie, Fallin, Plean and Throsk.	Dependent on applications received and speed of permissions but likely to be active till 2019.	RC2, RC3 NCH1, NCH2 SLA1
Scottish Government	Enterprise Ready Fund	Non EU	Awards to 115 social enterprises announced August 2014 to support the long-term development objectives of new, emerging and established enterprising third sector organisations. 3 in FVL area (check WDC)	To 2015	SE1,SE2,SE3,SE4
HLF Heritage Lottery Fund	A range of grants that support the interplay of heritage, people and communities.	Non EU	Landscape Partnerships have been supported by HLF and FVL LEADER in the Ochils and the Inner Forth. There is potential across FVL's strategic landscape assets, with eg the Callander area and Kilpatrick Hills as possibilities. Small Grants for Digital Outputs for helping people engage with heritage digitally	ongoing	NCH1, NCH2, NCH3 SLA1 SE3 SC3
BIG Lottery Fund Scotland	Various. 2015 – 2021	Non EU	More likely to be Investing in Ideas, and Investing in Communities funds (rather than	Ongoing	SC, RC

	Programme currently being developed.		Awards for All) as match funding due to strategic nature of FVL LDS approach.		

In the 2007-2013 Programme, project match funding was sourced from over 60 different sources, including local authorities; 16 charitable Trusts, Foundations and local funds; 4 Windfarm trusts and 5 private businesses. .
(Project by project breakdown available in 'Celebrating 100 Projects from the Forth Valley and Lomond LEADER Programme 2007-2013' publication. Available on-line http://www.thewritepeople.co.uk/FVLL_CelebrationBrochure.pdf or from the FVL LEADER office).

This Local Development strategy has been produced by Forth Valley & Lomond LEADER staff, greatly assisted by the Forth Valley & Lomond Stakeholder Subgroup, overseen by the Forth Valley & Lomond Stakeholder Group.

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A detailed Business Plan which outlines how we propose to deliver this Local Development Strategy accompanies this document.

FORTH VALLEY & LOMOND

The Scottish Government

The European Agricultural Fund for Rural Development: Europe investing in rural areas