LEADER 2014-2020

PARTNERIAETH GWLEDIG
YNYS MON
RURAL PARTNERSHIP

ANGLESEY
LOCAL DEVELOPMENT STRATEGY

SEPTEMBER 2014

VERSION: 2
DATE: 4th of March, 2015

NAME OF LAG AND CONTACT DETAILS

Name of Local Action Group	**PARTNERIAETH GWLEDIG YNYS MON RURAL PARTNERSHIP.**

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LOCAL DEVELOPMENT STRATEGY IMPLEMENTATION TIMESCALES

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Proposed Start Date (no earlier than 1 January 2015)	1st of February, 2015
End Date (no later than 31 December 2021)	31st of December, 2021

SECTION 1 – STRATEGIC FIT

Description	Explain how the Local Development Strategy (LDS) fits with EU strategies, policies and programmes and the extent to which it aligns with the Focus Areas of the Wales Rural Development Programme (2014-2020) and the five LEADER themes as appropriate to the context of the LDS.
Linked to	Sections 3.1 and 3.5 of the LDS Guidance June 2014

1.1 Definition of the area and population covered by the strategy

This Local development Strategy covers all 40 wards that comprise the Isle of Anglesey. This is consistent with the current Leader 4 programme. All 40 wards on Anglesey have been designated as rural by the Welsh Government. A list of all the wards is provided below along with a map.

Aberffraw	Cefni	Llanfaethlu	Moelfre
Amlwch Port	Cwm Cadnant	Llanfair-yn-Neubwll	Morawelon
Amlwch Rural	Cyngar	Llanfihangel Ysgeifiog	Parc a'r Mynydd
Beaumaris	Gwyngyll		Pentraeth
Bodffordd	Holyhead Town	Llangoed	Porthyfelin
Bodorgan	Kingsland	Llanidan	Rhosneigr
Braint	Llanbadrig	Llannerch-y-medd	Rhosyr
Bryngwran	Llanbedrgoch		Trearddur
Brynteg	Llanddyfnan	London Road	Tudur
Cadnant	Llaneilian	Maeshyfryd	Tysilio
		Mechell	Valley
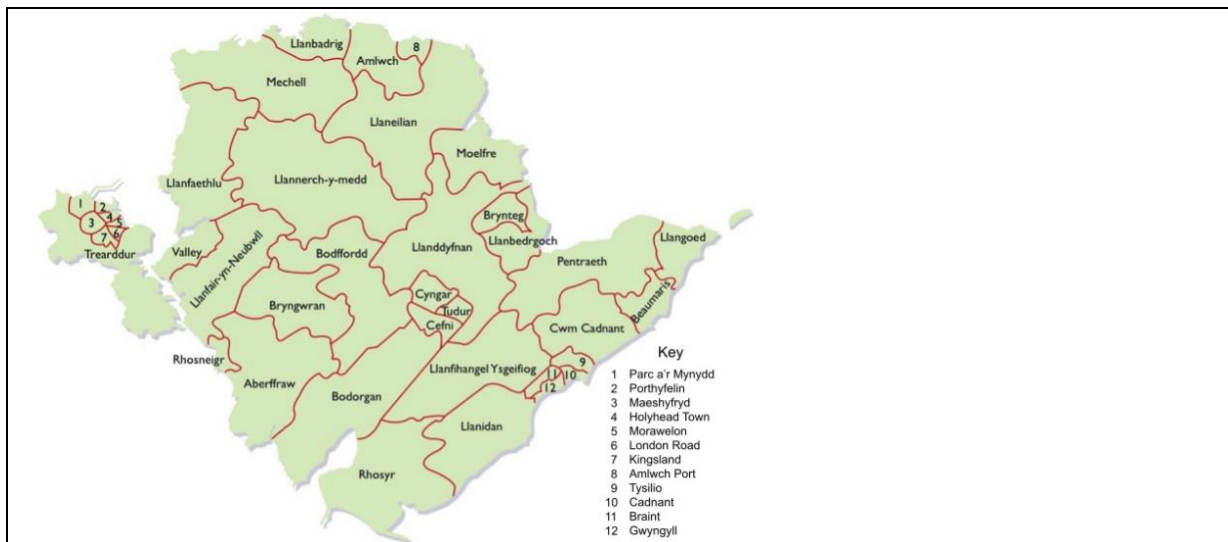
The Isle of Anglesey is a rural county situated in the North West of Wales and is the largest island in the Irish Sea, connected to the mainland by the spectacular and iconic Menai and Britannia bridges It covers a geographical area of 71,511 hectares and is surrounded by a 125 mile coastline, which is substantially (95%) designated as an Area of Outstanding Natural Beauty (AONB) extending to 22,000 ha. The Island has a population of approximately 69,913 and just over half of the residents speak Welsh as their first language. As an Island County and a Local Authority area it has the smallest resident population of all counties in. The Island's rich heritage also encompasses an outstanding natural history, a varied and crucially important wildlife, a rare geology, a significant built heritage and a Welsh culture that remains vibrant to this day.

As a discrete geographical entity, with a distinct culture, the Island is well suited as a LEADER area, having operated as such since 1995. Although the Island's population is below the maximum threshold, a merger with adjacent Anglesey leader area would bring the population over the area and would involve a large geographic area that would go against the LEADER philosophy of bottom up local partnership working. Nevertheless the LAG is committed to co-operating with the Anglesey (and possibly Conwy) LAGs to minimise administration costs by having a joint Lead Body function as well as co operation joint projects where these are identified in the respective areas and beneficial to the efficiency of the projects.

Historically, agriculture has been the main contributor towards the rural economy, he industry has seen a steady decline since the 1970s and although still significant, its contribution to the rural economy has diminished. Many individuals and households who are supported by agriculture are diversifying into other sectors / industries.

There are, however major opportunities which are unprecedented in scale. The Energy Island Programme could create significant economic benefits across North West Wales and beyond over the coming years. This Programme involves the development of a new Nuclear New Build, but also a number of other renewable energy developments. For more information on the Energy Island Programme, visit www.anglesey.gov.uk/business/energy-island

Anglesey has also been given Welsh Government Enterprise Zone status, with specific incentives to attract new businesses, providing new and improved opportunities for businesses and jobs. Anglesey is one of seven Enterprise Zone areas in Wales. Each area is associated with a specific sector, with energy being the relevant sector for Anglesey, thus aligning with the Energy Island Programme. For more information on Welsh Government Enterprise Zones, visit www.enterprisezones.wales.gov.uk

However such developments may also pose a negative impact on the Island's residents and communities and efforts will need to be made to mitigate these effects. Addressing the needs and aspirations of the Island will prove challenging and will require a public/private collaborative effort if we are to instigate transformational economic change. LEADER has an important role to play in this.

Demographics

The Isle of Anglesey has a population of approximately 69,751 (Census 2011), (an increase from the 2001 Census population of 66,829).
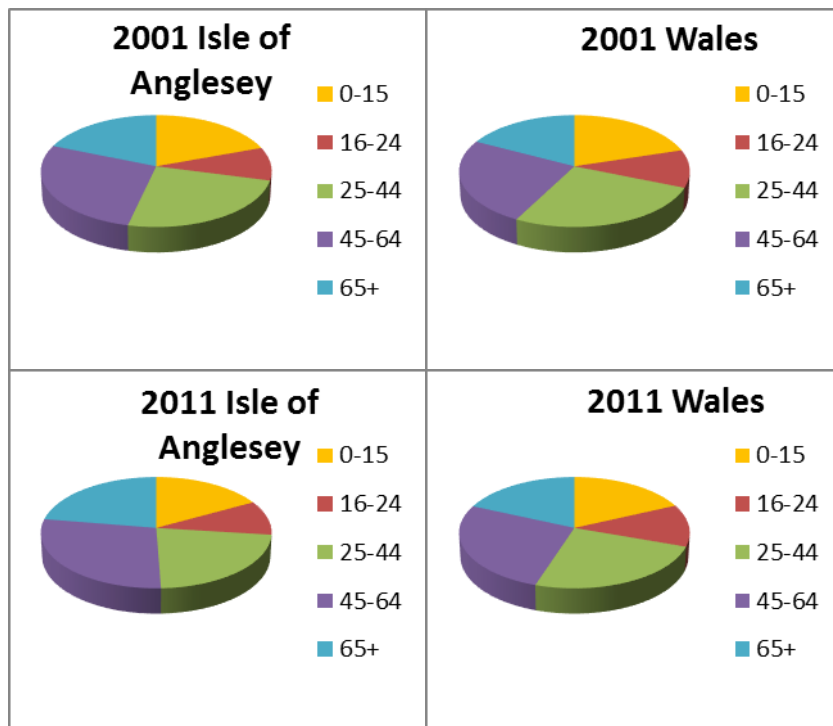
There has also been an increase of 3,043 people within the 65+ age group in 2011 from the 2001 figure. This group now represents 22.4% of the overall population within Anglesey which is higher than the Wales average of 18.3%. In contrast, the percentage of the population that is of working age has decreased on the Island but increased in Wales as a whole between 2001 and 2011.

The population is ageing and is doing so at a higher rate than the Welsh average.

Economic Activity

In 2012, data shows that there were 2,865 business units in operation in Anglesey. Although this figure is slightly less than the 2,895 who were operational in 2008, signs of recovery are starting to emerge with growth year on year from 2011. 2012

data shows that 70.5% of all business units in Anglesey employed between one and four employees. 14.7% employed between five and nine employees, and 6.6% employed 20 or more. This represents 2,020 business units (70.5%), while the business units which employ 20 or more equate to 190 businesses.

The most recent data shows that the number of new businesses being set up continues to remain positive. The actual number of new businesses opening fell from 180 in 2010, to 155 in 2011. This decrease between 2010 and 2011 is a 1% fall year on year. However, the numbers remain significant, and help to show moderate confidence in market conditions. The number of active business closures is decreasing within the same period. In 2011, 175 (9%) of active businesses in Anglesey closed, compared to 205 (10%) in 2010.

The rate of business closures per 10,000 of working age population in Anglesey has fallen from 50 in 2010, to 41 in 2011. In 2011, the all Wales figure was higher at 43.

Business Sectors

Agriculture currently makes up 22% of all businesses, which is considerably higher than the current 12.5% for Wales. It is also a similar picture for the Construction industry (11.3% compared to 10.2% in Wales), the Accommodation & Food Services industry (8.9% compared 8% in Wales); and the Public Administration & Defence category (2.1% compared to 1.4% in Wales) average of 1.4%.

Anglesey has the highest percentage of the working age population who are classed as 'Self-Employed' in the North Wales region at 12.5% for the quarter up to September 2012. The current figure is also the fourth highest of the 22 local authorities in Wales, behind Powys, Pembrokeshire, and Monmouthshire. During the last five years, Anglesey has continued to exceed the all-Wales average figure, for the percentage of working age people who are self employed. At the September 2012 quarter, Wales is 8.5%. The gap has continued to widen significantly during the 12 month period.

Between September 2011 and September 2012, the percentage of working age people who are self employed increased by 3.6% in Anglesey.

Incomes

The average (mean) income in Anglesey for 2011, was £30,413, and is an increase on the 2010 figure of £29,900. The 2011 figure is 3.25% lower than Wales at £31,435.

The average income in Anglesey is also the second lowest in the North Wales region, with Gwynedd at £28,442, and the highest Flintshire at £35,240.

The lowest average (mean) incomes in Anglesey are highlighted in Table 13, and include the LSOAs Morawelon (£19,913), Tudur (£20,817), Maeshyfryd (£22,791), and London Road (£23,324).

When compared to other related economic data, these areas also have high percentages of the working age population claiming Job Seeker's Allowance.

Comparison of lowest average income and working age population claiming Job Seeker's Allowance, May 2013

	Average income (£)	Job Seeker's Allowance claimants (%)
Morawelon	19,913	13.4
Tudur	20,817	9.8
Maeshyfryd	22,791	10.8
London Road	23,324	11.7

A more complete analysis of the current economic prospect in Ynys Mon is found at:-
http://www.anglesey.gov.uk/Journals/2013/10/03/d/k/x/CPS24000_130606_V3_Anglesey_Economic_Overview_Report_2013.pdf

Educational Attainment / qualifications

The percentage of working age population within Anglesey with no qualifications has fallen in recent years; however, in 2011 the figure for Anglesey was 12.7% which is above the Wales average of 12.3%. This figure also places Anglesey at the highest of the North Wales authorities.

Figures in 2011 show that 5.32% of learners aged 20-24 are continuing their studies and skills developments within FEI's on a full time basis and 6.83% of students aged 20-24 studying part time. This shows that there is an investment in skills and further potential to support the local economy.

However, there has been a shift in the types of course subjects being taken up by students away from Agriculture, Social Sciences and Languages and towards Business Administration, Engineering and Construction, Retail and Commercial enterprise. This may suggest a greater awareness of the potential opportunities that could be available in the future. Surprisingly, and perhaps a matter of concern is the decrease also in the number of enrolments for courses in Information and Communication Technology.

Quality of Life

Since 2005, the number of homes on Anglesey has increased by 4.19% by 2011. This is only slightly behind the Wales average figure of 4.71% for the same period but ahead of the North Wales average of 3.77%.

The table below illustrates average house prices on the Island and an all-Wales average. House prices on Anglesey are higher compared to the all-Wales average.

Table : Average price of all houses (£)

	Feb 2009	Feb 2010	Feb 2011	Feb 2012	Feb 2013
Isle of Anglesey	144,422	134,874	131,150	125,854	127,859
Wales	115,159	124,186	119,982	118,397	120,410

Source: Land Registry - House Price Index

LOCAL COHERENCE

LEADER will be delivered by a single Administrative body (Menter Môn) working on behalf a new LAG – Partneriaeth Gwledig Ynys Mon Rural Partnershipp. Having a single organisation delivering the entire LEADER project should ensure coherence and strengthen the links between activities and communities.

It is also important to note that the delivery team will be located in the middle of the main market town of Llaangefni which has the following advantages
   a. It is centrally located and no more than 30 minutes to any community in Anglesey.
   b. It very visible with good meeting facilities.
   c. It is very accessible with people being able to drop in without prior appointments.

LEADER has the greatest impact where communities, whether defined by geography or interest, collaborate in order to respond to a common challenge or threat.   The inhabitants relate to "Anglesey" and communities are closely aligned in terms of challenges they face and the opportunities they seek to exploit. This sense of island bound unity lends itself to a single coherent LEADER region that can deliver projects across the area.

This said, the LEADER programme for 2014-20 in North West Wales introduces a new meaning and implementation to coherence, namely cross county coherence

CROSS COUNTY COHERENCE
In response to the Welsh Government's appeal for LAGs to identify opportunities for cross county cooperation, **Anglesey and Gwynedd have formally agreed to work in partnership.**
This will achieve the following:

   a. Administrative efficiencies by having **a single Finance and Administration team** in one location.
   b. **A cross county Animation Unit** located at Llangefni and Porthmadog producing efficiencies by sharing senior human resources across both counties.
   c. Securing a high level of **cooperative innovation** and **delivery efficiencies** in implementations across the two counties.
   d. Realising a commonly agreed aim of having **two county based LAGs, two discrete Local Development Strategies, but one binding Administrative Body** responsible for a single Finance and Administration unit, a common senior Animation team but separated Implementation Delivery.

Menter Môn will act as the Administrative Body for both the Anglesey and Gwynedd LAGs; a precedent established in 2012 with the creation of a single FLAG (Fisheries Local Action Group) across both counties. The organisation is familiar with operating the Fisheries elements of the RDP in Gwynedd and Anglesey, having delivered other RDP activities across both counties for the last 6 years. It was also a lead delivery partner on several Cooperation Projects across the region during the 2007-14 RDP, including Discover Anglesey and Gwynedd, APPrentis and Mentergarwch yr Ifanc.

Other projects currently delivered by Menter Mon in both Anglesey and Gwynedd include:

- Shaping the Future (ESF project) – retraining for workers from the nuclear industry, operating in Anglesey and Gwynedd
- Cyfenter (ERDF project) – Investment support for social enterprises (Anglesey, Gwynedd, Conwy and Denbigh)
- Glastir Common Land – Support for common land grazing associations (the majority of which is on the upland)
- Business Support Contracts (New Business Starts contract holder for Welsh Government in North West Wales)

As the primary delivery body for community level social economic projects in North West Wales; greater regional coherence will be achieved by appointing Menter Môn as the lead body for both Counties. This will further strengthen cooperation, add value and identify opportunities which would otherwise by overlooked.

The diagram below outlines the delivery structure for LEADER in Anglesey and Gwynedd.

New Delivery Structure (cross county)
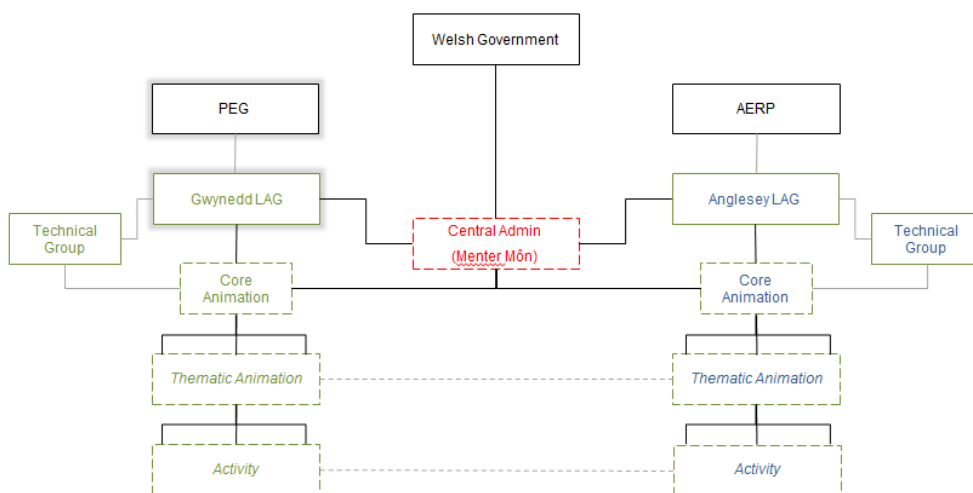
REGIONAL COHERENCE

The relationship between Anglesey and Gwynedd is rooted in the LDS of both counties. In order to facilitate both documents follow a similar structure. omplementarities can provide efficiency savings through in tandem development and implementaton where appropriate. It is important to emphasise that there is no intention to compromise the integrity of either LDS in taking this approach. Activities benefitting communities of interest rather than geographic communities would lend themselves best to a cross county approach, particularly so in a situation where a community of interest has insufficient critical mass required to deliver a project. An example of this would be local food producers that attend the same farmers markets

regardless of which county they are based in and often cooperate in numerous activities.

1.2   Description of the Integration

Integration in the Anglesey LDS
Although there is a degree of thematic prescriptiveness in the guidance provided by the EU and Welsh Governments, we have endeavoured to build integration into our LDS at every level

How LEADER will complement other structures
We have sought to secure integration by the following methods:-
a. Integration and links between actions within and between themes 1 – 5 as set by Welsh Government – there are extensive opportunities to integrate seg digital proposals into the innovations of themes 1-4
b.   The complementarity of actions and the rationale behind those actions to European Union, Welsh Government and local government policies and statements. Activities will relate closely to aims and objectives shared by government strategies at all levels. Energy and Digital are two cases in pointE
c. Non duplication – the Anglesey partnership will hold to the twin rules of using LEADER to trial genuine innovation, and to concentrate its expenditure on pre commercial activity in the business sector and on piloting innovation in others. This will avoid duplication with mainstream interventions arising from ESI programmes and projects currently under development for ERDF or ESF. Commercial activity can be undertaken in order to commission genuinely innovative pilots carried out within existing businesses or for a start up where set up costs may be included, but no LEADER support will be given beyond that.
d. Experience of working with the LEADER methodology affords the Partnership and its Lead Body the ability to ensure that integration is applied at each of the following levels
        Intra theme integration
        Inter theme integration
        Inter county integration
        cross county integration between Ynys Mon and Gwynedd
        regional integration across North Wales

An explanation of the coherence and consistency between local strategies and existing national, regional or sub-regional strategies
Please note that on Anglesey, the majority of ESI and LEADER funds administration and delivery over the past twenty years has been undertaken by the local authority or Menter Mon. With several EU and non EU interventions managed locally, the level of integration between actions, regardless of their funding source, has been high on the island. It is not an overstatement to point out that it has been left to deliverers on the ground to make integrative sense of diverse funding initiatives over the years.

Menter Mon has always recognised, as one of its core values, the Importance of working with local authorities and other government organisations in a spirit of integrative cooperation. This is reflected in the level of trust afforded it by partners.

Policy integration
Welsh Government Policies
The following policies and statements are directly relevant to the Anglesey LDS, with specific objectives cross referenced
Theme 1: Adding Value to local identity and natural and cultural resources
Specific Objectives SO1 to SO8 and their associated actions in response (covering areas related to sense of place, tourism, heritage and identity) specifically complement the following:-

1. **Sustainable Tourism Policy excerpts**
   Living within Environmental Limits – respecting the limits of the planet's environment, resources and biodiversity – to improve the environment and ensure that the natural resources needed for life are unimpaired and remain so for future generations.
   Ensuring a Strong, Healthy and Just Society - Meeting the diverse needs of all people in existing and future communities, promoting personal well-being, social cohesion and inclusion and creating equal opportunity for all.
   Achieving a Sustainable Economy - Building a strong, stable and sustainable economy, which provides prosperity and opportunities for all and in which environmental and social costs fall on those who impose them (polluter pays) and efficient resource use is incentivised.
   Promoting Good Governance - Actively promoting effective, participative systems of governance in all levels of society – engaging people's creativity, energy and diversity.

2. **Coastal Tourism Strategy 2012 excerpts**
   to ensure that sustainable tourism is making an increasing contribution to the local economy of coastal communities
   to improve the quality of the visitor experience
   to achieve an integrated approach to the development and management of coastal tourism
   to safeguard and protect the environment and cultural heritage as a Key resource for coastal tourism

3. **Welsh Language Strategy 2012 to 2017 excerpts**
   to encourage and support the use of the Welsh language within families
   to increase the provision of Welsh-medium activities for children and young people and to increase their awareness of the value of the language
   to strengthen the position of the Welsh language in the community
   to increase opportunities for people to use Welsh in the workplace
   to improve Welsh language services to citizens
   to strengthen the infrastructure for the language, including digital technology

The actions in theme 1 in coastal entrepreneurship and employment, connections to inland areas, sense of place development, heritage and the USP potential of the

Welsh language and its value in the community all closely complement the relevant policies

Theme 2: Facilitating pre-commercial development, business partnerships and short supply chains Specific Objectives SO9 to SO17 and their associated actions in response complement the contents of the following Welsh Government documents:

- a. Encouraging innovation
- b. Broadening and deepening the skills base.
- c. Using procurement responsibly to drive economic value
- d. High quality Apprenticeships
- e. Skills that open up rewarding routes into work
- f. Developing sector-based approaches and working with sectors to support their needs in Wales
- g. Making higher education work for business, the economy and social justice

Linking young people to business through internship schemes; business partnerships working together to innovate; businesses collaborating to ascend procurement pathways, trialling researched products - all of these actions from the Anglesey LDS action plan resonate exactly with the above aims, without duplication. To illustrate this avoidance of duplication - working with self employed people to collaborate in order to tender for contracts will not duplicate the work undertaken under Business Wales. Leader will concentrate on the collaborative aspects of people working together, not on advising the group on tendering skills – this will be passed onto Business Wales under the mainstream programme.

The Anglesey LDS Lead Body is the current provider of the New Business Starts contract in North West Wales into which there are several integrative routes from the innovations of LEADER under theme 2. A loan fund of up to £25,000 is available from Menter Mon for start ups, which again provides a progression route from LEADER and an integrating lever. Under LEADER we will work with business partnerships which provide communities of interest for innovation, within Welsh Government acknowledged growth sectors.

Theme 3: Exploring new ways of providing non-statutory local services Specific Objectives SO18 to SO21
The actions included in the Anglesey Intervention Logic document and the Action Plan are designed to concur with the following Welsh Government guidance documents:-

Procurement and the third sector document produced by Welsh Government 2008 specifies the following guidance for promoting the externalisation of public to third sector service transfer:-
- a. Open contract opportunities with third sector organisations by providing information about how to become a supplier, wide publication of contracts in accessible media, training and support.
- b. Consult early
- c. Focus procurement on outputs / outcomes
- d. Keep it simple and proportionate
- e. Focus procurement on outputs / outcomes

Welsh Government's *Tackling Poverty Action Plan* underlines the following three objectives
It focuses on three actions:
    a. Preventing poverty
    b. Helping people into work
    c. Improving the lives of people living in poverty

Welsh Government's *Final Proposals for the Rural Development Plan* cite among one of its three aims as follows:-
    a. The balanced territorial development of rural economies and communities including the creation and maintenance of employment

The Ynys Mon LDS seeks to utilise and extend the principles of Communities First actions and to take them into deeper rural areas where services are increasingly inaccessible, and where a great deal of hard to reach people at disadvantage are not receiving assistance. Our work in theme 3 in pursuing the implementation of a rural transport trial, in drawing together knowledgeable communities of interest to advance the third sector cause in the externalisation process, and our determination to pilot meaningful hives of service provision in rural areas brings policy aspirations and activity on the ground together.

Theme 4: Renewable energy at Community level SO22 to SO24
The actions described in our Action Plan, in a new and emerging sector with an urgent need for participation and contribution from local geographical communities, represents a Framework for Action in Community Energy on Anglesey. The following Welsh Government documents are closely aligned in purpose and intent to the work which will be undertaken by LEADER in this sector over the next six years.

> *Energy Wales: A low Carbon Transition Delivery Plan*
> *Fuel Poverty Evidence Plan*
> *National Energy Efficiency and Savings Plan*

The actions to be undertaken will provide tangible pilot activities in the demand and supply sides of the low Carbon agenda in Wales. Our intentions here are probably the most marked implementations of policy at all government levels.

Theme 5: Exploitation of digital technology SO25 to SO29
The following statements are directly linked to each of the actions to be undertaken under the Ynys Mon LDS. The actions indicated are direct implementations of the aspirations included here:-
    a. We want Wales to be a more inclusive, sustainable and prosperous society. Making sure everyone can enjoy the benefits of technology is a key part of that.
    b. Skills: Beyond schools, we will ensure that everyone in Wales can acquire the basic skills and confidence to get online and use digital technologies.
    c. Economy: We will support Welsh companies to network to create and commercialise new digital technologies. We will help more Welsh companies to exploit these developments to innovate, grow and access new markets, especially in the creative industries, ICT and tourism sectors.

d. Public services: We will make more public and government services digital so they are easier to access and become more efficient and convenient. Through effective use of technology, people will be able to better deliver these services, and maximise use of resources.

Policy Integration
Local Authority policies for Anglesey
The aims of the *Anglesey County Single Integrated Plan* are stated as follows
   a. Improving economic performance and skills to create/and sustain jobs focussing on lifelong learning opportunities (links to each of the 5 themes)
   b. Enabling communities and individuals to maintain and develop their independence (theme 3; theme 5)
   c. Ensuring opportunities exist for young people to remain on the Island to live and work (themes 1,2 and 5)
   d. Meeting the needs of individuals and communities with less available public money (themes 3, 4 and 5)
   e. Reducing poverty and providing effective services that meet the needs of vulnerable groups (theme 3)
   f. Promoting and sustaining our environment and rich culture (theme 1)

It is intended that LEADER, particularly through theme 3 can assist in the shared aspiration of bringing co production into practice. It is through trialling innovatively that such aspirations can be brought into people's lives without the barrier of risk aversion and fear of failure.

Theme 1 will follow the strategy of the *Destination Management Plan for Anglesey*, particularly the following objectives which complement SO1-SO8 of the LDS
   a. To get all stakeholders – public, private and community - to collaborate and coordinate effort to more effectively overcome some of these challenges
   b. To offer a range of quality experiences to delight, excite and enthuse throughout the year.
   c. To create a destination that is distinctive, authentic, and enriching to visit
   d. To exploit new media and make it easy to access information and book flexible packages tailored to the individual.
   e. To raise sights to match and exceed what the competition is offering.
Theme 1 relates closely to each of these, in extending the season, utilising digital media, increasing good quality sense of place.

Policy Integration
Complementarity with the remainder of the Rural Development Plan for Wales
inks between the headline aims of the new RDP and the contents of the Anglesey LDS
   a. increase the productivity, diversity and efficiency of Welsh farming and forestry businesses, improving their competitiveness and resilience, reducing their reliance on subsidies (Theme 2- partnership innovation for animal breeding and animal health. Theme 5 - digital inter farm cooperation)
   b. improve the Welsh environment, encouraging sustainable land

management practices, the sustainable management of our natural resources and climate action in Wales.(Themes 2 and 4 - farm holding sustainability through new kinds of diversification which link into the wider heritage scenario on the island, and which link to renewable energy; Theme 1 – the natural environment, heritage tourism and farm income)

c. promote strong, sustainable rural economic growth in Wales and encourage greater community-led local development. (Themes 1 and 2 - Innovative schemes working with young farmer groups in enterprise)

It is the earnest hope of the Anglesey Rural Partnership that Welsh Government's Rural Fund will provide progression funding to scale up projects piloted through LEADER in the community and business spheres.

The direction of travel for LEADER on Anglesey is to provide direct routes to capital funding for mainstreaming successful pilots, for empowering rural communities and communities of interest to pursue service provisions trialled under LEADER – for example the county wide roll out of demand side energy reduction schemes piloted in two communities via LEADER and / or for the establishment of community owned and locally distributed renewable energy production schemes which have been proofed for viability under LEADER.

Integration with other LAGs and bodies
We will work closely with the Communities First organisation on the island
We have explained in detail the formal relationship with the neighbouring county of GWYNEDD and the integration which will ensue from complementary actions
The thematic structure will allow us, through our membership of the north Wales RDP group to learn from each other and seek wider cooperation.

Integration with other EU funds
As Lead Body, Menter Mon implementprojects concurrently and believe that ha been at the forefront of securing INTEGRATION between them.Menter Mon was used as a case study by the EU in its Community Led Local Delivery guidance as part of the preparation of this round of EU programming, in recognition of the integrated nature of its work and method.

	SECTION 2 – FINANCIAL & COMPLIANCE

Description	Explain how the Local Action Group (LAG) intends to meet its financial and compliance based obligations. LAGs need to demonstrate that they have competent financial planning and will comply with all necessary legal and regulatory requirements.
Linked to	Part of Section 3.11 of the LDS Guidance June 2014 (remainder to be covered under Section 4 – Management of Operation)

2.1   Management and Administration

Local Action Group

There are currently two steering groups in Anglesey coordinating RDP Axis 3 and 4 activities, namely the Anglesey Economic Regeneration Partnership (AERP) and the Local Action Group Menter Mon. With the current RDP programme drawing to a close there is a need to interrogate this structure as both functions are no longer required.

As the guidelines require only a single LAG to coordinate future LEADER activities the following is proposed:

- **Existing LAG:** Menter Mon will **relinquish** its LAG status upon the establishment of the new Anglesey LAG

- **New Anglesey LAG**: A new LAG **(PARTNERIAETH GWLEDIG YNYS MON RURAL PARTNERSHIP)** will be established for the purpose of the new LEADER Programme for the period 2014 – 2020. This new LAG will grow out of the AERP. Menter Môn, working with Isle Of Anglesey County Council will be responsible for recruitment of the new **'PARTNERIAETH WLEDIG YNYS MON RURAL PARTNERSHIP' LAG**. The first meeting will be held in November 2014 with a view to becoming operational in January 2015.

- In anticipation of the above changes this LDS has been prepared by Menter Mon as the current LAG for axis 4 and the AERP as the current LAG for Axis 3. The new partnership will be established during November 2014

The new LAG PARTNERIAETH GWLEDIG YNYS MON RURAL PARTNERSHIP PGYMRP

Membership Recruitment
The recruitment of interest in membership of the new LAG started with the LDS consultation exercise. Everyone involved in that process received background information about the programme and were invited to register an interest in becoming LAG members. The process of creating the new LAG will start in earnest in September 2014 with a view to conducting appointments and a first meeting in November 2014. The process will involve the following steps:

a. Publish draft constitution and terms of reference
b. Create application form and "job description" to become LAG member
c. Create selection criteria which will be used to select members (details included in the terms of reference)
d. Run recruitment campaign using existing networks, social media and media in general
e. The Administrative body will facilitate the selection process with representation from IOACC and the Anglesey Economic Partnership.
f. Inform applicants of decision
g. Arrange introductory meeting which will introduce LEADER, outline role of the LAG and appoint Chairman and Vice Chairman (Oct / Nov 2014)
h. Arrange first operational meeting of the LAG (January 2015)

The terms of reference SEE APPENDIX 1 outline the representation that will be required on the LAG. Six members will represent each of 3 sectors – Public, Enterprise (private or social) and Voluntary. The maximum number of LAG members initially will be 18, but this could change as the LDS develops and requires more informed / expert members. A balance must be sought to cover sectors, target groups, thematic knowledge and geography.

LAG recruitment will be , The following table denotes actual Anglesey LAG members. The list is neither exhaustive nor necessarily representative of the final composition of the LAG. We have drawn widely in order to secure intelligent, knowledgeable and altruistic participants

Organisation / Profession	Rationale for membership		
Medrwn Mon	Representative body of the voluntary sector and social enterprise		
	social enterprise on Anglesey		
National Trust	Major coastal landowner on the island		
National Resources Wales	Environmental specialisms		
		Farming Unions e.g. FUW / NFU	Agricultural sector and links into remainder of the RDP
Grŵp Llandrillo Menai	Further Education and Training		
Federation of Small Businesses	Representative of small business community and self employed		
Anglesey County Council	Major economic development player		
Job Centre Plus	Working with the economically inactive		
		Food sector	Private sector
		Hospitality sector	Private sector
Bangor University	Research and development HE body		
sector	Private sector		
Engineering sector	Private sector		
Digital sector	Private sector		
sector			
C sector	Private sector		
Voluntary sector care	Third sector practitioners		

Recruitment to the new LAG was jointly coordinated by Menter Môn and the AERP, the two LAGs from previous programmes. Having operated as a LAG for 20 years and established the Anglesey and Gwynedd FLAG Menter Mon are accustomed to the process. An open and transparent approach is essential to ensure that all those who participate, whether or not they become members, are able to understand the

process and appreciate why decisions are made.

Administrative Body
Menter Môn will work as Administrative Body in Anglesey and Gwynedd and therefore this section will be largely replicated in both LDS documents. There are differences also from previous programmes, as follows:

- Menter Môn will relinquish its status as the Anglesey Leader LAG

- New LAGs will be created in Anglesey and Gwynedd

- Menter Môn will be the administrative body for both of the new Anglesey and Gwynedd LAGs

Menter Môn has demonstrated that it has the capacity and the ability to act as Lead Body for both the Anglesey and Gwynedd LAG. The following activities and achievements support this assertion:-

Menter Môn has delivered LEADER on Anglesey since 1995 and is well versed in the programme and the methodology.

Menter Môn is the Lead Body for the joint Anglesey and Gwynedd FLAG Project (Fisheries Local Action Group)

Menter Môn coordinates the Glastir Commons Project in Anglesey, Gwynedd, Conwy and Ceredigion.

Menter Môn currently delivers a range of EU funded projects in partnership with Anglesey, Anglesey, Conwy and Denbigh local authorities. These include Cyfenter and Shaping the Future (both ERDF funded).

Menter Môn through its sister company Annog has delivered several large RDP projects (Axis 3 and 4) in Gwynedd over the last 6 years.

Menter Môn has developed an experienced team of officers based in their Porthmadog, Gwynedd office.

Menter Môn has developed a productive relationship with both Anglesey and Gwynedd Local Authorities, founded upon its track record of delivery.

Menter Môn therefore has the capacity to run local development programmes in both counties, the experience of substantial financial administration and a track record of animating diverse communities. It has compliance procedures and processes which fully demonstrate segregation of duties and has a successful record of maintaining audit trail records for expenditure, indicators and procurement procedures. These desk procedures are appended to the LDS SEE APPENDIX 2

Relationships
Three bodies will be involved in delivering the LDS in each of the counties. This is outlined in the table below:

County	LAG	Local Authority	Lead Body
Anglesey	Partneriaeth Gwledig Ynys Mon Rural Partnership	Anglesey County Council	Menter Môn

Gwynedd	Partneriaeth Economaidd Gwynedd	Cyngor Gwynedd Council	Menter Môn	

Each organisation has a distinct function and level of accountability. For the model to work effectively it is important that these are clearly defined. These are outlined below:

Local Action Group: The LAGs have complete autonomy with regards to the preparation of the Local Development Strategy and the LEADER projects. They will be supported by the appointed Lead Body (Menter Môn). It is important to emphasise that the LAGs will not be answerable to Menter Môn.

Local Authorities: The role and liability of the Local Authorities will reduce under this new model. Their role will be to primarily work in partnership with the LAG to ensure strategic fit and monitor the performance of the Administrative body in terms of financial compliance. They will not be responsible for the financial administration of the projects i.e. making payments, preparing quarterly claims etc.

Administrative Body: Menter Môn will provide a service which will enable all aspects of the RDP to be delivered in both counties. This will include joint finance and administration, joint animation and separated project delivery. It will assume overall financial liability for the projects and will act prudently and with clear lines of responsibility.

The following table outlines the roles and responsibilities for the Administrative Body, the LAG and the Local Authority in terms of delivering LEADER, and the flow chart that follows outlines how projects will be developed, approved and delivered by the Lead Body.

Body / Service	Roles and responsibilities
Local Action Groups	Prepare the LDS with support from Menter Mon & the AERP Appoint Chairperson and Vice Chairperson Consider and approve / reject project applications presented by Menter Môn Monitor the delivery of projects against agreed outputs and spend profile. Provide overall strategic direction Provide links to innovations and the wider economic environment as appropriate
Local Authorities (Anglesey and Gwynedd)	Attend and contribute to the Local Action Group Provide, through their own resources, or shared with the lead Body a County Animation role to liaise between the Lead Body, the local Authority and beneficiary communities.
Administrative Body (Menter Môn)	Facilitate the work of the LAG e.g. organise meetings, prepare reports, provide guidance and identify training requirements. Support the procurement and / or delivery of the projects Provide the LAG with all relevant financial information e.g.

	spending profile, information for PAF Prepare Quarterly Reporst to be agreed by the LAG and presented to WG. Establish and administer financial systems and procedures in line with WG and EU requirements Establish and administer a standard output collection system Contribute all relevant information required for the LDS and project applications e.g. policies, template application forms. Receive letters confirming project match funding Prepare and issue contracts with 3rd party delivery partners with full agreement of the relevant LAG. Present quarterly claims to WG Prepare and present PAFs to WG Respond to all enquiries from WG with input from LAG and Local Authority if relevant Prepare and present financial updates at each LAG meeting Arrange monthly meetings with Compliance Officer to discuss progress and identify areas for improvement. Provide cashflow support to facilitate the delivery of the LDS Provide qualified and experienced staff to be located in both Counties (Porthmadog and Llangefni) Identify and pursue opportunities for cooperation on projects relevant to both Counties.

Project Selection Process

The Local Development Strategy will provide guidance on the type of activity that will be supported by the LAG and outcomes are expected. The LDS does not seek to dictate how those outcomes are achieved, preferring innovative solutions from communities of interest.

Detailed below is an outline of the process that will be adopted to take a project from inception to implementation, along with a detailed project approval flow chart.

Animation	The LDS defines the areas / communities in which the LAG wishes to animate with the aim of addressing a specific challenge or opportunity. Animators then engage with individuals and groups in order to develop communities of interest and work on project ideas. This will be a process requiring wide and incisive engagement. LEADER animation is far more effective when working with willing, committed and informed individuals who are challenged to change a particular status quo through innovation. Where animation produces project ideas delivery officers will work with the relevant community (geographical or interest) to develop it further. .
Expression Of Interest	Once a project or a course of action is devised and formalised it can present as an **Expression of Interest**. This is an overview of the project with outline costs and predicted outcomes. There are 3 possible outcomes to the EOI:-

	It is hoped that no project will be rejected as the Project Officers will be working in partnership with the groups to ensure activities are eligible, relevant and realistic.
Full Application	Once the EOI has received the support of the LAG Technical Group the group will be encouraged to **submit a full** to the Anglesey LAG. Again it is important to emphasise that projects should be seen as a joint endeavour and will require the input of the LAG and the applicant group to ensure success. The full will be completed in partnership between the project officer and the applicant group. While it is important that the group have ownership they should not feel overburdened by the process. The full application will include the following information: The **full will be presented to the full LAG**. Where possible this will be done by the relevant project officer and a representative from the group.

Conflict of Interest management.
 A conflict of interests arises where the impartiality of is compromised by their own or any shared interest with an applicant or undertaking. There is an inherent risk of conflict of interests within a Leader LAG where the method depends on partnerships comprised of interested local actors and local decision-making regarding applying resources to locally defined needs.

The LAG must design and deploy a robust and transparent procedure to manage and record decision-making processes**Conflict of interest procedures**

The project selection procedure sets out the decision-making process and the decision-making criteria to be employed. This clearly identifies the sequence of events and who is involved at each stage of the process. Adequate separation of responsibilities will be maintained between the different elements of the process to ensure transparency to avoid any potential conflict of interests. The LAG will adopt the following steps.

a. Individuals involved in project development will not be involved in any way in project selection.
b. Staff will only undertake technical appraisals or offer technical advice on a project.
c. Anyone involved in project assessment or selection with an interest in a project should declare that interest and withdraw from any involvement in the LAG's consideration of the project and the decision-making process.
d. A register of LAG members' interests will be prepared; this should record the nature of any link between a member of the selection committee and a project or any applicant. All LAG members will be required to complete a

register prior to their appointment and will be asked at each LAG meeting if it requires updating.

e. In a case of uncertainty whether a conflict of interest arises or not, we will consult the local authority as arbitrator.

LEADER Project Flow Chart

Setup 2 County LAG established Menter Mon appointed as Lead Body LDS prepared and accepted	**Animation** MM undertake animation activities to identify and develop projects	**Project Application** MM to support project application preparation with all necessary paperwork.	**Application and queries** MM to present applications to County LAGs for approval prior to being submitted to Welsh Government.	**Project rejected.** MM to report to LAG

Project approved

Project Delivery MM to monitor delivery of projects / deliver project directly. Project may involve both i.e. direct and sub contracted elements.	MM to coordinate procurement process which will include appointing contractors.	MM to lead on a procurement process to select **3rd party contractors**	**Project Delivery Method** MM to define project delivery methodology e.g. lead body, applicant, 3rd party (or combination)
	MM to deliver project directly in partnership with project applicant	MM to allocate resources for to **deliver project**	

Project Admin (County) MM to approve invoices for payment / prepare quarterly reports / prepare PAFs etc	**Project Admin (FAM)** MM to make payments, present claims for 2 counties, present PAFs, present quarterly reports.	**Management of LAG** MM to support LAG and report on progress of all activity.

Administrative Body Resources

The three main functions are finance and administration, animation and project delivery. The table below details how these functions are expected to be delivered and by whom.

Finance and Administration	This is a core function delivered by the Lead Body's Finance and Administration team based at Llangefni. **It will have joint responsibility for finance and administration duties in both counties.** This experienced team currently consists of 6 members of staff led by Menter Mon's Finance Manager who has 20 years experience of financial management of the company since its first inception as a LAG in 1995. This team has been responsible for the financial administration of over £50m of RDP and ESI projects over 20 years. They are well versed in Welsh Government and WEFO's EU funding compliance expectations and requirements and in all documentation, claim and audit procedures. The company's desk procedures and compliance arrangements are appended to the LDS.
Animation	Animation will be undertaken as a joint activity across both counties. This critical role requires and will comprise of **senior management staff to serve the LAG, animate and retain stakeholder involvement and provide primary animation across thematic communities (both geographical and of interest).** Staffing for this work will include • LEADER Managing Director x 0.6 FTE • LEADER Business Manager x 0.6 FTE • 2 LEADER County Animation Managers x 2 x 0.5 FTE This team will be based in the Llangefni and Porthmadog offices of the Administrative Body using existing senior, strategic staff and experienced staff who will ensure that animation and delivery in the new LEADER programme proceeds with impact.
Project Delivery	Project delivery will be managed and implemented by Menter Mon staff, operating exclusively on the island. These staff will be **Thematic Delivery Officers**. Four thematic delivery officers will work on implementation in Anglesey, each one of them existing staff members with several years of LEADER and RDP delivery experience. Each TDO will have responsibility for a theme within the LDS, with Theme 5 shared between the four officers. One pair will take responsibility for Digital Opportunities in the community, whilst the other pair will undertake the theme in the business community. See Job Descriptions in **APPENDIX 3**

Description	Explain how the Local Action Group (LAG) aims to transfer its stated objectives into delivery on the ground. The LAG should have a clear plan that links the result, the outputs that deliver the result, what activities will take place to deliver the outputs, how and when those activities will take place, and who will be responsible for delivering them.
Linked to	Sections 3.4 (including intervention logic table), 3.8, 3.9, 3.10 and 3.12 of the LDS Guidance June 2014

3.1   Description of the strategy and hierarchy of objectives

How the LAG can improve and develop the area.
The LEADER LAG is an important influencing force and provider of resource in Anglesey because it provides the intelligence and capacity to:-

a. Assess rural socio economic needs
Many of the most pressing of these needs are chronic and persistent. The LAG can CHALLENGE the status quo to co-design and implement new methods which lead to PROGRESSIVE CHANGE

b. Pursue rural economic opportunities
Provide the organisation, conditions and resources necessary to help realise potential in existing or emerging economic growth markets. The LAG can harness appropriate INTELLIGENCE (information, people), PHASING (pre commercial testing, laboratorial), SUBJECT (eg renewable energy, digital technology) and LEVERAGE (adding value;

c. Make rural socio economic development **participative and contributory**, shaped by actors on the ground.

d. Take a medium term area based view of nurturing new futures. The LAG should not duplicate the shorter term interventions of others.

Identified hierarchy of objectives
Our extensive consultation exercise produced an accumulative SWOT analysis. From this SWOT, weaknesses and threats were rationalised into NEEDS, whilst strengths and opportunities were combined as OPPORTUNITIES. These were then extruded into a series of Strategic Objectives. These objectives were then rationalised into **HEADLINE OBJECTIVES for Ynys Mon 2015-20**

a. **By 2020, Ynys Mon realises new economic potential with more and better employment opportunities for its people provided by harnessing economic intelligence, pre developing small enterprises, new jobs and an improved skills base.**

b. **By 2020, people living and working in Ynys Mon are better connected physically, digitally and socially and are able to access the amenities and services they need.**

c. **By 2020 Ynys Mon's people better capitalise on the area's cultural,**

historical, recreational and natural assets to improve the visitor experience, visitor numbers & spend, and local skills & employment in tourism.

    d. **By 2020, Ynys Mon and Gwynedd will have established THREE inter-territorial cooperation projects and ONE transnational cooperation project that, through innovation, networking and knowledge exchange, contribute to meeting the objectives of the LDS themes and associated priorities.**

Beneath these headline objectives, **Specific Objectives** were produced, relating directly to **Needs and Opportunities identified in the consultation** and the **SWOT exercise**:-

The conversion of the following objectives to actions is detailed in the intervention logic table, which also includes information on delivery timescale, personnel and stakeholder participants

NEED / OPPORTUNITY Drawn from consultation SWOT and standard SWOT	SPECIFIC OBJECTIVE
The need to extend the value and economic benefit of the Anglesey coastline *The opportunity to add value to the Anglesey Coastal Path and its associated settlements*	**SO1** Secure greater local economic value for local operators from the Anglesey Coastal Path **SO2** Develop new and more employment and business opportunities for local people through the diversification and integration of coastal economy factors.
A need and the opportunity to add value to the tourism potential of central Anglesey *Opportunities for creative responses to off season and poor weather weaknesses*	**SO3** Engender greater participation and exploitation of new and existing heritage and tourism markets in central island areas **SO4** Generate greater participation and exploitation of off season tourism markets by new and existing businesses working in conjunction with communities of interest **SO5** Increase engagement with, participation by and benefit to tourism businesses by adding value to existing digital application provisions **S06** Increase the number of businesses utilising the Sense of Place toolkit on the island
Opportunities to use the Welsh language as an economic resource, a contributor to diversity and identity, an attractant to new markets *A need to combat inertia amongst young people towards the Welsh language at secondary school levels*	**SO7** To elevate the harnessing of Welsh as an USP rooted in the region – to set the language in its European, Celtic and local context by deepening appreciation and knowledge of its wider significance in European heritage and Celtic persistence **SO8** To ensure the Welsh language is heard in the community and in the workplace as well as seen

A need for supply chain processing capacity in the food sector *The opportunity for food as an elevator of economic development retains a strong opportunity set in Ynys Mon.*	**SO9** Increase the opportunities for start up entrepreneurship and added value local supply and processing dynamics in the food sector. **SO10** Drive up the artisan food agenda in Ynys Mon, linking particularly to adding value to primary produce and speciality foods
A pressing need to increase the number, volume and extent of products from Ynys Mon with enterprise and employment potential *An urgent need to provide young people from Ynys Mon with opportunities for career development in the county economy.* *An urgent need to raise the aspirations of disaffected young people and help young people into worthwhile activity*	**SO11** Drive forth the development of products which add value to Ynys Mon's economy, diversify its product range and provide reach into extended markets **SO12** Provide employment opportunities for high achieving young people in their home county **SO13** Provide an opportunity for young people to have access to support and equipment which facilitates creativity and entrepreneurship
A need to expand and extend the narrow market reach of local businesses, and improve their capacity to compete at higher value levels and markets *Opportunities, in relevant sectors where economies of scale are barriers to advancement, business partnerships can be engines for innovation* *University spin outs present an important opportunity for Ynys Mon. There is a pressing need to be proactive in harnessing the potential of these in rural Anglesey*	**SO14** Co-ordinate local businesses consortiums to access assistance and engage more successfully with formal procurement procedures **SO15** Facilitate new or innovative community and/or business partnerships that create new product development opportunities **SO16** Exploit growth in the digital sector as a cross cutting driver of economic growth **SO17** Exploit the City of Learning deeper into its diaspora in Anglesey
Rural transport innovations based on market town linkages / coast to inland links – improve the capacity of people in need to access markets and services *A need to address poor*	**SO18** To implement a community based rural transport initiative **SO19** The need to pilot and develop new community based models of service delivery using time limited methodologies with a view to roll out.

access to personal development services for inhabitants living in deeper rural settlements	**SO20** Improve the use of community hubs as service delivery mechanisms
Service transfer opportunities from local authority to third sector	**SO21** Mitigate the effects of service cutbacks through intelligent transfer piloting
An opportunity to add value to Energy Island by embracing the future of energy supply and demand at community level for the benefit of communities	**SO22** Make substantial inroads into inhabitants understanding of the Carbon agenda, their role and participation in it, and the incremental development of their ownership of it.
Opportunities to utilise renewable resources to secure energy and income benefits for businesses and commmunities	**SO23** Exploit kiln dried timber added value options **SO24** Promote renewable energy for local use in Anglesey businesses
A need to target digital exclusion. There is considerable inequitable access to services in rural areas. Without intervention, polarisation of service access and quality of delivery for people living in rural areas will continue.	**SO25** Pilot not spots solutions **SO26** Trial the head on tackling of digital exclusion by targeting those hardest to reach
Opportunities to turn the affinity of young people for digital technology into economic benefit for seed enterprise	**SO27** Create a digital academy mindset in Ynys Mon with the most able young people in order to develop digital entrepreneurs
Opportunities to take full advantage of superfast broadband exploitation, for both businesses and communities	**SO28** Extend mainstream provisions into deep rural and areas through proactive programming. Emphasis on land based businesses
Develop use and promotion of the Welsh language as an attractant and economic resource in digital technology	**SO29** To bring Ynys Mon to the forefront of Welsh medium digital developments

How earlier activity has influenced the strategy

It has been apparent for some time that synergies exist across the counties of Anglesey and Gwynedd. This has been particularly apparent over the past six years with Menter Mon working in both counties

A greater degree of inter territorial activity is achievable through the cooperation between Gwynedd and Anglesey for this programme. In the following three themes, the LDS of both counties will cooperate (indicitavely) upon three at least of the Specific Objectives below:-

Theme 1 SO8
Theme 2 SO12
Theme 3 SO18,19,20
Theme 4 SO22,23,24
Theme 5 SO25,27,28
This would not have been as extensively possible under previous programmes. For the 2007 – 13 programme, Menter Mon were contracted to work on Gwynedd's RDP and were able to identify areas of commonality in needs and opportunities which could have resulted in greater subregional added value.
How previous implementation of LEADER or other programmes has influenced the approach
LEADER is hard work. It requires committed staff and it requires out of hours working. It is a participative programme, at its most effective when finding and harnessing people within the economy who see the benefit of cooperation and knowledge sharing.
This was lost during the 2007-14 programme with its emphasis on the administration of grant schemes which resulted in LEADER losing its proactive hallmarks, reducing it almost to a reactive service.

3.2   Co-Operation and Networking

Cooperation will form an important element of the Anglesey LEADER programme and there will be a proactive approach to identifying opportunities to learn, share experiences and cooperate. It is widely recognised that networking is a key ingredient of innovation which is why cities often have an entrepreneurial advantage over rural area. It is therefore important that LEADER LAGs seek to redress the balance and wherever possible bring people together and encourage interaction.

The table below outlines the intended approach to cooperation and networking; however it is important to emphasise that unexpected and valuable opportunities may arise that may also be perused.

Type of cooperation	Partners	Activity
Exchange of experience, transfer of practice, common action	**Anglesey LAG**	The Anglesey and Gwynedd relationship through a single Lead Body will provide the best opportunity to ensure close cooperation, from exchange of experience to common action. Where action plans for both Counties complement each other we will seek a common approach to ensure that maximum benefit for both areas. Where practical and mutually beneficial this will involve a common action.

Exchange of experience, transfer of practice, common action	**Conwy, Denbigh, Powys and Ceredigion LAGs**	For the benefit of this section and in order to encourage cooperation it is proposed that Anglesey and Gwynedd are considered a single administrative region. This should therefore provide opportunities to cooperate with Counties that border Anglesey and Gwynedd. This could operate where LAGs are working with a community (geographical or interest) across borders. Given that each of the four county LAGs are supported by different Lead Bodies a different approach will be required to ensure cooperation opportunities are identified and developed. We would like to propose the following approach however this would need to be endorsed by the neighbouring LAGs / Lead Bodies. • On approval copies of all County LDS's are shared between the 4 Lead Bodies. • A workshop is arranged early in 2015 in order to identify where the LDS's complement each other. • Where relevant and practical thematic working groups are created with representation from the relevant LAGs / Lead Bodies to identify opportunities to collaborate. The frequency of these working group meetings would be determined by the likely opportunity for collaboration. • All five neighbouring LAG's receive information detailed in section 14 (Promotional Activity)
Exchange of experience, transfer of practice	**Welsh LAGs**	The exchange of experience and transfer of practice should be encouraged and facilitated by the Wales Rural Network. In the past this has involved conferences / events in LAG area's which seek to promote good practice, as well as provide officers with an opportunity to network on an informal basis. We will also seek to provide information produced as part of the promotion activity through to the Wales Leader Network and encourage others to do the same. Common action is possible however it is important that there is strong link via a common community of interest. A common action involving similar activities in two LAGs may not in itself justify a cooperation project

		as it can be time consuming. It requires a common purpose which benefits from the critical mass and the expertise provided by two or more LAG areas which may not be neighbours.
Exchange of Experience	**UK and EU LAGs**	Experience informs us that there needs to be a compelling reason to develop and implement a UK or EU cooperation activity. Again it can be very time consuming and results rarely justify the resources allocated. This however does not preclude the Anglesey LAG from identifying and pursuing opportunities if they arise. The rationale for progressing would be the same as above i.e. a common purpose which benefits from the critical mass and the expertise provided by two or more LAG areas. Opportunities to exchange experiences would actively be pursued especially within identified themes. The European Network for Rural Development is the obvious portal through which to feed and receive information.

3.3   Description of Innovation

INNOVATION PROCESS AND PROOFING
The Anglesey LDS acknowledges that there needs to be a shift in emphasis so that practitioner communities in Ynys Mon have a genuine opportunity to steer innovation in their respective sectors,

The Anglesey LDS will secure innovation by the following means:-

   a. The **LEADER PROCESS is fully and meaningfully implemented to a high standard of quality** – assured by the consistent application of LEADER methodology by experienced staff setting challenges, guiding trajectories and securing deliverable targets

   b. **The LAG are knowledgeable and actively engaged representatives of socio economic and community based interest** on the island. It is essential that LAG members are intelligent, empathetic, non partisan and with a capable perspective on the purpose and Specific Objectives of the LDS

   c. **Actions are devised to respond to the Specific Objectives within each of the five themes**. Actions are NEW methods and / or NEW undertakings tackling difficult socio economic challenges or forging paths to harnessing agreed socio economic opportunities. Actions are deliverable within the LDS timescale in order to proof their innovative quality, are managed effectively so that they produce outputs and an informed judgement on sustainability and

viability, have progression routes to roll out and are disseminated appropriately

INNOVATION CONTENT
Theme by theme, innovative elements are highlighted as follows:-

THEME 1 – what's innovative?
    a. The emphasis on addressing the need for off season attractants in coastal tourism.
    b. Linking this to the knowledge that lack of funding to pursue ideas is much less of an issue than the lack of good ideas drawn from within the practitioner community, and linking these ideas to young people's aspirations,.
    c. Devising innovative pilots from within communities of the inland rural areas. The balance of wealth on the island is in coastal hubs. Deeper rural areas have heritage value which, when linked to local practitioners can yield new enterprise.
    d. Using the practitioner and local community to devise two new tourism products for the off season or periods of bad weather
    e. Challenging the Welsh language to raise its game through the medium of its creative advocate community. The actions are innovative also because they seek to target the uncommitted, where most Welsh language interventions tend to draw the already committed

THEME 2 – Innovative in:-
    a. its cross county cooperation basis - there will be a determined effort to seek the means by which greater added value processing of red meat (most voluminous but underexploited locally) can be achieved in Anglesey and Gwynedd.
    b. its utilisation of the Anglesey Food Group of practitioners to drive the sector forward and commission new products from new enterprises
    c. seeking new directions for land based diversification, especially linked to natural environment land use and activity
    d. challenging business advocates to create new product ranges which represent and sell Anglesey, as marketable elevators
    e. bringing able young people and employers together through internships to stem the flow of high acjievers out of the island
    f. reconnecting disaffected young people to making things (manufacturing) via Fablab technology and entrepreneurship
    g. bringing together self employed groups to work together for tendering opportunities, helping them scale up to compete
    h. assembling intra sector practitioners to become engines fro added value innovation
    i. taking research products and piloting their potential in the market place
    j. seeking digital solutions to shared problems in driving enterprise

THEME 3 – Innovative in:-
    a. actually implementing a community based low Carbon pilot rural transport solution
    b. providing practical and tangible undertakings of transfer taking place,

breaking through barriers to widely held but rarely implemented socioeconomic solutions to public service problems
    c. giving a solid business basis to social enterprise undertakings and in modelling transfers using business principles

THEME 4 – Innovative in:-
    a. applying equal attention to the demand side and the supply side of the Low Carbon agenda
    b. being the first expansive and cohesive programme for Carbon reduction on an wide area basis
    c. its use of community advocates and business leaders
    d. its application of Energy Savings Trust toolkits in situ in real communities
    e. its determination to educate people and provide honest brokerage
    f. its intentions to competitively involve energy saving material and equipment suppliers
    g. working towards community ownership of energy resources and assets
    h. its use of exemplar businesses operating as demonstrators to others

THEME 5 – Innovative in:-
    a. making digital media an important integrative tool for the whole LDS, making cross cutting connnections
    b. taking digital communication out to the hardest to reach in society and the most isolated
    c. its attempts to put digital coding and the design and implementation of bespoke apps linked to real Anglesey businesses in the hands of local young people via the Apprentis scheme

There is a need to highlight overarching principles in consideration of the means by which innovation is threaded through this LDS
    a.The LDS took a view from the wider community during the consultation process. Where possible it sought specialist views from within practitioner communities. **These alone do not produce a definitive syllabus of projects** over six years
    b.The real innovation of the LEADER methodology **is in the way it empowers practitioners, producers, service users and consumers to innovate**. The LDS should not be a list of projects worked out in advance. It should describe how conditions will be created and challenges set which facilitate creativity in people, which develop and excite people, and which make them eager to see things through and succeed. LEADER has survived over five EU programming periods because it is seen as the only development tool from the ground level upwards
    c.As it is not meant therefore to be a prescriptive document, the LDS does not detail exact innovations. **The Action Plan below indicates what we expect to be forthcoming from communities of interest or advocacy – some of it came through the consultation but it has to be recognised that the LEADER methodology does not expect advance certainties**, It needs to be assured that the outcomes are innovative, representing new methods and new approaches steered by knowledgeable people who live, work and struggle in the economy they aspire to improve.

3.4   Action Plan

ACTION PLANNING
PROCESS
As an experienced Lead Body, Menter Mon Is conscious of the need to **retain balance between prescriptiveness (top down force) and aspirational flexibility (bottom up force)** which is crucial in LEADER. It has extensive experience of harnessing ground practitioner experience and meeting stakeholder expectations within an Action Plan framework. In terms of this Anglesey LDS, the framework is represented by the middle column of the **appended Intervention Logic Table, which also indicates the Action Plan.**
The following passages explain what kinds of work will be undertaken, and by whom.
TYPES OF ACTIONS
Animation, Engagement, innovation Groups
For all themes animation of the actors within relevant sectors will be an important priority. This work will be undertaken by senior animators prior to transferring delivery development and implementation to relevant delivery officers.
Within each theme, **PROACTIVE methodology is critical ie taking the innovation challenge out** into communities of interest. A proportion, as yet unknown, of the actions undertaken will be **REACTIVE, where the innovation comes to the LAG**. The proactive work will require assembling knowledgeable communities of interest who are widely representative of all agendae within a sector.
Within each theme, these Communities of Interest become the innovation vehicle that meets the challenge for change by devising new methods which LEADER can test, implement or find progression for.
As an example, the eight Specific Objectives in Theme 1 as set out in the Logic Table will require the establishment of the following C of Is, or Innovation Driver Groups:-
> **SO1** Coastal Path Innovation Group
> **SO2** Gweithior Arfordir – Working the Coast Innovation Group
> **SO3** New tourism products Innovation Group
> **SO4/5** Off season / digital Innovation Group
> **SO6** Sense of Place Innovation Group
> **SO7** Welsh language innovation Group

A similar arrangement will occur to fuel proactive innovation to cover other themes and Specific Objectives. The stakeholder communities from which the Innovation Groups will be drawn are listed in the Intervention Logic Table for each theme, but these are not exhaustive. Innovation groups will welcome hitherto unknown but positive contributors.
Interventions and responsibilities
A range of indicative interventions are described in the Intervention Logic Table. Day to day delivery of this work will be the responsibility of Delivery Officers under the guidance of the Senior Animation Managers. They will work closely with the Innovation Groups to drive forward the innovations to completion and beyond to further progression where applicable and appropriate.
The types of undertaking which will circumscribe the actions included in The Intervention Logic Table can be summarised under the following headings.
Research and Justification for a Course of Action

Community and Desk research, production of feasibility studies, production of business models to support decision making on implementations. Wherever possible, Menter Mon staff will undertake this work themselves in cooperation with members of the relevant innovation group. There may be occasions eg in Theme 3 where research is being undertaken into the transfer of a service from the local authority to the third sector, where local authority intelligence can be used to undertake more specialised work or where volunteer specialism steps in to assist. Where the work area is very specialised, or where additional assistance is needed, work will be procured through open tender according to the regulations. In the detailed costings we are submitting, all activities are included as procured undertakings, but some which are internally produced, or volunteer produced, will have no cost.

Implementation of Undertakings

When a course of action on an intervention has been agreed, the delivery officers will be responsible for overseeing the work, again with appropriate assistance from innovation group stakeholders.

Please note all implementation descriptors in the Logic Plan commence with verbs – engage; assemble; establish; commission; coordinate; audit etc

Who will do it and How will it be done?

Implementations which do not require specialist vehicles will be carried out by Menter Mon staff on behalf of the LAG and Innovation Group eg establishing an Entrepreneurship Club for young people or establishing the undergraduate Internship programme.

Where undertakings require a specific vehicle to carry them out, a commissioning / procurement process will be followed eg in theme 2 where a new product field is devised and designed by a business sector innovation group which requires production of a prototype costing in excess of £5,000, a commissioning brief will be produced (similar to a procurement tender brief) which existing business on the island with appropriate skills can compete for. Only on occasions where the skills or equipment cannot be found locally will there be a need to seek off island assistance. Commissioning therefore has the same meaning as procuring except that it applies to the realisation of a new product or artefact.

Some implementations will require assistance to be provided indirectly to businesses eg increasing the use of the sense of place toolkit among tourism operators on the island may require the production of information media, either digital or print. In such cases the lead body will procure the materials and allow the businesses to use them as pilot activities.

Epilogue

The overwhelming emphasis in this LEADER programme is on revenue expenditure which brings its own challenges in terms of keeping focus and pursuing a critical path to success. It is the role of the Administrative Body to ensure this, under the monitoring, steerage and verification of the LAG.

BROAD COSTS WITHIN THEMES

	Staffing	Procured Activity	Accommodation	Total
Theme 1	241,182 8,640 trav	290288	11131 admin 23759 oheads	575,000

Theme 2	215,598 8,640 trav	417060	11,131 admin 23,759 oheads	676,188
Theme 3	205,728 8,640 trav	215,742	11,131 admin 23,759 oheads	465,000
Theme 4	274,962 8,640 trav	256,508	11,131 admin 23,759 oheads	575,000
Theme 5		304,869	11,131 admin	316,000

3.5 Promotional Activity
(1,000 words)

Word count = 999

Communication Plan

LEADER should provide a laboratory to pilot new approaches and it is therefore essential share results on a local, regional and European level. It therefore important to integrate an effective communication plan into each element of the project; from the initial consultation phase through to completion in 2021.

The three phases to the communication plan are as follows:

Phase
Awareness raising
Ongoing engagement
Evaluation and feedback

For the benefit of the communication plan we have also identified two types of audiences which are:

Audience Type
General
Interested parties

The following table outlines how we intend to communicate with the different type of audiences during each programme delivery phase.

Phase	General Audience	Interested Parties
Awareness Raising	To inform as many individuals and groups of LEADER and its principles. The message to be simple, ensuring that potential beneficiaries consider it relevant. Examples of good practice are used to support key messages. Methods as follows: • **LDS consultation** is an important first step in engaging with groups and individuals. 121 meetings and group workshops provide an opportunity to promote LEADER and recruit participants for innovation communities. • **Anglesey LEADER Roadshow** (towns and villages) for early in 2015 to be proactive. The approved LDS provides better informed discussion. The process requires 2 months of intense community engagement. • **Media and social media** to communicate key messages regarding LEADER, strengthened once there is tangible project activity. Experience informs that referring to activity and people involved provides greater PR traction. • **General information** (e.g. flyers) via established networks and support services e.g. Business Wales and other business advice provisions.	Certain individuals, groups and organisations have an interest in particular themes e.g. social enterprises have an interest in outsourcing non-essential services. There is an opportunity to tailor the initial approach to ensure that information is relevant. The methods used include the following: • **The LDS consultation exercise** to serve as an opportunity to discuss the programme in general, but also as an opportunity to interrogate certain themes where relevant for further development once the LDS has been approved • **Anglesey LEADER Roadshow** (Communities of interest / innovation Groups) run in parallel with the towns and villages Roadshow. Here messages are tailored to focus on themes which are relevant to a community of interest.
Ongoing Engagement	On gaining momentum it is important that general LEADER progress in Anglesey is circulated. Methods used include:- • **Bi-annual e letter** provides overview and snapshot case studies, circulated widely though e mail and social media. A print copy may alsobe produced. • **Social Media** is playing an increasingly important role in community level engagement. We make full use of this medium to maintain the profile of LEADER	The most important audience with regards to LEADER are the interested parties, whether local, regional or European. They need project information, the results and the replication potential. Providing terminal information is useful, but of most value is to take them on the development journey. Methods used include: • **Project visits** arranged wherever practical and useful are arranged to enable interested parties to learn about projects and progress made

	activities and develop an active dialogue with projects via twitter, facebook etc. • **Anglesey LEADER Website** provides a hub for information which includes links the e newsletter, social media accounts, as well as any relevant case studies. • **An Annual Anglesey LEADER Conference** is an open event which can be attended by anybody that either lives or works in Anglesey. • **The general media** continues to provide an outlet for good stories however this has to used wisely if an activity is deemed to be a good examplar All press releases are shared with WG communications team. • **Continued general engagement** either at events or at the office in Llangefni. The aim is to discuss the programme in general and identify new opportunities.	between stages. These are included in the project plans and arranged in liaison with the project officers. • **Project update video interviews** are recorded at predetermined intervals with project leaders. These are relatively short "camera phone" type videos that seek to capture project progression from beginning to end. The end result is available on the Anglesey LEADER YouTube channel. • **Project Updates** are circulated at pre-determined intervals to registered interested parties. These go beyond the updates provided as part of the quarterly reports and offer greater technical insight. • **Wales Rural Network** provides a good conduit to disseminate information and establish links.
Evaluation and Feedback	The LEADER Anglesey programme engages directly and indirectly with thousands of individuals over the course of 6 years, raising awareness and hopefully expectations. It is important to feedback on achievements. Methods include: • **Booklet** detailing activity and impact, focussing on the change delivered. • **Feedback Roadshow** to gather what has been learnt for presentation to communities across Anglesey • **Short video** highlights the best examples from Anglesey, likely to be more palatable than a report.	To replicate success or avoid repeating mistakes detailed information is provided. It is important to provide accurate and honest feedback using the following methods: • **Workshops** will give an opportunity to discuss the success of the projects. • **Film overview** to collect the progression "snapshots" and complement them with footage of the projects. • **Project Portfolios** with individual fact sheets These can be presented in a single folder, distributed or downloaded.

EU Acknowledgement

The lead body is familiar with publicity rules governing EU funds and will ensure that support is acknowledged clearly on all materials. We will:

a. Establishing a "sign off" procedure whereby any material or publication is checked prior to approval, signed by a delivery officer and a senior animator.

b. All partners required to attend a compliance workshop outlining responsibilities in terms of funding, eligible activity and publicity.

Fly the FLAG week

Activities to celebrate EU support will be based on project activity. Activities could include the following:

a. Create an EU display within Neuadd y Dref, Llangefni,

b. Run a social media campaign e.g. encouraging partners hashtag funds to raise awareness of EU funding

c. Run a campaign in schools to raise awareness of how EU money is spent locally

SECTION 4 – MANAGEMENT OF OPERATION

Description	Explain how the Local Action Group and its elected Administrative Body has the capacity and resources necessary to successfully deliver on the planned results, output indicators and activities.
Linked to	Part of Section 3.11 of the LDS Guidance June 2014 (remainder to be covered under Section 2 – Financial & Compliance)

4.1 Management and Administration
(2,500 words)

Evidence of efforts to collaborate with other LAG areas to produce more cost effective structures
Anglesey and Gwynedd have formally agreed to work in partnership in response to the Welsh Government's appeal for LAGs to identify opportunities for cross county cooperation. This will achieve the following:

- Administrative efficiencies in having a single financial and administration team in one location.
- Animation producing efficiencies by sharing senior human resources across both counties.
- Delivery efficiencies where similar projects are identified in both regions.
- Wider added value opportunities achieved from having single delivery body across 2 counties.

Menter Môn will act as the Administrative Body for both the Anglesey and Gwynedd LAGs; a precedent which was established in 2012 with the creation of a single FLAG (Fisheries Local Action Group) across both counties.   The organisation is familiar with operating the Fisheries elements of the RDP on Gwynedd and Anglesey, having delivered other RDP activities across both Counties for the last 6 years.

PLEASE REFER TO SECTION 2.1 for a description of management and monitoring arrangements regarding the Local Action Groups in each county

The staffing structure for the Administrative Body in its Management, Delivery and Monitoring of LEADER in Anglesey and Gwynedd on behalf of the LAG is described in the following table

	Anglesey	**Gwynedd**
Joint Finance and Administration Team Anglesey and Gwynedd	**Finance and Administration Manager** With an accountancy practice background the Finance Manager has worked with a range of LEADER, other RDP projects, Objective 5b, Objective 1 and Convergence projects since the start of Leader II in 1996. **Finance and Administration Middle Manager** **4 Finance Officers**	

	A single FAM unit located at Llangefni comprised of existing Menter Mon staff who have 20 years collective experience of compliance systems and desk procedures relating to the management of EU funds. The costs associated with this team will vary annually according to the nature of other work they undertake in Menter Mon. For the purpose of this LDS, it has been set indicatively at 80% of their total salary costs based upon historical precedent. In reality however, and to be verified by timesheets, the actual sum drawn from LEADER will be on a cost recovery basis based on hours worked on LEADER in Anglesey and Gwynedd for each of these staff.	
Joint Animation Team Anglesey and Gwynedd	**Managing Director Menter Mon – Senior Animateur** **Business Manager Menter Mon – Senior Animateur** A Single Animation and Senior Management team across both counties, working from Llangefni and Porthmadog. Both individuals have worked on LEADER since its inception in Wales, have composed and delivered three LEADER programmes and share a breadth and depth of delivery experience which is rare. The two animateurs will play a critical role in all animation activities, in managing stakeholders and delivery staff in both counties. For the purpose of this LDS, it has been set indicatively that 60% of their time, and therefore of their total salary costs will be charged based upon historical precedent. In reality however, and verifiable by timesheets, the actual sum drawn from LEADER will be on a cost recovery basis based on hours worked on LEADER in Anglesey and Gwynedd for each of these staff.	
Separated County based Animation	**Anglesey County Animateur** The role of the County animateur will be to ensure that LAG priorities are being met, and to ensure that top down perspectives on LEADER are being accounted for. They will work closely with senior animateurs and delivery staff	**Gwynedd County Animateur** The role of the County animateur will be to ensure that LAG priorities are being met, and to ensure that top down perspectives on LEADER are being accounted for. They will work closely with senior animateurs and delivery staff
Separated Delivery Staff	**Anglesey Delivery Team** Based in Llangefni 4 existing staff members at FTE responsible for delivering 5 themes. With a smaller indicative allocation and a much less challenging geography	**Gwynedd Delivery Team** Based in Porthmadog 5 delivery staff at FTE responsible for delivering 5 themes and 2 assistant staff members at FTE providing assistance to delivery officers. Gwynedd has a larger indicative allocation for delivery because of its larger population and its more challenging

		geography over a much larger land area, much of which is upland.

RUNNING COST STRUCTURE AND CALCULATIONS

Running costs associated with FINANCE AND ADMINISTRATION staff

Indirect costs (the percentage of total costs chargeable to LEADER)
Accommodation, energy, services and communications will be drawn down using space based calculations as follows
Joint Finance and Administration team
Based in Llangefni only.
Finance and Administration team costs will be charged according to the following calculation.

Variable	symbol	measurement
Total Area of Space at Llangefni	= A	(m2)
Total Annual Eligible costs of accommodation, energy, services and communications for the Total Area	= X	(£)
Unit cost of space at Llangefni	= (X÷A)	(£/m2/annum)
Cost of space occupied by 6 staff (m2)	=6(X÷A)	(£/m2/annum)
Cost of space for 6 staff at 70% of FTE	=6(X÷A) * 70%	(£/m2/annum)

Please note the % multiplier in the final row will be varied and verifiable through time sheets

Running costs associated with ANIMATION staff
Indirect costs (the percentage costs chargeable to LEADER)
Accommodation, energy, services and communications related to Animation staff will be drawn down using space based calculations as follows:-
Joint and County Animation Team
Based in Llangefni and Porthmadog.
Animation running costs will be charged according to the following calculation.

Variable	symbol	measurement
Total Area of Space at Llangefni	= A	(m2)
Total Area of Space at Porthmadog	= B	(m2)
Total Annual Eligible costs of accommodation, energy, services and communications for the Total Area at Llangefni	= X	(£)
Total Annual Eligible costs of accommodation, energy, services and communications for the Total Area at Porthmadog	= Y	(£)
Unit cost of space at Llangefni	= (X÷A)	(£/m2/annum)
Unit cost of space at Porthmadog	= (Y÷B)	(£/m2/annum)
Cost of space occupied per animation staff at Llangefni	=per(X÷A)	(£/m2/annum)

Cost of space occupied per animation staff at Porthmadog	**=per(Y÷B)**	(£/m2/annum)
Cost of space per staff at pc% of FTE	**=per(X÷A) * pc% + per(Y÷B) * pc%**	(£/m2/annum)

Please note the per staff number and the pc% multiplier in the final row will be varied and verifiable through time sheets

Running costs associated with DELIVERY STAFF
All Delivery Staff will work 100% of their time on LEADER
Indirect costs (chargeable to LEADER)
Accommodation, energy, services and communications related to Delivery staff will be drawn down using space based calculations as follows:-
Delivery teams
Based in Llangefni and Porthmadog.
Delivery staff running costs will be charged according to the following calculation.

Variable	symbol	measurement
Total Area of Space at Llangefni	**= A**	(m2)
Total Area of Space at Porthmadog	**= B**	(m2)
Total Annual Eligible costs of accommodation, energy, services and communications for the Total Area at Llangefni	**= X**	(£)
Total Annual Eligible costs of accommodation, energy, services and communications for the Total Area at Llangefni	**= Y**	(£)
Unit cost of space at Llangefni	**= (X÷A)**	(£/m2/annum)
Unit cost of space at Porthmadog	**= (Y÷B)**	(£/m2/annum)
Cost of space occupied per Delivery staff at Llangefni (dependent upon m2 occupied)	**=per(X÷A)**	(£/m2/annum)
Cost of space occupied per Delivery staff at Porthmadog (dependent on m2 occupied)	**=per(Y÷B)**	(£/m2/annum)

Please note the per staff number and the pc% multiplier in the final row will be varied and verifiable through time sheets

LAG members skills and capacity.
Please see section 2 on recruitment of LAG members, on roles and responsibilities of the LAG, on project selection criteria processes for LAG deployment.
It is acknowledged that LAG members must have the capacity to contribute and participate productively in delivery of the LDS. To this end a training course will be provided for LAG members which will focus upon the following skills:-
    Innovation – its function in socio economics
    LEADER – as a programme and as a process
    Working with communities of interest and innovation groups
    What constitutes a typical LEADER activity

How to assess projects

Staff training

To reinforce staff skills and attitudes to implementing the programme on Anglesey. It is important to note that all staff will have worked in delivering LEADER previously, and will have an understanding of methodology and expectations of them.

Course Title	Aim of the Course
An understanding of LEADER	For all members of staff whether or not they have direct experience of working LEADER before.
An understanding of the LEADER methodology and of working with innovative communities of interest	For all staff regardless of experience. This will work on staff attitudes in terms of inclusiveness, steering, communicating and presenting well with communities of interest; getting the best out of practitioners
Procurement Compliance	For all staff
Record keeping compliance	For all staff
Understanding and assessing projects	To give staff the skills to recognise which projects contribute most to achieving the LDS objectives, and understand the factors that affect success or failure.
Project monitoring techniques	Give staff the skills and techniques to monitor projects in order to develop the projects further, and ensure that they encompass LEADER and testing new ways of developing their territory.
Facilitation skills	To improve staff facilitation skills in order to allow them to ensure full participation and engagement of members in the LAG's activities.
Eligibility compliance	For all staff
Output collection and recording compliance	For all staff

SECTION 5 – VALUE FOR MONEY

Description	Explain how the proposed actions and expenditure outlined in the Local Development Strategy represent the best use of EU funds. Explain how the costs included are reasonable, such as the cost and number of staff required to deliver the proposed activities.
Linked to	Section 3.4 and 4.0 of the LDS Guidance June 2014 Details of Section 3.4 have already been provided in Section 3 of this template (Intervention Logic)

5.1 Financial Delivery Profiles

PLEASE REFER TO APPENDED PROFILES FOR COST BREAKDOWNS
With responsibility for administering, animating and implementing the LDS of two counties, the Administrative body is making use of experienced delivery staff. This staff will be able to undertake a large measure of feasibility study work, the preparation of business plans etc itself without recourse to procurement at every turn. The emphasis of the procured activity funding will be upon investing in delivering innovative product and service pilots from which local economies can learn.
We can confirm:-

- ❖ Running Costs and Animation Costs **do not exceed 25%** of the total RDP funds
- ❖ There are no preparatory costs included
- ❖ **Running Costs, Animation Costs are shown as 100%** funded through the RDP
- ❖ LEADER implementation costs include 20% match funding sourced from the **Isle of Anglesey Charitable Trust**
- ❖ **Capital expenditure does not exceed 5%** of overall implementation expenditure
- ❖ Sources of match funding **are identified as cash**
- ❖ Costs for administration and Overheads are shown **calculated and based on actual** costs throughout
- ❖ **Anglesey and Gwynedd LAG joint Finance and Administration and joint Animation are described**
- ❖ Reasonable of costs has been demonstrated through rationales based on **payroll information or auditable historical costs**

Description	Explain how the Local Action Group intends to deliver the result and output indicators identified and all associated targets.
Linked to	Section 4.1 of the LDS Guidance June 2014

6.1 Monitoring and Results

The following table denotes the distribution of outputs between themes.

Theme Target	1	2	3	4	5	Total
No of operations:	**50**	**30**	**15**	**13**	**11**	**119**
Focus areas addressed:	**3**	**6**	**3**	**4**	**3**	**19**
Businesses benefitting:	**180**	**180**	**8**	**130**	**51**	**549**
Communities benefitting:	**42**	**20**	**18**	**30**	**28**	**138**
Jobs created	**3**	**8**	**5**	**2**	**4**	**22**

As it is genuinely difficult to state in advance the exact nature of these outputs, it is possible to provide only an indicative, representative list of tangible deliverables. The exercise is undertaken for themes 1 and 2 below in order to demonstrate that tangible outcomes are not only envisaged but critical to achieving the figures quoted above:-

Theme 1

Menter Mon was instrumental improving the Coastal Path between 1998 and 2003 and subsequently mainstreaming the project with Anglesey County Council, and has experience of early innovations with niche tourism on the island. Cycling is huge economic benefit to Anglesey today; years after its first appearance in LEADER II. It is crucial that LEADER does today what becomes the norm tomorrow. Hence:

Five new themed loops emanating from the coastal path route network, complementary to off season walking interest

Twenty vari sector tourism businesses cooperating to make inroads into off season sales with targeted innovations in previously untested markets

A series of ten events, exhibitions and collective innovation seminars establishing the coastal resource of the island as a platform for young entrepreneurs establishing five ne in w businesses.

Establishing a crowd funding venture on the island via a digital platform, to include

the cloud sourcing of innovative ideas and innovative solutions to problems.
In deeper rural areas, help establish new green tourism / natural environment / environmental services based businesses among young people in those communities.
Produce a database of all that is made or manufactured by people in deep rural areas which have marketable potential. Produce a database of services and equipment available for aspiring producers to access.
Commission 3 new private activity ventures in land based businesses operated by farming families as activity pilots.
New products which build upon the island's important role at the bosom of the Welsh language.

Theme 2

Menter Mon has been instrumental in facilitating and implementing a wide range of economic diversifications over the past twenty years across a breadth of sectors. The following is achievable:-

Three projects related to red meat retention in the county
Commission three new speciality food products which help brand the island
Assist five new farm based startups in innovative food products
Establish ten new products from Anglesey with high standards of design and craft to kick start a nouveau craft tradition
Over six years to retain 24 graduates in the local economy working in or establishing businesses in digital technology or energy sectors
Over 6 years to assist 15 disadvantaged young people into economic activity through fablabs and the entrepreneurship club.
Foster cooperation between 20 self employed businesses to collaborate in order to access contracts
Secure cooperative innovation between businesses to bring forth three new products to market readiness
Develop five research products from Bangor University to ready them for market exploitation

Theme 3

Menter Mon has been instrumental in facilitating two service transfers and four asset transfers from Anglesey County Council to the third sector over the past four years. The following is achievable:-
Implement a rural transport community pilot
Produce a range of business models for new methods of service provision in stressed sectors
Implement three of these models for trial periods
Mainstream the innovations
Work with five voluntary sector providers to increase their business capacity
Convert five existing ad hoc voluntary service providers into trading businesses.
Establish two service models to help those hardest to reach via formalised hubs
Producing examples of twenty individuals whose lives have been changed by LEADER intervention in deep rural villages

Theme 4

We are on the cusp of enpormous change in renewable energy and energy savings at community level. The 20124-20 LEADER programme on Anglesey will be at the forefront of the revolution in energy which lies ahead.
Establish a renewable energy one-stop shop in Llangefni to share knowledge on energy efficiencies, local renewable energy production and the local use of

renewable energy, serving 150 enquiries a month.

Appoint 10 Energy Champions across the county

Demand Side Actions

Undertake and implement 3 X community Carbon reduction campaigns, utilising monitoring and efficiency technology, behaviour change and community energy production as tools to reduce community carbon footprints. This work will include:-

Engaging, assessing and selecting 3 beneficiary communities for 20% Carbon footprint reductions by 2020

Procure and support locally produced consumption monitoring technology in participating homes and businesses

Undertake simple behaviour change activities re energy use in 4000 homes

Negotiate with equipment and materials suppliers to produce 10 discounted energy saving devices for widespread deployment in 1000 Anglesey homes and businesses

Progress the programme of Ynys Ynni Cymunedol – a Community of Interest assembled for LEADER purposes, to include:-

Assess and progress all current community energy projects in development and catalyse their progress through barriers

Promote benefits of private land owners renting land for community renewable energy production.

By the end of the six year period, LEADER will have played a substantial role in establishing six community renewable energy production and smartgrid projects

Theme 5

This theme represents the other major growth area and growth spur in the economy. LEADER will

Select and trial 3 innovative responses to not spots – specifically for the digitally excluded.

Establish and administer IT support courses in five deprived rural areas of Ynys Mon targeted at over 50s and the disadvantaged working with suppliers to provide discounted equipment and ourselves providing financial assistance in cases of proven hardship

Design and implement 3 modules of bilingual instruction in accessing services over the internet; combating loneliness and communicating with other networks of interest

The digital theme is typically difficult to pre specify with much dependent upon progress of the Welsh Government's superfast broadband rollout. The outcomes above are minimum expectations

6.2 Evaluation Plan

Continuous monitoring – quantitative and qualitative evaluation will have the following profile of delivery

1.Establishing Baseline Indicators for each theme. To include
   a) Identifying parameters and indicators relevant to each theme
   b) Identifying sources of data for these parameters and indicator
   c) Garnering the data for each theme
   d) Collating and presenting baseline grids
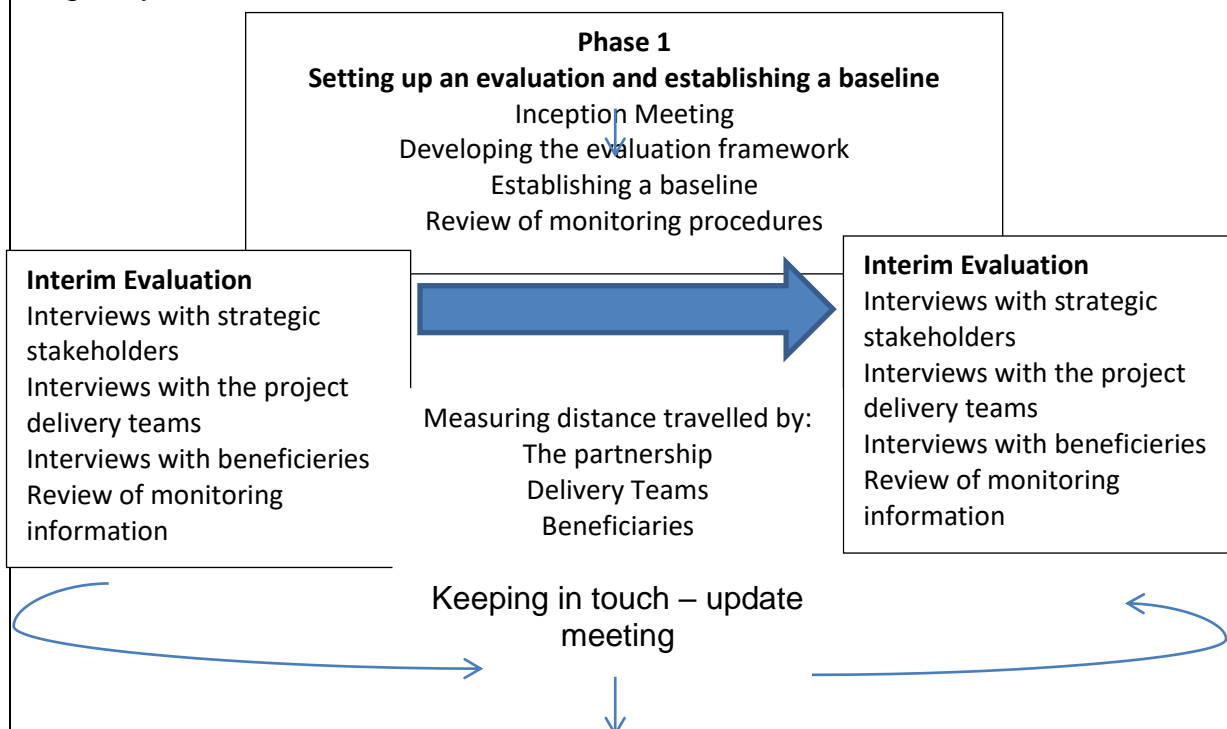   e) Establishing data gathering system for collation of progress against each indicator

f) Merging of indicators for all cross cutting themes (CCT)
g) Merging of RDP Common Indicators
h) Apportioning responsibilities for ensuring system is updated weekly
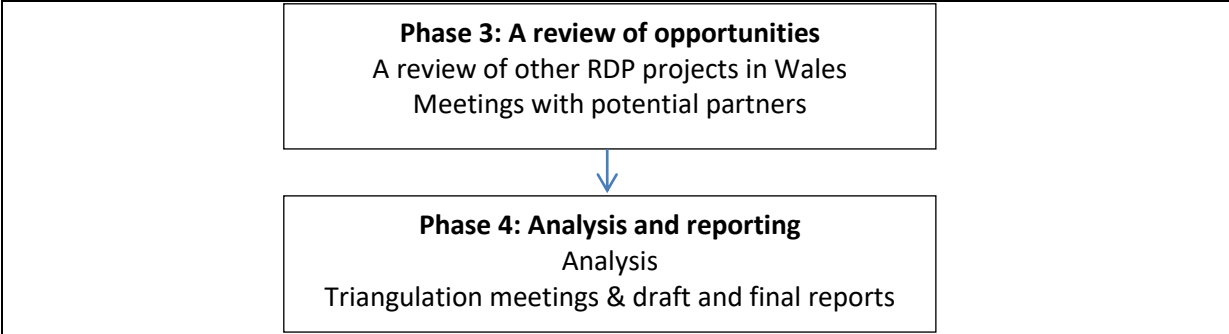i) Establish qualitative systems for assessing performance in engagement and participation

It is important to note that in order to make evaluation meaningful and contributory to an ongoing and continuous monitoring process, each new activity sanctioned for approval, set against each Specific Objective within each theme, will require the setting of a baseline state assessment of the situation in which the innovation is to be applied. This will be undertaken as a20 matter of course, so that when an action or an innovation or a service change or a new product has been completed a baseline comparator is available which can assist in quantitative and qualitative ongoing evaluation, contributing data to the monitoring function and cumulatively to an overarching evaluation.

CPrevious RDP projects in Anglesey have been evaluated by external consultants. These have served to inform the existing LAG of the impact of various activities as well as the direction of future projects, including this Local Development Strategy. The approach of appointing suitable consultants to evaluate the next LEADER programme in Anglesey will continue.
The evaluation methodology previously adopted undertook both secondary and primary research and evaluated both process and impacts. The findings were based on evidence, and therefore interviews were held with all stakeholders including management, delivery and participants. It is felt that the core purpose of an evaluation is to measure impact and inform project improvement, to identify what works well and why.
The diagram below sets out how the previous RDP evaluation was undertaken and it is our intention to replicate a similar approach for the next LEADER programme in Anglesey.

Phase 1
Setting up an evaluation and establishing a baseline
Inception Meeting
Developing the evaluation framework
Establishing a baseline
Review of monitoring procedures

Interim Evaluation
Interviews with strategic stakeholders
Interviews with the project delivery teams
Interviews with beneficieries
Review of monitoring information

Measuring distance travelled by:
The partnership
Delivery Teams
Beneficiaries

Interim Evaluation
Interviews with strategic stakeholders
Interviews with the project delivery teams
Interviews with beneficieries
Review of monitoring information

Keeping in touch – update meeting

Phase 3: A review of opportunities
A review of other RDP projects in Wales
Meetings with potential partners

↓

Phase 4: Analysis and reporting
Analysis
Triangulation meetings & draft and final reports

Evaluation will be an item on the first LAG meeting agenda and Menter Môn as the lead body will make a recommendation based on the written guidance on local level evaluations prepared by the WEFO Research, Monitoring and Evaluation team. Officers from the Lead Body and LAG members, if relevant, will also attend training workshops on the evaluation process.

Agreeing on the evaluation methodology and framework early on in the programme period (within 6 months) will ensure that it complements activity. All those involved in delivering projects will safeguard that all information regarded as essential is recorded and provided in a suitable format. Beneficiaries will also be informed of evaluation methodology, along with stakeholders and delivery partners. This will guarantee that the evaluation is considered integral to the LEADER Programme in Anglesey.

SECTION 7 – SUITABILITY OF INVESTMENT

Description	Explain the need and demand for the Local Action Group and the actions identified in the Local Development Strategy and whether this demand is already being met through existing provision. Explain how the Local Action Group will be able to successfully deliver the proposed activity.
Linked to	Sections 3.2 and 3.3 of the LDS Guidance June 2014

7.1 A description of the community involvement process in the development of the strategy

Consultation
The community consultation process was undertaken by project officers from Menter Môn, the appointed Lead Body in Anglesey. The advantages of this were twofold:

- The officers had delivered the previous RDP projects in Anglesey and were therefore familiar with stakeholder networks, previous beneficiaries and partner organisations. The staff were also known to the consultees and therefore discussions were more informed and productive than would otherwise have been the case.

- The consultation process continues throughout the delivery of the LEADER

programme. There are therefore obvious benefits from establishing a relationship during the consultation phase which can be developed throughout the delivery phase. This ensures that the project momentum is maintained.

Consultees

The LEADER consultation process requires a broad approach which engages with a wide audience using a variety of methods. To ensure that the consultation process was inclusive and balanced it was decided to identify three main consultee categories, each of which required fair representation. The categories are outlined in the table below:

- Target Group
  a. Women
  b. Young People
  c. Welsh Speakers
  d. Micro and small enterprises
  e. Black and ethnic minorities
  f. The under employed
- Thematic
  a. Adding value to local identity and natural and cultural resources
  b. Facilitating pre commercial development
  c. Exploring new ways of providing non statutory local services
  d. Renewable energy at a community level
  e. Exploitation of digital technology
- Sector
  a. Farming
  b. Tourism
  c. Retail
  d. Social enterprise
  e. Voluntary
  f. Community

In reality consultee (individuals or groups) often represented more than a single category e.g. Welsh speakers from an upland area with an interest in renewable energy. However this exercise was important to ensure that there no gaps in the process.

Engagement methodology

The engagement methods adopted can be placed in three categories. These were as follows:

Category	Method / Methods	Application
1	**One to one** consultation	These were pre-arranged interviews with key individuals representing consultee categories. They received information on the LEADER programme prior to the meeting and an outline of the key discussion points.
2	**Group** discussions	These were discussion with existing networks and groups that represented the consultee catagories. Again they received information

		on the LEADER programme prior to the meeting along with key discussion points. These sessions were led by Menter Môn project officers who were selected based on their experience and knowledge of working with a target group or sector.
3	**Wider engagement** • Weekly "drop in" days at the Llangefni Office for individuals to discuss the project and potential activities. • Electronic surveys (using survey monkey). • Social media engagement e.g. twitter campaign #angleseyopportunites	It is recognised that the first two methods were relatively exclusive and that the LEADER process had to provide the wider community in Anglesey with an opportunity to feed into the LDS. It is recognised that this approach did not constitute meaningful two way consultation however it provides a good opportunity for initial engagement that will be developed during the implementation phase.

3.5 *Communication Plan*

A communication plan was prepared which identified the consultees, the engagement method and the officer responsible for the consultation. A copy of the plan is provided overleaf.

Who	How	Target Groups / Sectors	RDP Theme link:
AERP / LAG	Postal questionnaires and meeting	Women, Welsh Speakers,	General
Farming Unions : NFU / FUW	One to one engagement	Farmers, Young people, women	General
Farmers	Open day in Menter Mon office / Emailed survey monkey questionnaire to existing contacts / Phone if feedback is less than 20.	Farmers, Young people, women, Communities	General
Producers / Crafts	Attend farmers market Open day in Menter Mon office / Emailed survey monkey	Women, Welsh Speakers, Ethnic minority	Adding value Pre-comm development Digital tech
Rural and Tourism businesses	Open day in Annog office / Emailed survey monkey	Individuals, SME's, Welsh speakers, Different sector businesses	All
Anglesey Council departments: Tourism, Business, Regeneration, Communities First, Youth Work	One to one engagement/ phone call to complete questionnaire	Tourism, Business community, local communities, poverty agenda	All
Young Farmers	One to one and group work with with club leaders	Young people, farmers, Welsh speakers	All
3rd sector: Medrwn Mon, Mon FM, Taran, Amlwch Industrial Heritage	One to one and group work	Voluntary Sector, communities, individuals, poverty agenda	All
Cyfenter scheme	One to one	3rd Sector	All
FSB Anglesey Business Network	Group work& request them to fill survey monkey	Business community	All
Coleg Llandrillo - Menai	One to one	Education sector	All
Menter Iaith	One to one	Welsh speakers	Adding value Digital tech
NRW	One to one	Climate change, Energy and fuel supply,	Adding value

		Environment advisors	Community energy
Town Councils, Community Council and County Councillors	Survey monkey questionnaire with closing date	Local Welsh communities	All
Fforwm Gelfyddydau Môn	E-mail/phone with survey monkey link	Arts and crafts businesses and individuals	Adding value Digital tech Precomm development
DEG – Grant Paisley	One to one	Renewable energy advisor	Community energy
Superfast Broadband beneficiaries	Survey Monkey to Superfast Pilot beneficieries	Individuals, businesses, Welsh speakers, women, older people, BME	Digital tech
Prifysgol Cymru Bangor/Pontio	One to one	Individuals, businesses, communities	All
General public	Electronic questionnaires Face to face Drop-ins (aim to run 3 open days in Annog office across 3 weeks) Phone Social Media Newspaper Community papers / Papurau Bro Attend meetings of interest Link on other websites i.e. Council / Daily Post etc.	Individuals, businesses, local communities	All
Anglesey Food Group	Group work & request them to fill survey monkey	Food and drink	All

The Consultation

A decision was made to avoid closed questions either as part of the questionnaire or face to face discussions. Although this posed more of a challenge when analysing results it did offer consultees an opportunity to provide more meaningful responses. The main questions included in the questionnaire and the discussion guidance were as follows:

    a. What do you see as the **strengths of Anglesey** that communities can build on?

    b. What do you see as **your community's strengths** that can be built on? This can be geographical community or a community of interest.

    c. What are **the biggest challenges** facing communities in Anglesey?

    d. Do you have **any specific ideas for projects** that would benefit your community?

    e. Please elaborate on any of the previous points or if you have any other comments or ideas you would like to include in the Local Development Strategy in this section?

A copy of the questionnaire and the discussion guidance are included in **APPENDIX 4** along with an overview of results.

The responses received as part of the consultation exercise provided the evidence required to design the strategy. A full analysis of the results and description of the strategy is provided in section 5.

Post LDS Consultation

The consultation exercise outlined above must be viewed as phase one which has been undertaken for the benefit of informing LDS and within a limited timeframe. However in order to comply with the ethos of LEADER and ensure that the new LAG assumes ownership of the LDS it is our intention to continue with the structured consultation process until December 2014. After which time the LDS will be amended with input from the new LAG.

It is proposed that the second phase of the consultation process will make far greater use of focus groups, with an emphasis on the five themes. Information gathered during phase one will provide a platform for further discussions during this second phase. The expectation is that the second phase of consultation will enable the new LAG to add greater depth and clarity to the strategy rather than make wholesale amendments.

7.2 SWOT Analysis to show development needs and potential of the proposed area

Please provide a SWOT analysis in a table format based on the model of the SWOT in the RDP consultation document:

http://wales.gov.uk/consultations/environmentandcountryside/rdp-2014-2020-next-steps-consultation/?lang=en

Strengths	Weaknesses	Opportunities	Threats
• The proposed energy infrastructure investments will lead to opportunities to improve infrastructure on the Island. • Training that can take place for young people in line with energy developments • A growing tourism industry which has more employment potential if we could address seasonality better • A growing food culture associated with tourism eg seafood festival which is ripe for further development • Natural Environment which is varied and unique in many aspects • Heritage and culture are assets which give the island an USP • Personal Care services is a growth area. There are increasing numbers of older people who could pay for high quality services. • Strong sense of community in the rural areas • Superfast Broadband coming soon – and opportunities to develop a digital industry based on young people • The coast is one of the island's greatest assets and we need to think creatively how we can make it work harder for the economy • The Coastal Path is an asset which	• Not enough "industry" and large employers • A narrow economic base which needs greater diversity • Businesses struggling in areas without much purchasing power • Distance from markets causes Anglesey to suffer economically. • 5.1% of Anglesey's residents who are of working age are economically inactive. • Weak private sector and over-reliance on Public Sector. • Economic prosperity seen to be constrained by inadequate transport (rural roads) • Some anti-development stance in rural areas – by long term residents, urban dwellers who move to rural areas and tourists – the right balance between preservation and allowing for development must be struck. • Increasing pressure to reduce rural services is causing isolation in rural areas • Need to demonstrate that it is possible to strike a balance in the change from the traditional agriculture to diversifying from agriculture. • Lack of leadership in mobilising communities • Underrated and underharnessed heritage and history on the island • Difficult for tourism and accommodation businesses to	• Development and exploitation of commercial research and innovation capacity in Wales with Anglesey at the leading front • Development of the new Science Park at Gaerwen • Energy Island could create sustainable jobs and growth • Developments / Investments associated with EIP could bring additional tourism to the island and more provision for tourists (e.g. Land and Lakes Leisure Village) • Opportunities to improve the environment by promoting 'green' transport and community transport • Agriculture is still a key industry on Anglesey and other key sectors in future will be Energy and Tourism; • Encourage networking across sectors e.g. farmers, accommodation providers, local transport, renewable energy • New forms of agricultural diversification – farmers creating natural environments for people to pay to visit • Get communities involved in tourism • To find new markets to combat seasonality in the island's tourism • Larger numbers of self employed craftsmen who can work together in order to grow and find new	• In migration of commuter population increasing house prices and reducing community cohesion. • The number of Welsh speakers on the Island is decreasing – this is a threat to the unique culture and language of the area; • Numerous closures of long-standing employers – many competing for few jobs. • Narrow skills base needs improving by better access to training, particularly through ICT • Self-employment rates are high – some of this may be because of lack of suitably varied and rewarding local jobs, and this may be reflected in poor pay and working conditions. • Unemployment on the Island leads to social problems and poverty. • Cutbacks to local authority budgets are causing hardship and demotivating people • Sparsity of accessible services in rural areas • Declining working age population, loss of young people is a major threat to the island's future prosperity and to its cultural identity • Reduction in farm incomes • Local people not sufficiently participating in the economy • Rural villages away from the coast are struggling

has grown immensely as an attractant over the past ten years • The presence of the University close by should produce new business starts for the island • Good education system on the island. • A strong sense of island wide purpose which isn't exploited sufficiently • Market towns are assets but they need to be more interesting as centres of culture and places where people bring local produce	combat the off season • Not enough products made on the island – no manufacturing of any note • Too many young people with no sense of purpose • We don't add value to our best products eg beef and lamb	markets • Energy in communities – opportunities for community energy production on the island • Bring creative people together to collaborate on new developments • Develop new social enterprises to provide services and help disadvantaged people • Raise the aspirations of disaffected young people and help young people into worthwhile activity	• The coast is getting wealthier but also losing its Welshness

SECTION 8 – CROSS CUTTING THEMES

Description	Explain how the Local Action Group will maximise its contribution towards the Cross Cutting themes of Equal Opportunities, Sustainable Development and Tackling Poverty.
Linked to	Sections 3.6 and 3.7 of the LDS Guidance June 2014

8.1   Cross-Cutting Themes

The Welsh Language
The Lead Body and the Anglesey Local Action Group
Welsh is the main working and social language of many communities in rural Anglesey. It is also the working language of Menter Môn, as Lead Body, and it will also be the primary language of the Anglesey Local Action Group.

Every element of the work of the Rural Development Plan in Anglesey has this cross-cutting theme running through it, and bilingual provision is fully integrated in day-to-day activity. Some examples include:

- *All meetings are held through the medium of Welsh, with translation facilities*

- *All papers and materials are produced bilingually, with Welsh text appearing first*

- *All training, resources and support is provided bilingually*

- *All advertising and marketing is done bilingually. Adverts are placed both in Welsh and English medium newspapers and papurau bro (community newspapers)*

The bilingual provision of activities will be key to the success of the delivery of the Rural Development Plan in Anglesey. Anglesey has the second highest percentage of Welsh speakers at 56%. The success of any work in the county depends strongly on the provision of support in the most appropriate language. Due to the strong presence of the Welsh language, this is likely to be Welsh in most cases, but we are well aware that to ensure that support is available to all, all materials, content and communications must be available and accessible bilingually.

Welsh speaking communities have been identified as a specific target group for the work. This said, all activities are open to Welsh speakers and non-Welsh speakers equally.

Menter Môn, as lead body, has a full Welsh Language policy (attached as Annex x). This not only guides the work of the Lead Body, but it will guide the work of the Local Action Group. All contracts awarded to third parties in the provision of

activities under the Rural Development Plan in Anglesey will contain a specific clause, requiring the contract holder to adhere to this policy. An example of this would be appointing a specialist consultant to support a community of interest.

Project Beneficiaries

The LEADER Programme in Anglesey will not award grants; it will develop projects in partnership with various communities. The advantage of this approach is that the Lead Body will maintain a far closer relationship with beneficiaries and will therefore be able to **monitor, support and influence the use of the Welsh language**. However it is also recognised that processes are also required to ensure that all parties are fully aware of their responsibility. The following approach, informed by the Welsh Language Commissioner's document 'Grants, Loans and Sponsorship: Welsh language considerations', will be applied

Action	Responsibility
Provide detailed guidance to all potential applicants / project partners on what is expected in terms of the Welsh language and bilingualism when preparing a project. This will include guidance on aspects such as meetings, promotional material, signage and social media.	The Lead Body (Menter Môn)
Discuss the linguistic requirements of a project with applicants / project partners as part of the initial animation phase. During this phase the Lead Body will outline the support available to ensure the project will be able to function bilingually. Advice will be available on: • Simultaneous translation services • Written translation services • Bilingual design • Relevant bilingual resources	The Lead Body
The project plan will include the following: • How the use of the Welsh language will be facilitated and promoted within the proposed project. • What support will be required to deliver bilingually with details of any associated costs.	The project applicant with support from the Lead Body.
Training for the LAG on how it should consider the Welsh Language when assessing a project application.	Lead body to arrange training, LAG to assess project applications.
Conditions of support in relation to the Welsh Language will be included with project approval letters which the applicant will be required to agree to and sign. These will include standard conditions e.g. all adverts must be bilingual, as well as project specific conditions e.g. local heritage guides must be bilingual.	Project applicant
Compliance in relation to the Welsh language will form	Lead Body

part of regular monitoring meetings between the Lead Body and the project applicant. Again it is important to emphasise that the relationship is far stronger than under a normal grant regime.	

Equal Opportunities CCT including Gender Balance and Social Exclusion.
The following to be continuously planned for, encouraged, monitored and recorded:-

Representative Gender and Age and economic status balance in:-
    a. LAG membership
    b. membership and participation in Innovation Groups and Communities of Interest
    c. Staffing
    d. Volunteers and Mentors who assist in the work

In thematic activity for beneficiary target groups
Gender, Age and Economic status balance (social exclusion) is assured in a wide range of thematic activity responding to Specific Objectives eg:-
    a. **SO8** aimed at young people
    b. **SO10** targeted at working with women entrepreneurs and working with a socially excluded cohort
    c. **SO12** aimed at young people
    d. **SO13** working with disaffected young people
    e. **SO18** working with socially excluded people
    f. **SO19** working with lone parents and deep rural unemployed
    g. **SO22** disadvantaged and in energy poverty
    h. **SO27** working with young people
Gender balance will be a design component of all the beneficiary cohorts within the themes

Sustainable Development CCT
The following to be continuously planned for, encouraged, monitored and recorded:-

Behaviour
The LAG and the Lead Accountable Body will establish a **Sustainability Policy** and publish and **Action Plan** for its undertakings throughout LDS deployment. The Action Plan will be assessed and monitored at **quarterly intervals**

In thematic activity
Sustainable Development is built into thematic activity within the LDS, and is **fully embedded** in the actions which respond to the following Specific Objectives
    a. **SO22** Demand Side energy activities which when implemented will exert appreciable low Carbon advantages and outcomes
    b. **SO23** Supply side interventions which will engage communities to renewable energy production and low Carbon benefit
    c. **SO24** the sustainable use of fuels

Tackling Poverty CCT
The following to be continuously planned for, encouraged, monitored and recorded:-

1) **Four Tackling Poverty innovation groups** will be formed reflecting the aims of the which will include for at least half of its membership people who are economically disadvantaged. The four groups will cover four geographical corners of the island.
2) This group will be able to draw **support from any of the five themes** as it works its way through finding pilot solutions to stubborn problems which economically disadvantaged people have to plough daily
3) All communities of interest or Innovation groups working within themes 2, 3 and 4 will have representatives drawn from among economically disadvantaged areas of the island. We believe it is crucially important that such groups do not become middle class preserves or enclaves of restricted interest.

8.2   Supporting the Uplands

Anglesey Uplands
We've looked everywhere, but try as we might we find only gently undulating plains on Anglesey and therefore this question must be left unanswered.

Description	Explain the potential of the Local Action Group to continue the proposed activity beyond the lifetime of the Programme.
Linked to	Section 5.0 of the LDS Guidance June 2014

9.1   Mainstreaming Plan

Dissemination
The dissemination of information on project activity has been included in section 7.1 as part of the Communication Plan. It recognises the different types of target audiences and details how the information will be presented to each. This will include the general public who may have a passing interest in what is happening locally, as well as an interested stakeholder who may require detailed information in order to replicate the project.

Mainstreaming Plan
LEADER seeks to provide a laboratory to pilot to approaches. Where projects demonstrate that they have the potential to succeed beyond the life of the LEADER project it is important that they are given are the opportunity and support to do so. It is therefore proposed that **a mainstreaming plan** should be included as part of the project plan and revisited throughout the life of the project. This will ensure that project officers and beneficiaries are alert to opportunities throughout the delivery phase, and thus avoid the "what next?" scenario once the project has been completed.

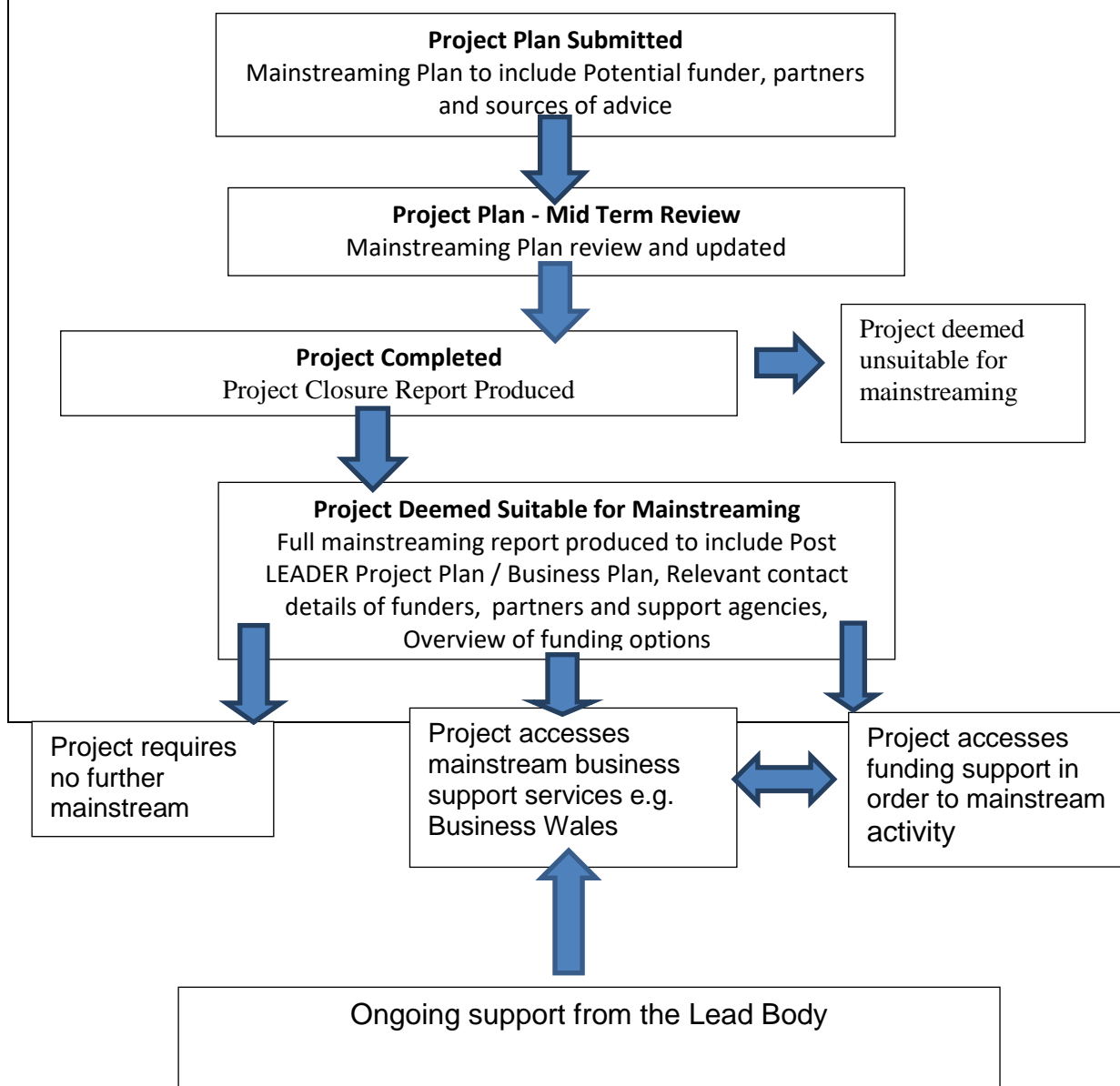In reality there are only three ways in which a successful pilot undertaking can be mainstreamed
   a. **In the commercial market place**. Where LEADER has taken a product through pre commercial testing and it is proven to have an equitable chance of viability on the open market, it can be transferred to one of a number of businesses who tender to adopt it as a vehicle to take it into the market. EXAMPLE – Jones Crisps; Monamor
   b. **In the public sector.** Where LEADER has taken a product or service and undertaken a pilot to demonstrate its potential as a new and effective method of operation, it is assimilated into public sector practice. EXAMPLE – Menter Mon's work through LEADER on the Anglesey Coastal Path between 1995 and 2000, now a mainstream service within the local authority
   c. **To mainstream funding sources.** This is applicable in scenarios where a pilot needs to be scaled up to a market position through capital expenditure or through a period of progressive development, This can apply to commercial proposals, community enterprises and public sector adoptions

The Mainstreaming Plan will include the following elements:

- **Potential sources of funding** e.g. structural funds, community shares, local government grants, BIG Lottery
- **Potential sources of advice and assistance** e.g. Business Wales, Menter Iaith, Farming Connect, Glastir.
- **Potential Delivery Partners** e.g. local government, social enterprises, private sector.

The Plan will develop over the life of the project until a closure report is drawn up in partnership with the beneficiaries. This will be signed off by the LAG and adopted by the beneficiaries. Experience has informed us that an element of ongoing support may be required beyond the delivery phase of the project to ensure success. This usually involves providing ongoing advice, providing contacts and where relevant arranging meetings. The diagram below outlines the 4 potential outcomes from a LEADER project:

Project Plan Submitted
Mainstreaming Plan to include Potential funder, partners and sources of advice

⬇

Project Plan - Mid Term Review
Mainstreaming Plan review and updated

⬇

Project Completed
Project Closure Report Produced ➡ Project deemed unsuitable for mainstreaming

⬇

Project Deemed Suitable for Mainstreaming
Full mainstreaming report produced to include Post LEADER Project Plan / Business Plan, Relevant contact details of funders, partners and support agencies, Overview of funding options

⬇ ⬇ ⬇

Project requires no further mainstream

Project accesses mainstream business support services e.g. Business Wales ⬌ Project accesses funding support in order to mainstream activity

⬆

Ongoing support from the Lead Body

SECTION 10 – DECLARATION AND SIGNATURE

I am acting with the authority of the Local Action Group and certify to the best of my knowledge and belief the information provided in this Local Development Strategy application and supporting documentation are true and correct and the application for financial assistance is for the minimum required to enable the project to proceed.

I undertake to notify the Welsh Government in advance of carrying out any changes to the nature of this project.

I also confirm that I am not aware of any reason why the project may not proceed and that the commitments and activities can be achieved within the timescales indicated.

Local Action Group (LAG) Representative

Signed:	
Name:	
Chair/Deputy Chair LAG:	
Date:	

Administrative Body Representative

Signed:	
Name:	
Position in Administrative Body:	
Date:	

A signed hard copy of the Local Development Strategy must be received at the address below no later than **30 September 2014**

Scheme Management Unit, Welsh Government, Rhodfa Padarn, Llanbadarn Fawr, Aberystwyth, Ceredigion. SY23 3UR

Please submit an electronic copy to: LEADER2014-2020@wales.gsi.gov.uk