CLLD National Workshop: Day 1

04 November 2025

Glasgow, Scotland

Urban Foresight

Agenda: Your ambitions for advocacy, influence, and local community action

Session	Leader
→ Welcome and housekeeping	David Cameron
→ Introduction	Stuart Oliver
→ The policy scene	Jody Fleck
→ Setting the context	Stuart Oliver
→ The 'art of the possible'	Dinah Jackson
→ SRUC policy review	Carey Doyle
→ Refreshment break	
→ What does a high-performing LAG look like? (Session A)	Break out groups
→ Achieving network sustainability (Session B)	Break out groups
→ Review and wrap back	
→ Final word	

Welcome and housekeeping

David Cameron

Introductions and housekeeping ⬎

Welcome to the National Workshop.
A few reminders before we begin:

1. Housekeeping

2. Expectations

3. Background

Source: Geoff Wang

Introductions

Stuart Oliver

Introductions

→ If you went forward in time... what would success look like for the new CLLD Network?

→ Write only a few words and put the geographic area your organisation is from in the top right-hand corner (if a national organisation put where your HQ is).

Community-Led Local Development
Back to basics and looking forward

CLLDNet workshop – 4 November 2025

Jody Fleck, Rural Communities, Scottish Government

What I will cover

First half – LEADER/CLLD 101:

1. Brief history of LEADER and CLLD
2. LEADER principles
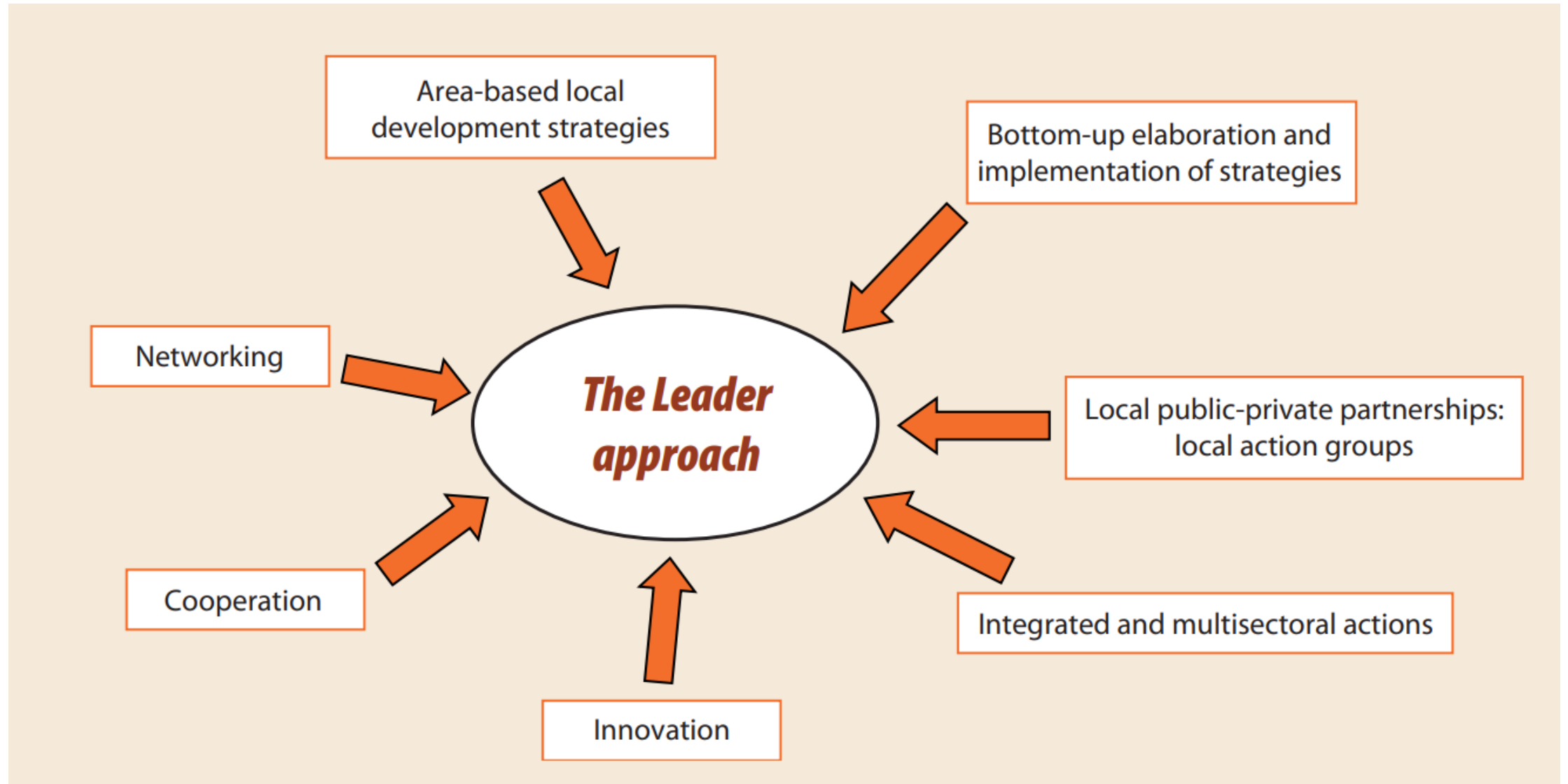3. Roles of LAGs, Coordinators and Accountable Bodies

Second half – SG priorities and emerging policies:

1. National priorities
2. Rural Delivery Plan
3. National Islands Plan
4. Legislative programme
5. Rural Support Plan

History of LEADER and CLLD

Year(s)	Programme / Phase	Highlights
1991–1993	LEADER I (Experimental Phase)	217 LAGs across EU; 6 in Scotland; focused on disadvantaged rural regions.
1994–1999	LEADER II (Testing Phase)	906 LAGs; 14 in Scotland; expanded coverage, still focused on disadvantaged areas.
2000–2006	LEADER+ (Maturity Phase)	1,153 LAGs; 13 in Scotland.
2007–2013	LEADER Axis 4 (Mainstream Phase)	2,402 LAGs; 20 in Scotland; 11 Fisheries LAGs under EFF.
2014–2020	CLLD Introduction and extension	LEADER extended to CLLD via ERDF & ESF; 3,300 LAGs: 21 LAGs & 11 FLAGS in Scotland.
Dec 2021	Closure of LEADER programme in Scotland	Due to EU exit.
2021/22	Testing - RCTC & RCIA Funds Launched	£3.3M budget to test future CLLD approaches.
2022/23	CLLD re-stablished	£11.6M budget; £8.6M to LAGs via RCLF; £3M via RICIA.
2023/24	CLLD consolidated	£9.6M allocated to LAGs; RICIA discontinued.
2024/25 and 2025/26	CLLD matured	£11.2M allocated to LAGs in 2024/25 and £8.8M in 2025/26.

LEADER principles

Local Action Group members, Coordinators and Accountable Bodies

Scottish Government priorities

- Eradicating child poverty

- Growing the economy

- Tackling the climate emergency

- Delivering high quality and sustainable public services

Programme for Government 2025-26
Building The Best Future For Scotland

Scottish Government priorities

- Eradicating child poverty ← 97 projects in 23/24
- Growing the economy ← 59 projects in 23/24
- Tackling the climate emergency ← 115 projects in 23/24
- Delivering high quality and sustainable public services ← 296 projects in 23/24

Programme for Government 2025-26
Building The Best Future For Scotland

Rural Delivery Plan

The first vision for rural mainland Scotland and **nine strategic objectives**, focusing on:

- Agriculture and Marine Economy
- Digital
- Population and Skills
- Social Justice
- Housing
- Health and Social Care
- Environment and Climate Change
- Transport
- Culture

"The Rural Delivery Plan will act as a framework to consider the full breadth of policy delivery in the rural space; it is an opportunity to bring together often siloed areas of interest and consider what is happening holistically."

Rural Scotland Data Dashboard

Scottish Government
Riaghaltas na h-Alba
gov.scot

RESAS
Rural & Environmental Science and Analytical Services

National Islands Plan

POPULATION RETENTION AND ATTRACTION

To support people to live, work and thrive on Scotland's islands by facilitating locally-led solutions for population retention and attraction

CONNECTIVITY: To deliver reliable, affordable and integrated transport and digital connectivity, enabling social and economic links to, from and between islands.

HOUSING: To increase the availability of affordable, suitable homes on islands, supporting economic growth, year-round communities, essential services and long-term population sustainability.

HEALTH & SOCIAL CARE: To improve access to tailored health and care on islands by strengthening local services, embedding digital care where appropriate, and giving island communities more influence over decisions.

ECONOMY, EDUCATION & SKILLS: To grow sustainable island economies through targeted investment, support for local businesses, and education and training opportunities that enable islanders to learn and work locally.

CLIMATE, NATURE & ENERGY: To accelerate the transition to net zero on islands by supporting renewable and nature-based solutions, ensuring local ownership and securing fair returns for island communities while building long-term resilience.

POVERTY & SOCIAL JUSTICE: To reduce poverty and inequality on islands by addressing higher living costs, tackling fuel and transport challenges, and improving access to services and opportunities.

EMPOWERED COMMUNITIES & CULTURE: To strengthen island communities by investing in local leadership, building community capacity, and supporting island cultures, languages and heritage.

MONITORING

Scottish Islands Survey – Islands Data Dashboard
Annual reports to the Scottish Parliament
Monitoring framework

Legislative programme

Agriculture and Rural Communities (Scotland) Act 2024

2024 asp 11

The Bill for this Act of the Scottish Parliament was passed by the Parliament on 18th June 2024 and received Royal Assent on 30th July 2024

An Act of the Scottish Parliament to make provision enabling the support of agriculture, rural communities and the rural economy through the creation of a framework for that support; to make provision for continuing professional development for those involved in agriculture and related industries, to make provision in relation to the welfare and identification of animals, to repeal spent and superseded agricultural enactments; and for connected purposes.

PART 1

OBJECTIVES AND PLANNING

1   Overarching objectives of agricultural policy

(1) For the purposes of this Act, the objectives of Scottish agricultural policy are—

    (a) the adoption and use of sustainable and regenerative agricultural practices,

    (b) the production of high-quality food,

    (c) the promotion and support of agricultural practices that protect and improve animal health and welfare,

    (d) the facilitation of on-farm nature restoration, climate mitigation and adaptation, and

    (e) enabling rural communities to thrive.

(2) The Scottish Ministers may, by regulations, amend the objectives of agricultural policy under subsection (1).

(3) Regulations under this section are subject to the affirmative procedure.

Commencement Information

I1   S. 1 not in force at Royal Assent, see **s. 38(2)**

Budget (Scotland) (No. 4) Bill

[AS INTRODUCED]

CONTENTS

Rural Communities Policy

Rural Communities Policy

What is the project?

The Scottish Government has commissioned a review of three core elements of their funding and support for rural communities: Community Led Local Development (CLLD), Scottish Rural Action (SRA) and the Scottish Rural Network (SRN). The evidence generated in this project will inform the new rural Scotland support system which will deliver the provisions of the Agriculture and Rural Communities (Scotland) Act 2024.

This project will deliver an evidence base to inform this new rural Scotland policy support system. This will be undertaken by a team led by SRUC (Rural Policy Centre), University of the Highlands and Islands (Perth), and Ipsos.

What is the approach?

The project will combine existing evidence on rural community interventions (including what works well and what are the barriers and challenges) with theories of change for each of the programmes and new evidence collection with rural communities. The team has designed a multi-stage approach to deliver this project, which is grounded in our desire to undertake research which is creative as well as equitable and ethical.

The research will consider how CLLD, SRA and SRN have:

- delivered objectives
- fit strategically with wider public and third sector support
- experienced challenges and opportunities

The approach also:

- recognises innovation as one of the core principles of community led local development
- acknowledges concerns around research and consultation fatigue amongst stakeholders and communities

Insights will generate options and recommendations to inform the future rural community development support.

Further pages in this section

Publications and outcomes

Privacy Notice

Stage 2: Evidence Review

Stage 3: Fieldwork

Stage 1: Theory of Change

Methodology

Get Involved

Tell us about your experience of rural or island life with our surveys and feedback forms

Explore More »

Projects

NISRIE

ReRIC

Scottish Land Insights

Rural Lens

Producing indicative allocations for Community Led Local Development funding in Scotland (2022-23)

Jonathan Hopkins and Valentina Farinelli
Social, Economic and Geographical Sciences Department
The James Hutton Institute
December 2022

Background and purpose of document

This note provides a short summary of analysis which was undertaken at the James Hutton Institute to distribute funding (£11.6m in total, £7.6m of which was allocated by this analysis) which was made available for Community Led Local Development (CLLD) in 2022-23 in Scotland. In the 2014-20 period, LEADER funding was distributed to 21 Local Action Group (LAG) Areas[1] based on area (40%) and socio-economic need (60%). The latter was measured using the Socio-Economic Performance (SEP) Index[2], developed by Andrew Copus at the James Hutton Institute for small areas (Data Zones) in rural areas and small towns. The population-weighted average SEP Index for each LAG Area was used for funding distribution. However, the SEP Index was published in 2015 and is somewhat out of date, in terms of the age of data used and its structure, which uses an old version of the National Performance Framework. This updated analysis aimed to account for recent events and newly emerging regional patterns of socio-economic need.

This note presents a simplified and readable overview of the analysis. It accompanies a zip archive which contains data and code. The data analysis has also contributed to additional research within the 2022-27 Strategic Research Programme, within the Rural Futures Theme: however, only work relevant to the CLLD allocations is described here and is included within the other resources.

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[1] Published map available at https://www.ruralnetwork.scot/sites/default/files/documents/LEADER%202014-20%20-%20GIS%20-%20LDS%20-V9%20-%2003%20Feb%202016.pdf
[2] Infographic available at https://www.hutton.ac.uk/sites/default/files/files/SEP Index values (2011).pdf

Questions for CLLDNet

- How should the CLLD budget be 'top-sliced'?

- How do we collectively demonstrate the value of YLAGs, continue to support existing YLAGs and help establish new YLAGs?

- How can LAGs lever in other public and private funding? e.g. share successful examples that can be replicated?

- How can we support more cooperation between Scottish LAGs and with Europe LAGs? e.g. national, regional and/or international projects?

- Can we co-develop a national M&E framework for the next 3-5 years?

Setting the context

Stuart Oliver

Background and progress so far

A new Community-Led Local Development (CLLD) network is being initiated and developed. This third national workshop is designed to move us to the creation of the CLLD network for rural and island Scotland.

This workshop will build on previous workshops held in March 2024 and June 2025.

March 2024   June 2025   November 2025
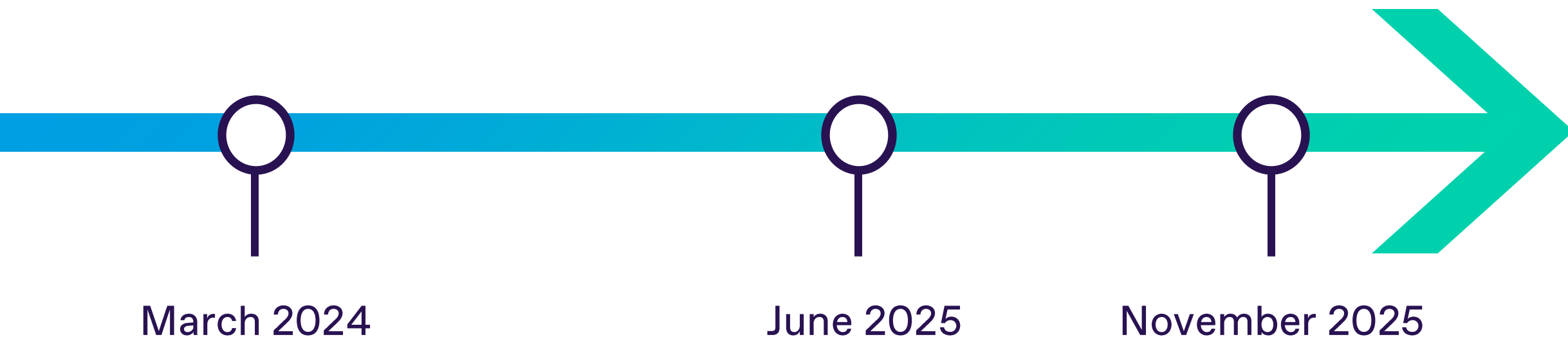
Aim: To support the development of a stronger, collaborative, and influential CLLD network for rural and island Scotland.

Objectives

By the end of the workshop, we will have:

→ Gathered collective input to shape the vision, priorities, and structure for the new national CLLD Network.

→ Explored ideas for governance, capacity building, sustainability, and communication in more depth

→ Built stronger relationships across LAGs and partners to support future collaboration.

→ Agreed the next steps to turn our shared input into a launch-ready network proposal

What we need from you today

→ Be open and honest

→ Get involved - every voice matters; small groups only work if everyone joins in.

→ Think big – this is about shaping the future of CLLD, we don't need to replicate old or existing models

→ Be respectful and constructive

→ Be positive – this is a rare opportunity to come together, work together and help create something new and important to Scotland's future.

The 'art of the possible'

Dinah Jackson

Perspectives from the rural and island Youth LAGs

A future of collaboration and youth empowerment to shape local communities and create impact.

Hopes are for:

✓ Greater collaboration and connectivity, locally and nationally

✓ Involvement, engagement, and empowerment that amplify young people's voices in shaping and making decisions

✓ Funding and financial sustainability; ring-fenced youth budgets and determination

✓ Visibility and impact to bring awareness to the potential of community-led action

Priorities: Influential power in the collective voice of young people

Short-term priorities for long-term success and a strong desire for wider political action.

- ✓ Communications that boost visibility of youth-led CLLD

- ✓ Meaningful connections through repeat rather than one-off events

- ✓ Networking with a specific aim of fostering collaborative opportunities, could be residential

- ✓ Strategy that facilitates wider impact

- ✓ Political antenna and relationship-building to engage with government officials coupled with examples of CLLD impact on policy

- ✓ Training and mentorship that builds policy capacity and engagement confidence and underpins engagement with organisations across Scotland

Communications

Relationships vary but there are common perspectives.

✓ Clear channels through which to communicate with LAGs; a focus on relationship building

✓ Easing time constraints and capacity bottlenecks

✓ Dialogue for value and mutual understanding of aims and objectives

✓ Integration and consideration; shared problem solving, training activities, and collaboration

urbanforesight.org

SRUC

Scottish Rural Communities Policy Review Update

Community Led Local Development Network Workshop

3 November 2025

Dr Carey Doyle, Project Manager

Rural Policy Centre at Scotland's Rural College

carey.doyle@sruc.ac.uk

Scottish Rural Communities Policy Review

- Independent review reporting to Scottish Government, led by SRUC.

- Project aims:
    - To evaluate the delivery of Community Led Local Development, Scottish Rural Action, and Scottish Rural Network.
    - To examine their strategic fit in relation to wider public and third sector interventions, identify their unique role and impact, any gaps or areas of duplication
    - To consider and propose options for their future role, focus and delivery, including in relation to the Rural Support Plan and wider rural policy, and in the context of the forthcoming Rural Delivery Plan
    - To consult and engage with a range of stakeholders, and
    - To produce practical recommendations.

- An implementation and process evaluation, which looks at **what** is happening, as well as **how** and **why**

Research Process

SRUC

January 2025

January 2026

- Stage 1: Theory of Change

- Stage 2: Evidence Review

- Stage 3: Fieldwork

- Stage 4: Reporting ← We are here

Stage 1: Four Theories of Change

Figure 1.1 Community Led Local Development (CLLD) theory of change
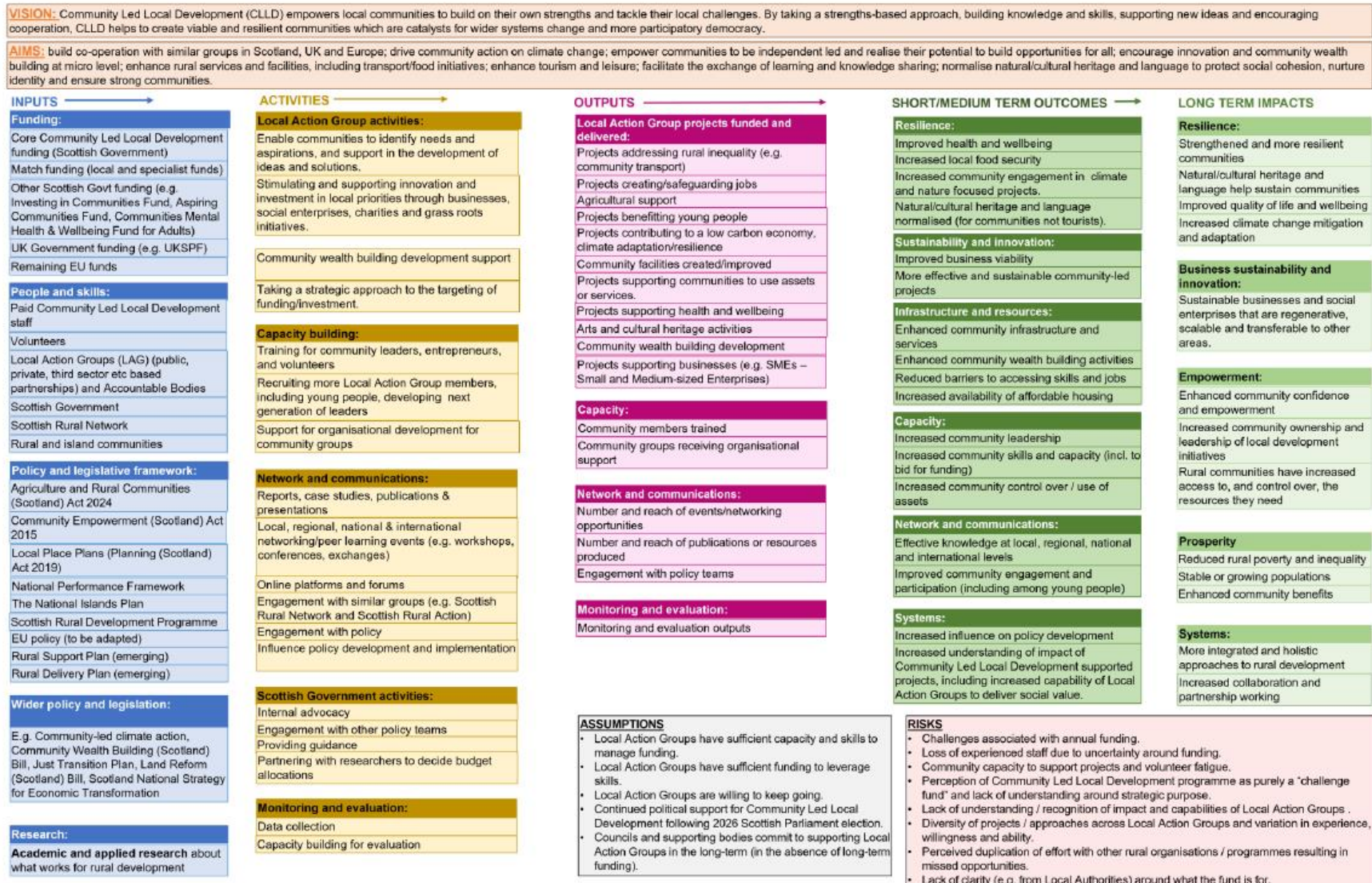
Community Led Local Development - Scottish Rural Communities Policy Review: stage 1 - theories of change - gov.scot

Stage 2: Evidence Review
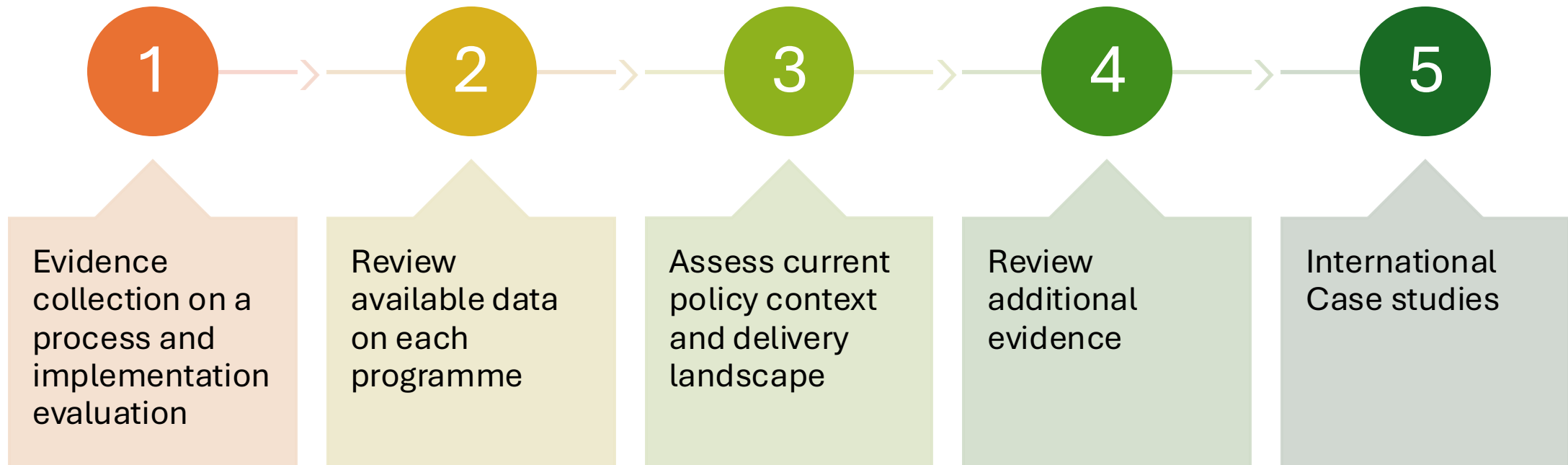
International case studies

Scottish Rural Communities Policy Review - Stage 2. Ireland case study

Scottish Rural Communities Policy Review - Stage 2. England case study

Scottish Rural Communities Policy Review - Stage 2. Canada case study

Scottish Rural Communities Policy Review - Stage 2. Finland case study

Ruralexchange.scot/scottish-rural-communities-plicy-review/publications-and-outcomes/

Stage 3: Fieldwork

Pie chart with six segments:
- 3.1 CLLD Evidence
- 3.2 SRA and SRN Evidence
- 3.3 Place-based research
- 3.4 Young people
- 3.5 Monitoring and evaluation
- 3.6 Wider stakeholders

Theory of Change
Logically maps the elements, activities, outputs, assumptions

Fieldwork
Experiences; if intended impacts are being realised (and if not, why not)
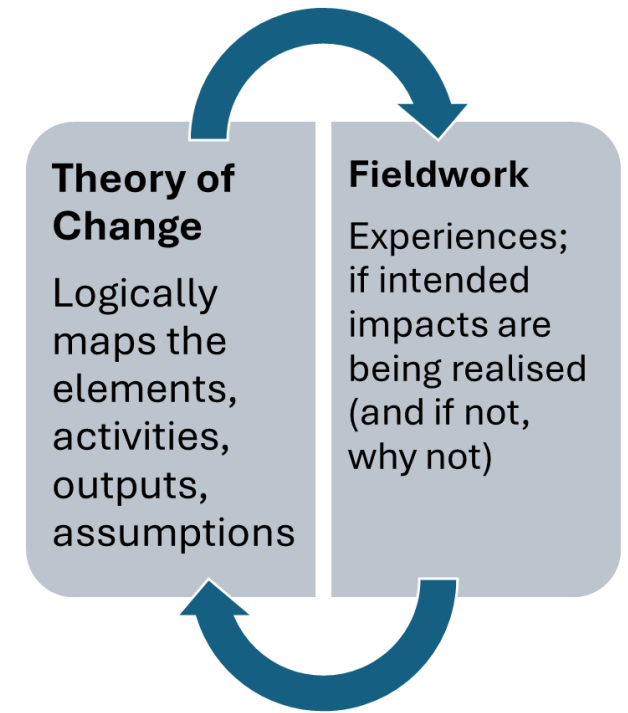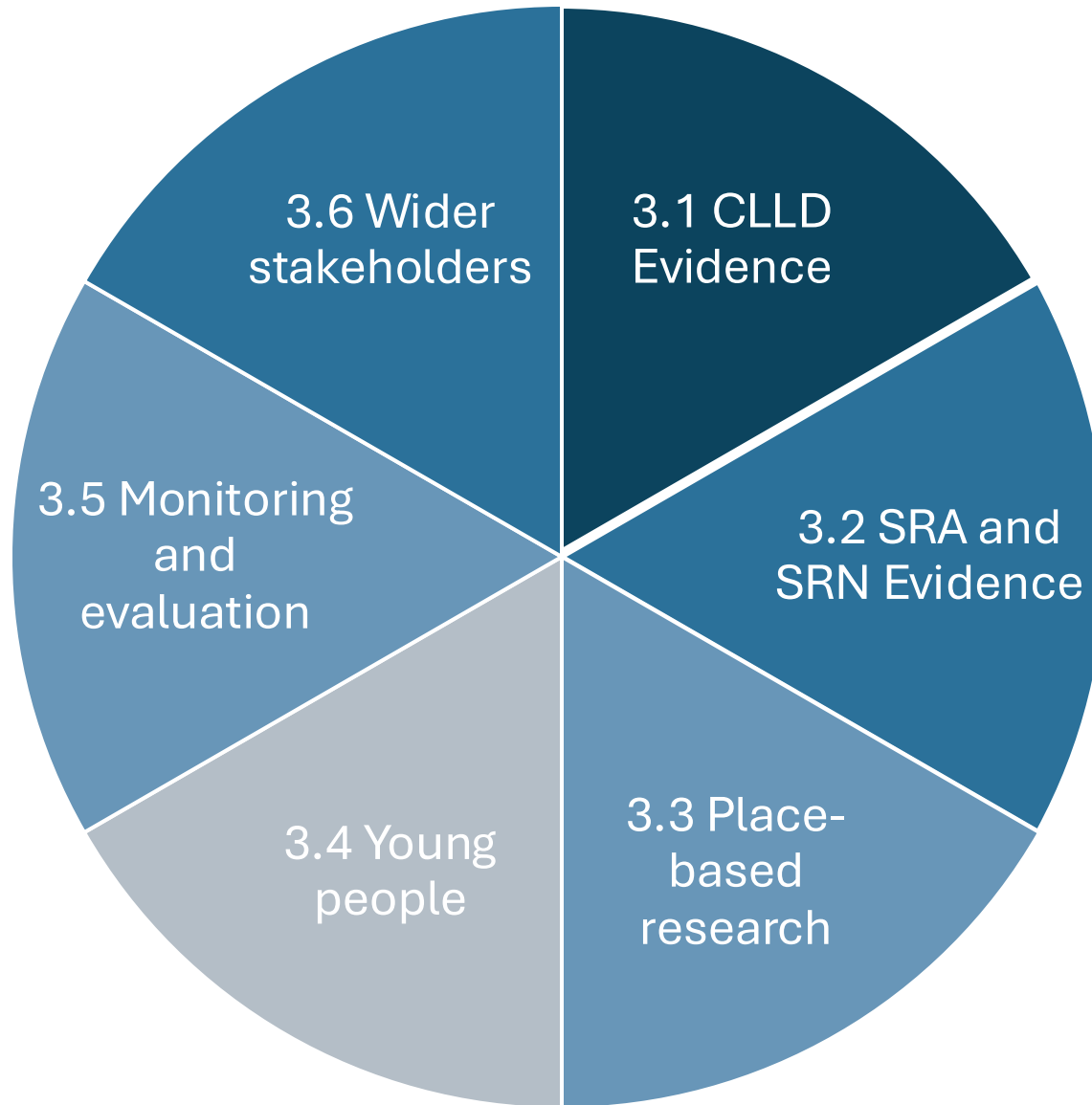
Place based research:
- Scottish Borders
- West Lothian
- Orkney
- Outer Hebrides
- Moray
- Highland

UHI

science ceilidh
creativity curiosity
equity wellbeing

IMPACT HUB Inverness
Serving the Highlands and Islands

SRUC

Thank you for participating!

CLLD data collected includes:
- Secondary data on CLLD funding (SG, SVE)
- CLLD coordinator survey responses
- LAG member survey responses
- CLLD applicant survey responses
- Place based case study interviews
- CLLD coordinator and stakeholder interviews
- Particular areas of focus (M + E),
- Strategic considerations across the initiatives

Analysis, Recommendations, Reporting
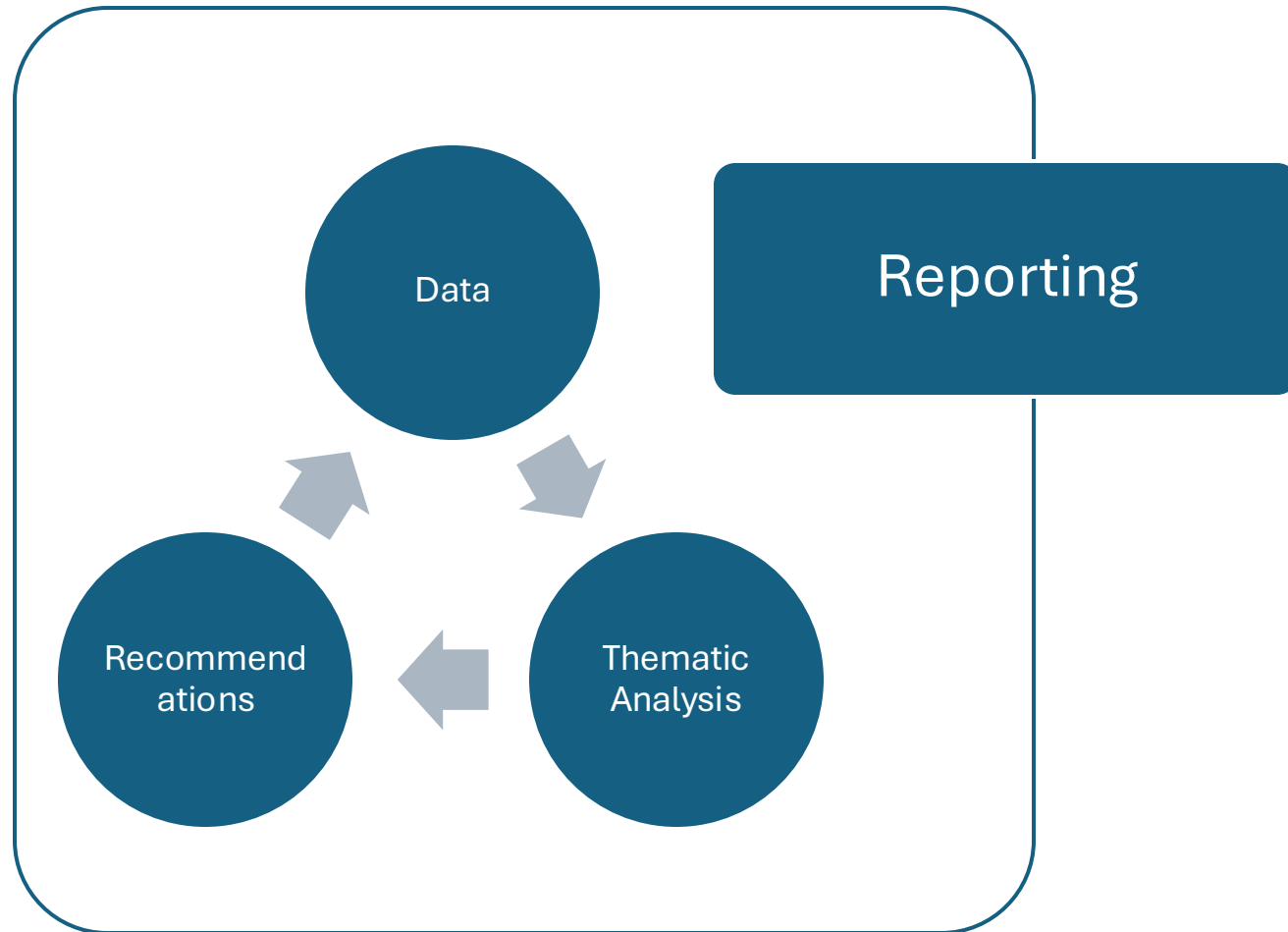
Recommendation Approach

Selected Aims:

- Strategic fit, unique role and impact, any gaps or areas of duplication,
- To consider and propose options for their future role, focus and delivery,
- To produce practical recommendations.

- Remit from SG to think strategically and identify transformational recommendations

Recommendation Structure

Minimal intervention (works on inputs/activities in the Theory of Change)	Mid-level intervention (addresses activities, outputs, and short/medium term outcomes)	Transformational intervention (engages across the entire causal chain (inputs → outputs → outcomes → impacts)
Recommendation 1	Recommendation 2	Recommendation 3

Theory of Change

Recommendations

Figure 1.1 Community Led Local Development (CLLD) theory of change

VISION: Community Led Local Development (CLLD) empowers local communities to build on their own strengths and tackle their local challenges. By taking a strengths-based approach, building knowledge and skills, supporting new ideas and encouraging cooperation, CLLD helps to create viable and resilient communities which are catalysts for wider systems change and more participatory democracy.

AIMS: build co-operation with similar groups in Scotland, UK and Europe; drive community action on climate change; empower communities to be independent led and realise their potential to build opportunities for all; encourage innovation and community wealth building at micro level; enhance rural services and facilities, including transport/food initiatives; enhance tourism and leisure; facilitate the exchange of learning and knowledge sharing; normalise natural/cultural heritage and language to protect social cohesion, nurture identity and ensure strong communities.

INPUTS →

Funding:
- Core Community Led Local Development funding (Scottish Government)
- Match funding (local and specialist funds)
- Other Scottish Govt funding (e.g. Investing in Communities Fund, Aspiring Communities Fund, Communities Mental Health & Wellbeing Fund for Adults)
- UK Government funding (e.g. UKSPF)
- Remaining EU funds

People and skills:
- Paid Community Led Local Development staff
- Volunteers
- Local Action Groups (LAG) (public, private, third sector etc based partnerships) and Accountable Bodies
- Scottish Government
- Scottish Rural Network
- Rural and island communities

Policy and legislative framework:
- Agriculture and Rural Communities (Scotland) Act 2024
- Community Empowerment (Scotland) Act 2015
- Local Place Plans (Planning (Scotland) Act 2019)
- National Performance Framework
- The National Islands Plan
- Scottish Rural Development Programme
- EU policy (to be adapted)
- Rural Support Plan (emerging)
- Rural Delivery Plan (emerging)

Wider policy and legislation:
- E.g. Community-led climate action, Community Wealth Building (Scotland) Bill, Just Transition Plan, Land Reform (Scotland) Bill, Scotland National Strategy for Economic Transformation

Research:
- Academic and applied research about what works for rural development

ACTIVITIES →

Local Action Group activities:
- Enable communities to identify needs and aspirations, and support in the development of ideas and solutions.
- Stimulating and supporting innovation and investment in local priorities through businesses, social enterprises, charities and grass roots initiatives.
- Community wealth building development support
- Taking a strategic approach to the targeting of funding/investment.

Capacity building:
- Training for community leaders, entrepreneurs, and volunteers
- Recruiting more Local Action Group members, including young people, developing next generation of leaders
- Support for organisational development for community groups

Network and communications:
- Reports, case studies, publications & presentations
- Local, regional, national & international networking/peer learning events (e.g. workshops, conferences, exchanges)
- Online platforms and forums
- Engagement with similar groups (e.g. Scottish Rural Network and Scottish Rural Action)
- Engagement with policy
- Influence policy development and implementation

Scottish Government activities:
- Internal advocacy
- Engagement with other policy teams
- Providing guidance
- Partnering with researchers to decide budget allocations

Monitoring and evaluation:
- Data collection
- Capacity building for evaluation

OUTPUTS →

Local Action Group projects funded and delivered:
- Projects addressing rural inequality (e.g. community transport)
- Projects creating/safeguarding jobs
- Agricultural support
- Projects benefitting young people
- Projects contributing to a low carbon economy, climate adaptation/resilience
- Community facilities created/improved
- Projects supporting communities to use assets or services.
- Projects supporting health and wellbeing
- Arts and cultural heritage activities
- Community wealth building development
- Projects supporting businesses (e.g. SMEs – Small and Medium-sized Enterprises)

Capacity:
- Community members trained
- Community groups receiving organisational support

Network and communications:
- Number and reach of events/networking opportunities
- Number and reach of publications or resources produced
- Engagement with policy teams

Monitoring and evaluation:
- Monitoring and evaluation outputs

SHORT/MEDIUM TERM OUTCOMES →

Resilience:
- Improved health and wellbeing
- Increased local food security
- Increased community engagement in climate and nature focused projects.
- Natural/cultural heritage and language normalised (for communities not tourists).

Sustainability and innovation:
- Improved business viability
- More effective and sustainable community-led projects

Infrastructure and resources:
- Enhanced community infrastructure and services
- Enhanced community wealth building activities
- Reduced barriers to accessing skills and jobs
- Increased availability of affordable housing

Capacity:
- Increased community leadership
- Increased community skills and capacity (incl. to bid for funding)
- Increased community control over / use of assets

Network and communications:
- Effective knowledge at local, regional, national and international levels
- Improved community engagement and participation (including among young people)

Systems:
- Increased influence on policy development
- Increased understanding of impact of Community Led Local Development supported projects, including increased capability of Local Action Groups to deliver social value.

LONG TERM IMPACTS

Resilience:
- Strengthened and more resilient communities
- Natural/cultural heritage and language help sustain communities
- Improved quality of life and wellbeing
- Increased climate change mitigation and adaptation

Business sustainability and innovation:
- Sustainable businesses and social enterprises that are regenerative, scalable and transferable to other areas.

Empowerment:
- Enhanced community confidence and empowerment
- Increased community ownership and leadership of local development initiatives
- Rural communities have increased access to, and control over, the resources they need

Prosperity
- Reduced rural poverty and inequality
- Stable or growing populations
- Enhanced community benefits

Systems:
- More integrated and holistic approaches to rural development
- Increased collaboration and partnership working

ASSUMPTIONS
- Local Action Groups have sufficient capacity and skills to manage funding.
- Local Action Groups have sufficient funding to leverage skills.
- Local Action Groups are willing to keep going.
- Continued political support for Community Led Local Development following 2026 Scottish Parliament election.
- Councils and supporting bodies commit to supporting Local Action Groups in the long-term (in the absence of long-term funding).

RISKS
- Challenges associated with annual funding.
- Loss of experienced staff due to uncertainty around funding.
- Community capacity to support projects and volunteer fatigue.
- Perception of Community Led Local Development programme as purely a "challenge fund" and lack of understanding around strategic purpose.
- Lack of understanding / recognition of impact and capabilities of Local Action Groups .
- Diversity of projects / approaches across Local Action Groups and variation in experience, willingness and ability.
- Perceived duplication of effort with other rural organisations / programmes resulting in missed opportunities.
- Lack of clarity (e.g. from Local Authorities) around what the fund is for.

Figure 1.4 Overarching Theory of Change

KEY In common | Community Led Local Development (CLLD) | Scottish Rural Action (SRA) | Scottish Rural Network (SRN)

VISION

Rural and island communities are resilient and empowered to shape their own futures. Collaborative approaches are embedded at community, national and international levels through a bottom-up, participatory approach.

Communities to address their unique challenges, building on their strengths.	A grassroots rural movement to influence policy and amplify rural voices	Innovation and collaboration for sustainable and resilient communities

AIMS

1. Building capacity so that communities have ownership of their development
2. Facilitating connections between communities, policymakers and other stakeholders in Scotland and beyond
3. Influencing policy so that it better reflects the needs of rural and island communities

Driving community action through Local Action Groups (LAGs) and building cooperation with similar groups in Scotland, UK and Europe	Building the capacity of rural networks and developing a cross-sectoral understanding of rural Scotland	Facilitating participation of rural communities in policy development and improving policy responsiveness

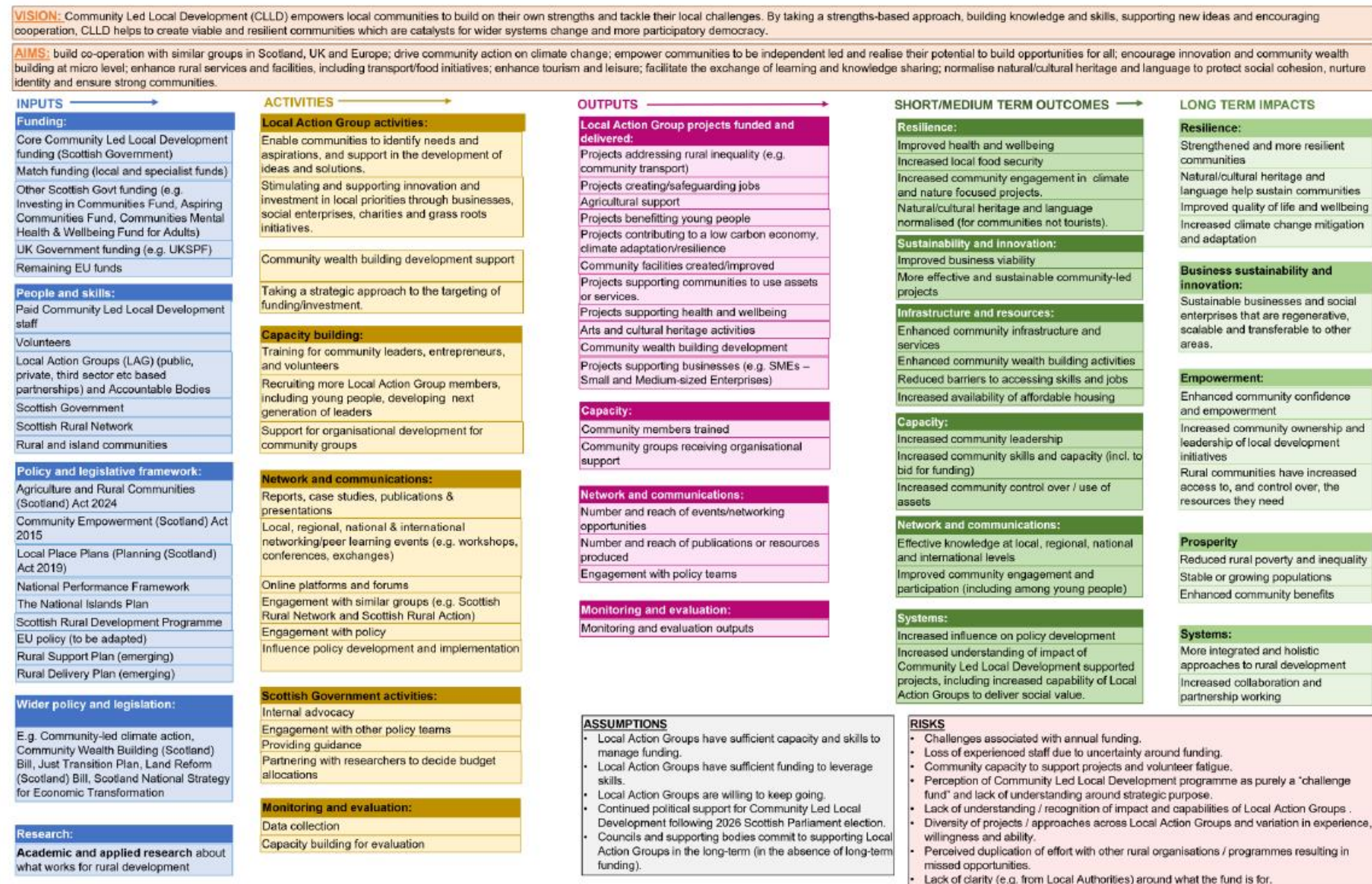| INPUTS	ACTIVITIES	OUTPUTS	SHORT/MED TERM OUTCOMES	LONGER TERM IMPACTS
People and skills Staff, members, volunteers	**Capacity building**	**Capacity**	**Enhanced capacity & engagement**	**Collaboration & cooperation**
	Training, recruitment and support	Communities trained and receiving support	Increased community leadership, skills and participation	Increased partnership working
Research Academic and applied research about rural needs and assets, and what works for rural development	Training, workshops, community and policy engagement	Individuals and orgs trained/ upskilled	Rural and island organisations and individuals advocate for their needs	Trust between Scot Gov, COSLA & communities
	Delivering capacity building grants	**Delivery**		Information sharing is the norm
		LAG projects funded and delivered	Increased involvement of stakeholders and uptake of funding	**Empowerment**
	Collaboration & knowledge sharing Collaborate with UK, EU and international networks and partners	Platforms supporting a rural movement	**Improved networking & comms** Increased connections and knowledge sharing	Enhanced community confidence and control over resources needed
SG funding				Rural movement is recognised and valued
Match funding, other Scot Gov funding, UK Gov funding, remaining EU funds		Grants delivered		
	Connections & influence Connections between CLLD, SRA and SRN as well as businesses, communities, policymakers and international partners	**Engagement** with communities, businesses, national/ international partners & policy makers	**Improved viability**	**More effective policies**
Donations, sponsorship, paid for services			Improved business viability / more sustainable community-led projects	Integrated approaches to rural development
				Evidence-based policymaking
Policy and legislative framework Agriculture and Rural Communities (Scotland) Act 2024 Community	**Mobilise & enable**	**Monitoring &**	Increased adoption of innovative technologies	Co-created policy
				Stronger & more resilient

Some reflections on creating policy

- Independent research reporting to Scottish Government.

- My experience:
  - Policy making is not linear or simple. There are no silver bullets!
  - It is complex:
    - Feedback loops, iterative decision making, collaborations,
    - Politics,
    - Unpredictable events,
    - Institutional constraints.
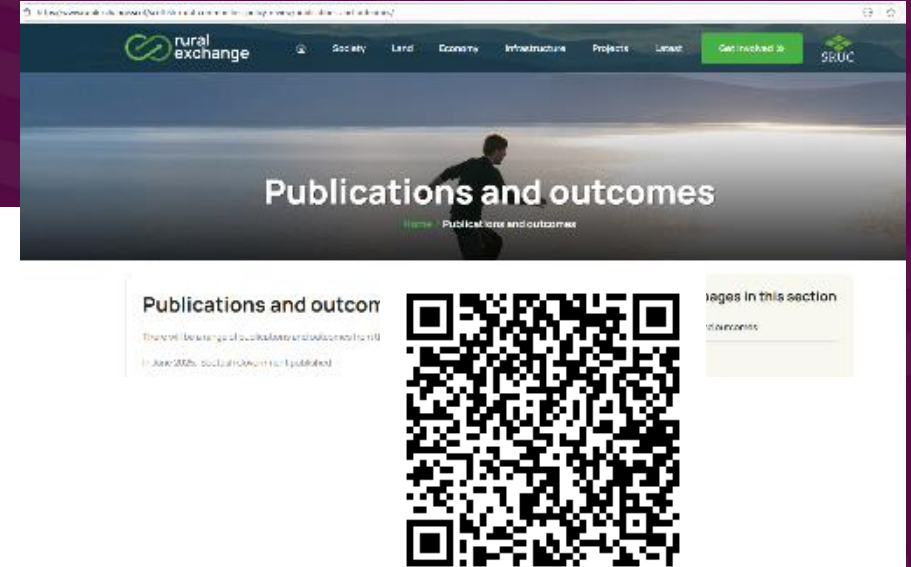 - Research can play a key role.

Next steps

- Emerging themes and recommendations to Scottish Government.
- Report to Scottish Government end November 2025.
- Comments, editing, refinement.
- To be published Spring 2026, before election.

Thank you!

- carey.doyle@sruc.ac.uk
- Rural Policy Centre, SRUC
- Rural Exchange
- Scottish Rural Communities Policy Review

Acknowledgements

Refreshment break

Session A: What does a high-performing LAG look like?

Breakout groups

Session B: Achieving network sustainability

Breakout groups

Review and reflections

Stuart Oliver

Day 1 closing

David Cameron

See you back at 9:00 tomorrow morning!

CLLD National Workshop: Day 2

05 November 2025

Glasgow, Scotland

Urban Foresight

Agenda: Developing a stronger, collaborative, and influential CLLD network

Session	Leader
→ Welcome back	Scott Petrie
→ Creating the governance structure (Session C)	Breakout groups
→ Building capacity and capability (Session D)	Breakout groups
→ Refreshment break	
→ International collaboration and cooperation (Session E)	Breakout groups
→ Ways of working and inter-LAG communication (Session F)	Breakout groups
→ Reflections and next steps	Stuart Oliver
→ Closing	David Cameron
→ Lunch	

Welcome back!

Scott Petrie

Session C: Creating the governance structure

Stuart Oliver

Breakout groups

Session D: Building capacity and capability

Breakout groups

Refreshment break

Session E: International collaboration and cooperation

Breakout groups

Session F: Ways of working and inter-LAG communication

Breakout groups

Reflections and next steps

Stuart Oliver

Day 2 closing

David Cameron

Lunch

Branding and logo

Urban Foresight

Logo 1/

- Symbolises the Network's role in connecting Scotland's communities into a single powerful voice
- Scotland (Scots Pine) at the core, the network is visualised through land and sea
- Colours represent those of Scotland – land, water, and heather

Logo 2/

- A simplified logo that leans into the Scotland/Network visual metaphor

- **Treòraich** (traw-rich) is a Gaelic word meaning to guide, lead or conduct

- Variant name: **Seanchas** (shea-na-chas) meaning conversation, talk, lore, storytelling, and (oral) tradition

- Colours and patterns inspired by the landscapes, sea, and hills across Scotland
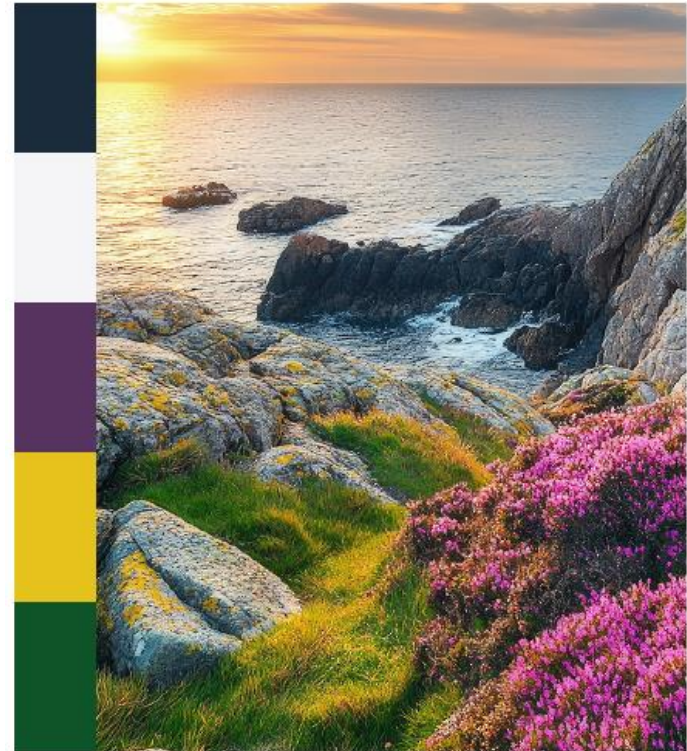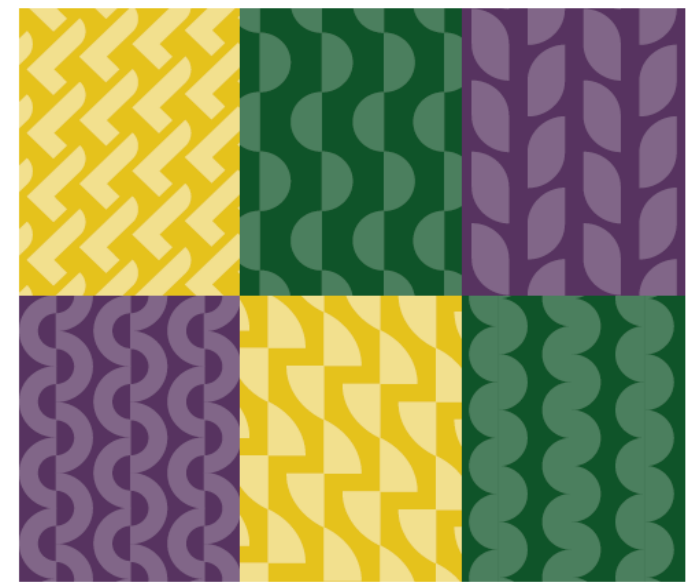
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