Local Development Strategy 2015 -2020

Introduction

The LEADER Coast, Wolds, Wetlands & Waterways (CWWW) Local Action Group (LAG) has extensive experience of successfully delivering two former LEADER programmes, with all partners working to ensure that the core principles of LEADER were fully integrated into programme activity and that the advantages offered by the LEADER approach were maximised. While fully appreciating that past achievements are not a material consideration in evaluating this new Local Development Strategy (LDS) submission, both existing and new members of the proposed CWWW LAG feel strongly that this demonstrable level of experience and continuity, including key LAG staff and an Accountable body, mean that the new CWWW LAG will be fit for purpose and ready to deliver a coherent set of operations to meet the local needs and objectives identified in this strategy, mobilising the LEADER approach in new priority contexts and meeting the expenditure profile required.

The following sections set out our approach to effective partnership working and governance, our chosen area of operation, our strategy to deliver the priority outcomes which have been established through extensive community consultation and intensive analysis of the Area’s socio-economic and environmental strengths, weaknesses, opportunities and threats, our proposed management and administration procedures and our financial planning framework. In writing this LDS we have sought to develop strong coherence between these individual aspects, in order to demonstrate a fully integrated approach based on a clear and widely validated analysis of the local challenges and opportunities we need to address or exploit, linked to a dynamic, community-based partnership structure that can mobilise local resources, facilitate local ownership and deliver real and lasting change.

1. The Local Action Group Partnership

1.1 Membership

The LAG has adopted a locally led approach to the development of the LDS. This has involved representatives from public, private and voluntary and community sectors and ensured that members live or have significant work related interest in the Area and are able to represent the different economic, environmental and social interests of the Area.

LAG members and staff have delivered a number of community consultations to gather views and opinions on local needs and opportunities within the Defra six priorities. In addition, the consultation process has been helpful in recruiting a number of new LAG members. The evaluation of the previous LEADER CWWW programme highlighted a number of areas of best practice that the LAG wanted to replicate and develop further:

- The LAG Job Description and Person Specification are innovative and effective examples of good practice nationally;
- The LAG was chosen on an inclusive and effective basis;
- The inclusion of LAG members in the wider structure of the LAG has been an effective means of accessing their expertise.

An inclusive approach was again taken to the development of a new LAG with the appropriate skills and expertise to deliver a programme with a different focus. The LAG members’ job description and person specification have been updated and existing LAG members have been asked to complete a new form detailing what they could bring to the next programme given the change in focus. As a result of this exercise 18 new members were recruited to the LAG and 16 LAG members left. Table 1 below shows the organisations represented on the new LAG. Table 2 below shows the make-up of the new LAG
members. The 16 LAG members leaving, mainly represented community heritage organisations and areas of Scarborough Borough no longer in the CWWW geographic area of coverage. However, a number have chosen to remain involved via the CWWW wider LAG.

Table 1: LAG Membership

<table>
<thead>
<tr>
<th>Federation Of Small Business</th>
<th>Groundwork Hull &amp; East Yorkshire</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coast and Vale Voluntary Action</td>
<td>Federation of Young Farmers’ Clubs (East Yorkshire)</td>
</tr>
<tr>
<td>East Riding of Yorkshire Rural Partnership</td>
<td>Ryedale Over 50’s Forum</td>
</tr>
<tr>
<td>The Humber and Wolds Rural Community Council / East Riding Voluntary Action Services/ Rural Action Yorkshire</td>
<td>Malton and Norton Area Partnership</td>
</tr>
<tr>
<td>The RSPB</td>
<td>The HEYwoods Partnership</td>
</tr>
<tr>
<td>Waterways Partnership</td>
<td>Hornsea District Lions Club</td>
</tr>
<tr>
<td>East Riding Market Towns Network</td>
<td>East Riding Artists(ERA) / Vista Arts</td>
</tr>
<tr>
<td>Bishop Burton College</td>
<td>East Riding of Yorkshire Council Accountable Body</td>
</tr>
<tr>
<td>NFU (National Farmers Union)</td>
<td>Yorkshire Wildlife Trust</td>
</tr>
<tr>
<td>East Riding of Yorkshire Council (Elected member)</td>
<td>Driffield Agricultural Society</td>
</tr>
<tr>
<td>North Yorkshire County Council &amp; York, North Yorkshire &amp; East Riding Local Enterprise Partnership</td>
<td>Humber Local Enterprise Partnership</td>
</tr>
<tr>
<td>East Riding of Yorkshire and Kingston upon Hull Joint Local Access Forum</td>
<td>Ryedale District Council</td>
</tr>
<tr>
<td>WIRE (Women in Rural Enterprise)</td>
<td>East Riding Local Food Network</td>
</tr>
<tr>
<td>University of Hull – Knowledge Exchange</td>
<td>East Riding Community Partnerships</td>
</tr>
<tr>
<td>VHEY (Visit Hull &amp; East Yorkshire DMO)</td>
<td>Health &amp; Well Being</td>
</tr>
<tr>
<td>East Riding Cultural Partnership</td>
<td>East Riding Archaeology Society</td>
</tr>
<tr>
<td>FLAG (Fisheries Local Action Group)</td>
<td>CLA (Country Land and Business Association)</td>
</tr>
<tr>
<td>Yorkshire Wolds Way National Trail Partnership</td>
<td>Independent land/rural business = 6</td>
</tr>
<tr>
<td>East Riding Artists (ERA) / Vista Arts</td>
<td></td>
</tr>
<tr>
<td>Non-voting East Riding of Yorkshire Council officer support and advice from - External Funding, Business Services and Rural Policy &amp; Partnerships.</td>
<td></td>
</tr>
</tbody>
</table>

Table 2: New organisations joining the LAG and providing a representative

<table>
<thead>
<tr>
<th>1. Humber LEP</th>
<th>2. East Riding Community Partnerships</th>
</tr>
</thead>
<tbody>
<tr>
<td>5. Waterways Partnership</td>
<td>6. Federation of Small Business</td>
</tr>
<tr>
<td>9. Ryedale Over 50’s Forum</td>
<td>10. CLA</td>
</tr>
<tr>
<td>13. WIRE</td>
<td>14 -18. Independent land/rural businesses = 5</td>
</tr>
</tbody>
</table>

A full list of LAG members is available. This provides the contact name, organisation and sector that each group primarily represents, including the anticipated nature of involvement in the LAG.

The LAG has a membership of 44 which is made up as follows:

- Public sector representatives = 12 28%
- Social/economic representatives = 32 72%
- Male = 26 59%
- Female = 16 36%
- Awaiting named representatives = 2 5%
- New members = 18 41%

Note of the 32 Social/economic representatives the split can be further categorised as economic 56%, social 19% and social/economic 25%.
All LAG members are now completing Personal Profiles to audit skills, determine gaps and identify training needs. This information will be used for further detailed recruitment purposes and for election to the various sub groups of the LAG as described below. A copy of the Personal Profile is available.

1.2 LAG Structure and Decision Making Process

The LAG has adopted a Governance Document which sets out its structure, membership and terms of reference. The LAG structure reflects its commitment to enable participation at a number of levels and entry points. For instance, the Wider LAG (WLAG) is made up of individuals and organisations who wish to remain in close communication with the LAG and the programme and has no restriction on the number of members, this enables as wide a participation as possible. Members of the WLAG receive briefing notes at least twice a year and are invited to annually review programme progress and to ensure strengths, weaknesses, opportunities and threats continue to be identified. This commitment is reflected in the LAGs adopted structure which is made up of five main groupings:

- **LAG** - the principal governing body;
- **DECISION-MAKING BOARD** – the body which assesses and makes decisions on project applications and monitors project progress;
- **COORDINATION & SCRUTINY GROUP** – made up of representatives from the LAG. This group monitors programme delivery as a whole and undertakes development and liaison work to ensure on-going alignment with LEP programmes and national policy contexts.
- **WLAG** - The wider partnership to whom programme information is explicitly communicated;
- **SUB AND STEERING GROUPS** - LAG members meet in regular sub groups for programme management relating to for example, communication and cooperation. They report to the LAG and present annual action plans. Steering groups monitor LAG key projects and report on progress (Diagram 1).

In addition to the above groups a voluntary LAG member Governance sub-group has been established to review the LAG Governance document to ensure it is fit for purpose for the next programme and a number of changes have been incorporated. The Governance Document is available on request and will form part of the training for LAG members to be delivered later in 2014/2015.

The LAG will be responsible for steering the strategic direction and overall management of the programme. Its sub-groups are subordinate to the LAG but will be given a specific mandate to take decisions and act in an appropriate fashion in order to streamline programme delivery.

**Diagram 1 - The relationship between the three main groups of the LAG structure:**
The Decision Making Board (DMB) will be elected from the LAG Membership. It will work to a transparent and non-discriminatory decision-making procedure with objective criteria for the assessment and selection of projects and operations. These will be agreed by the new LAG prior to the commencement of the programme. Full details of the DMB operating procedures are contained within the LAG Governance framework but in outline, the DMB will be primarily responsible for approving applications for LEADER funding, by applying criteria agreed by the LAG. The role of the DMB is to take prompt decisions on project applications and monitor the operation of approved projects. The responsibilities of a member of the DMB are in addition to those of a LAG member. The DMB is also responsible for:

- Approving Programme projects;
- Commissioning Programme projects;
- Monitoring and reviewing the progress of projects to meet agreed outputs/expenditure.

The DMB will have no more than 49% of members or officers of public sector bodies (including Parish and Town Councils). Members having a direct financial interest or organisational link to issues or projects under discussion will be required to declare their interest at the commencement of the item. All such interests will be recorded formally in the minutes. Declaring members shall take no part in the discussion, unless invited by the Chairperson. Members will not be entitled to vote if an interest is declared. Members of the DMB may not also be members of the Coordination and Scrutiny group (below) and vice versa.

The new Coordination & Scrutiny Group will be elected from the LAG and will be responsible for ensuring alignment with external partners and programmes, with particular focus on LEP strategies and programmes and Community Led Local Development (CLLD). It will also perform an overview and scrutiny monitoring role of the LAG and be responsible for the complaints process. It is understood that further guidance on this will be provided by Defra. This Group will also direct LAG staff in the development of annual action plans for consideration by the LAG. In order to provide effective programme management it has been agreed by the LAG that a three part call for the identification of projects be implemented.

1. Transitional call.
2. Full Open call.
3. Targeted call later on in order to fill gaps.

The exact timings of these calls will be managed by LAG staff and the LAG to ensure that any build-up/low take up is managed and that programme objectives can be met. Relevant information on the criteria for funding and how to apply will be available on website.

The Communications sub group is made up of volunteers from the LAG and is responsible for developing a marketing and communications strategy which includes an action plan for:

- Publicising the work of the LAG;
- Raising awareness of the programme;
- Encouraging applications that deliver programme activity;
- Informing the public of results and celebrating the impact and success of specific actions;
- Establishing channels of communication between the constituent parts of the LAG and the wider community and stakeholders, inclusive of geography and theme;
- Ensuring that all communications are accessible, clear and easy to understand, and up to date;
- Ensuring that productive channels of communication are maintained between the CWWW LEADER programme and RDPE Networks at national and EU level.

A copy of the marketing and communications strategy is available. The sub group will meet regularly to monitor progress and prepare an annual update for the full LAG to consider (see also section 4.4 for accountable body responsibilities). The LAG staff team is responsible for preparing and circulating all communications and publications. All communications and publicity will be carried out in accordance with Commission Regulation (EC) No. 1159/2000 of 30 May 2000 on information and publicity measures to be carried out by the Structural Funds, along with any additional Defra requirements.
1.3 Local Action Group Staff, Numbers and Job Descriptions

Three LAG Staff posts have been identified. The full job descriptions are available and are specialist to European Union (EU) funding project support and programme delivery. However key requirements include:

**LEADER Local Action Group Co-ordinator:**
- Raising awareness of the funding opportunity and the themes of the programme;
- Building capacity to enable applicants to access the funding;
- Developing and supporting community based delivery partnerships;
- Advising project managers in the preparation, implementation, monitoring and management of activity assisted by the programmes.
- Producing management information for the LAG, DMB and other sub groups, to enable decisions around programme activity and financial probity;
- The post holder will undertake all marketing, communication and publicity activity, including providing management information for the LAG. In addition, they may be required to assist the accountable body to develop systems and procedures in line with funder and audit requirements to ensure that contractual requirements are met.

**Programme Support Officer (Finance and Monitoring):**
- Developing and maintaining effective financial, monitoring and administration systems;
- Establishing systems, and managing and maintaining budget-monitoring;
- Developing and managing a robust claims processing system;
- Ensuring contractual compliance re monitoring and audit requirements;
- Producing management information to advise the LAG Coordinator of progress towards the key indicators, milestones and outputs of the funded programmes.

**Programme Support Officer (Animation & Programme Support):**
- Assisting with awareness raising and the themes of the programme;
- Assisting with building capacity to enable applicants to access the funding;
- Advising project managers in the preparation, implementation, monitoring and management of activity assisted by the programmes.
- Supporting LAG training requirements, LAG meetings and LAG sub-group meetings.
- Digital and social media communications.

As employees of East Riding of Yorkshire Council, LAG staff will benefit from all the Council’s policies including those on Training and Development. The East Riding of Yorkshire Council believes the key to success is a well-trained, motivated workforce. Information and advice is available, through line management, Departmental Training Co-ordinators and the Training and Development Team. The LAG believes that this staffing structure will ensure a comprehensive value for money service to enable the programme to be efficiently delivered.

1.4 Equal Opportunities Statement

The LAG is committed to eliminating discrimination, harassment and victimisation, advancing equality of opportunities for all of our participants, beneficiaries and employees and fostering good relations and this commitment is backed by the Equality Act 2010. The East Riding of Yorkshire Council’s Corporate Equality Policy is available and sets out responsibility for equalities and diversity and actions as to how this will be achieved. As in previous programmes, the CWWW LAG fully adheres to this strategy.

Additional practical mechanisms adhered to by the LAG are incorporated in:-
- The Employee Development Review;
- The Marketing and Communications Strategy;
- The Governance Framework – incorporating the public sector equality duty and providing guidance to ensure that the programme delivers its work in full compliance with that duty;
- Defra behavioural code of conduct – working well together.

The LAG is committed to avoiding conflict and complaint by promoting positive and open relationships and by acting diligently at all times. It will use the above as a framework for implementing the Programme and reviewing the effectiveness of the Communications and Publicity Strategy and the Governance Framework as well as ensuring the reputation of the Programme.
The wider local community has been involved throughout the process of drawing up the LDS and the proposed programmes of activity. Numerous meetings, events and consultations have been held with key partnerships throughout the Area to ensure that the widest possible opportunity for input and involvement was made available to local communities. The East Riding of Yorkshire Rural Strategy and the emerging Yorkshire Rural Strategy have played important roles in informing this LDS document. Table 3 lists the consultative processes that have contributed to the preparation of this LDS and its proposed programmes of activity. In addition an on-line survey was developed to enable anyone not able to attend any of the above events to submit comments and ideas.

Attendees were encouraged to complete registration forms to enable the collection of their priorities for proposed programmes of activity and also their preferred level of involvement in the LAG and its sub-groups for the future. The groups represented show the broad spectrum of interest in the proposed programme of activity and show the commitment of the community to the LEADER approach by their willingness to participate fully in any future delivery:

Table 3: Summary of CWWW Consultations and Events

<table>
<thead>
<tr>
<th>Type of Activity</th>
<th>Target Audience</th>
<th>Approximate numbers reached/attended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Press releases.</td>
<td>Wider local community.</td>
<td>Widest community via 8 x local press.</td>
</tr>
<tr>
<td>Monthly Briefing Notes to: LAG. WIDER LAG.</td>
<td>LAG members representing (in addition to above): Cultural Partnership. Local Access Forum. Rural Partnership. Waterways Partnership.</td>
<td>Key communication channels to widest audience. 44 CWWW LAG 56 CWWW WLAG 262 members of listed partnerships</td>
</tr>
<tr>
<td>Community Consultation Meetings.</td>
<td>Meetings held in Filey, Kirbygrindalythe, Sproatley, Holme on Spalding Moor, Malton and Driffield.</td>
<td>Public consultation meetings - 105 attendees.</td>
</tr>
<tr>
<td>Online survey and local radio interviews.</td>
<td>For anyone not able to attend any events listed above.</td>
<td>22 survey responses. 1 radio interview</td>
</tr>
</tbody>
</table>

This consultation process has shaped the priorities of the proposed programmes of activities in table 7 and has ensured the on-going involvement of the wider community. The continued involvement and support of the wider community is seen as crucial by LAG members and is of paramount importance to the successful delivery of the Programme. Proposals by the LAG concerning on-going involvement are also included in the marketing and communication strategy, and for example contain:

- Recommendations for communications and publicity to ensure that opportunities for involvement and funding reach the widest audience;
- The use of technology via mailing lists, websites, social media, video conferencing and mobile phones to ensure sustainable methods of involvement and communication are used wherever possible;
- Production of a media grid for ongoing monitoring and management of communications;
• The utilisation of LAG members and partnerships as tools for dialogue and communication, both to the wider community and to representatives and strategic agencies.

1.7 Training Requirements
Throughout the LDS development process, and during the first year of delivery, the LAG will undertake a series of capacity building and training events covering:

• LAG membership roles and responsibilities;
• Delivering economic outputs;
• Governance;
• Communications strategy;
• Project assessment;
• Impact mapping and SROI.

In addition, the membership of the LAG has been examined and will be reviewed against information collected in a Personal Profile to identify skills and knowledge, gaps or significant overlaps in LAG structure and identify further training needs. LAG members and staff are encouraged to attend EU, national, area wide and local seminars workshops and events that disseminate best practice and broaden knowledge of sustainable rural development and the wider RDPE programme.

LAG staff will also have access to training covering all aspects of programme management (such as fraud awareness) through the East Riding of Yorkshire Council’s internal training programme. Further training in response to training needs identified by the Council’s Employee Development Reviews, carried out on a six monthly basis, will be provided. Rural development as a discipline demands a significant amount of professional updating and technical expertise. This may include attendance at conferences, seminars and networking events and technical/specialist courses. An associated LAG member and staff development budget has been identified to enable such activity.

2. The LAG Area

2.1 Area Map
The Area covered in this application is shown in Figure 1 below. It covers much of the rural East Riding of Yorkshire but omits the sizeable towns of Bridlington and Goole as well as Beverley and some surrounding rural areas. In North Yorkshire, it includes relevant and contiguous parts of Ryedale District. Together these form a clearly identifiable and coherent area of economic need and opportunity.

2.2 Rural Population Covered
The LAG Area population is very slightly over the 150,000 threshold. It is the stated intention of the two LEPs covering the Area to include CLLD areas within their ESIF strategies and the remaining parts of the rural areas not covered by LEADER could therefore possibly form part of CLLD areas to ensure as much rural coverage as possible: e.g. the small town of Hedon and surrounding rural parishes and the small parish town of Hook near Goole.

There are 6 parishes in the Scarborough District that have moved to the adjoining LAG area. These parishes are considered part of the Yorkshire Wolds Landscape and we will therefore be working closely with the adjoining LAG to ensure that these parishes benefit from planned activity that covers the whole of the Yorkshire Wolds (see programme of activity to be funded).

The area covers approximately 986 square miles and includes 168 parishes. The total rural population is 139,269 and the total small ‘hub’ town (urban) population is 13,080, giving a total population of 152,349. The inclusion of the urban hub town of Driffield is seen as essential for the coherence of the Area. The wards, towns and parishes included, together with population figures for each ward (2011 Census and Defra NOMIS), will be available on our website to help potential applicants.
3. The Strategy

3.1 LEADER CWWW Area: Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

A comprehensive review of socio-economic and environmental analysis has been undertaken for the purposes of this LDS. We have also undertaken a 360 degree participative analysis of the strengths, weaknesses, threats and opportunities for the Area’s rural communities, economy and environment from a variety of local geographic and partner perspectives. To validate this we have analysed a wide range of data and evidence. The resulting SWOT is therefore based on an analysis of a functional economic geography and a coherent environmental character that transcends political boundaries and reflects the reality of community life within the proposed new LEADER CWWW Area. We have subsequently sifted, refined and focused the SWOT on key elements that relate strongly to each LEADER policy priority. However, it should be stressed that many SWOT elements cut across several priorities – for instance opportunities around a growing interest in local provenance have implications for Farm Productivity, SME development and Rural Tourism. The narrative following the SWOT analysis table (Table 4) seeks to further amplify and clarify the content of the SWOT, stressing the key things we are proposing to do differently, and identifying where we expect to see real innovation taking place. The narrative is again organised by programme priority (with the caveat noted above in respect of cross cutting elements).

Table 4: CWWW Area SWOT Analysis

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Increasing Farm Productivity</strong></td>
<td></td>
</tr>
<tr>
<td>Productive agricultural, horticultural and food processing sectors with national linkages producing regionally significant % GVA.</td>
<td>Lack of younger entrants to the agricultural sector and lack collaboration for (non-commercial) technical advice.</td>
</tr>
<tr>
<td>Expertise in agricultural innovation, renewable energy and the socio-economics of rural economies.</td>
<td>Lack of specific energy knowledge (especially for energy trading) within the area.</td>
</tr>
<tr>
<td>Strong Local Produce/Food Sector and a growing market interest in local provenance.</td>
<td>High potential for new product failure and lack of professional marketing skills in the sector</td>
</tr>
<tr>
<td><strong>Support for Micro and Small Enterprises and Farm Diversification</strong></td>
<td></td>
</tr>
<tr>
<td>Resilient and diverse rural economy with skilled / mobile and well-qualified workforce and growing interest in self-employment.</td>
<td>CWWW area reflects national barriers to rural business growth (broadband, transport), access to finance, business expansion space.</td>
</tr>
<tr>
<td>Well established formal and informal business networks. High rate of new business start-ups.</td>
<td>Business Networks are often ‘closed’ institutions and 5 year business survival rates fall below the national average.</td>
</tr>
<tr>
<td>Access to relevant innovation assets and</td>
<td>Lack of awareness of innovation assets, expertise and</td>
</tr>
<tr>
<td>Expertise (HEIs/FEs including Hull University, FERA, Bishop Burton College and Stockbridge Technology Centre).</td>
<td>Interdisciplinary research into rural economies and poor access to training/workforce development.</td>
</tr>
<tr>
<td>---</td>
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</tr>
<tr>
<td>Good local educational standards compared to national average and recent strong growth in % of residents with higher level skills.</td>
<td>Geographical concentrations of youth unemployment, low skilled adults and a low skills/ low wage economy.</td>
</tr>
</tbody>
</table>

**Support for Rural Tourism**

<table>
<thead>
<tr>
<th>High quality rural environment and attractive countryside with nationally important habitats, heritage and wildlife sites.</th>
<th>Despite nationally important sites the area also has many fragmented habitats contributing to declining biodiversity/environmental resilience.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visit Hull &amp; East Yorkshire (VHEY) Tourism Strategy. Strategic/action plans already in place for the Areas small towns.</td>
<td>Fragmented industry base and very limited levels of high quality visitor accommodation, tourism infrastructure and tourism services across the rural CWWW area.</td>
</tr>
<tr>
<td>Yorkshire Wolds Way National Trail sits largely within the CWWW Area and has a comprehensive management plan that links into CWWW programme and objectives.</td>
<td>Least walked National Trail and poor infrastructure and linkages as above.</td>
</tr>
<tr>
<td>Low levels of traffic congestion and successful implementation of major transport schemes.</td>
<td>Limited public transport and poor access to services in many remote rural Wards Traffic choke-points on some major arterial routes (A1079/A64).</td>
</tr>
<tr>
<td>Heritage Coastline has increasing visibility as potential destination and plans for joint working with Natural England and Scarborough Borough to develop the assets are underway (England Coast Path).</td>
<td>Limited number of safe access points to rural beaches along with limited access to the natural environment and recreational activities.</td>
</tr>
</tbody>
</table>

**Rural Services**

<table>
<thead>
<tr>
<th>Self-reliant and resilient rural communities with well-established informal networks.</th>
<th>Limited and variable levels of community capacity and civic participation.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Significant uptake of the opportunity to produce formal Neighbourhood Plans.</td>
<td>High levels of outward commuting and loss of local facilities / services in sparse rural areas.</td>
</tr>
<tr>
<td>Strong community transport sector with a clear strategy for growth.</td>
<td>Poor overall transport connectivity/ possible cuts to existing rural bus networks.</td>
</tr>
<tr>
<td>Active formal community networks (e.g. Village Halls, Women’s Institutes and reasonable range of village meeting spaces.</td>
<td>Changing demographic pattern including increasing numbers of elderly people and out migration of younger people</td>
</tr>
</tbody>
</table>

**Support for Cultural and Heritage Activity**

<table>
<thead>
<tr>
<th>Significant natural, heritage and cultural assets – e.g. archaeological heritage, nature.</th>
<th>Lack of public access to key heritage sites and lack of awareness of cultural assets. No National Trust managed properties.</th>
</tr>
</thead>
<tbody>
<tr>
<td>East Yorkshire is a high growth area for Creative and Cultural Industries (CCIs).</td>
<td>Lack of appropriate venues in some rural areas to act as a focus for cultural/heritage activity.</td>
</tr>
<tr>
<td>Demonstrably high level of local interest in local distinctiveness community heritage and history projects.</td>
<td>Limited connectivity and community capacity at local level to develop clusters or networks and prepare funding bids and project plans etc.</td>
</tr>
<tr>
<td>Cross cutting strength for supporting European colleagues to maximise cultural and economic opportunities.</td>
<td>Limited local community awareness of the area’s unique natural and cultural heritage and its potential to unlock social and economic development.</td>
</tr>
</tbody>
</table>

**Support for Increasing Forestry Productivity**

<p>| The Area has several large landed estates with significant woodland with existing supply chains. | The area is the least wooded county of England (1/3rd national average) and has only a tiny percentage of its woodland in Forestry Commission ownership. |</p>
<table>
<thead>
<tr>
<th>OPPORTUNITIES</th>
<th>THREATS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Increasing Farm Productivity</strong></td>
<td></td>
</tr>
<tr>
<td>Major potential for agricultural/horticultural innovation (e.g. Pest Management, Precision Farming). IFA national project on collaboration with Agricultural Societies.</td>
<td>Concentration of innovation assets in other parts of the country may draw innovation activity and funding away from the Area.</td>
</tr>
<tr>
<td>The CWWW Area is well placed to deliver on key innovation priorities (e.g. renewables, agri-tech, ecosystems services provision, environmental technologies).</td>
<td>Further agricultural intensification may have negative environmental impacts, and potential climate change impacts (e.g. coastal erosion, flooding) may hinder innovative development.</td>
</tr>
<tr>
<td>Opportunity to support sector-based farm business networks/groups (e.g.) on farm building development/planning.</td>
<td>Networks are resource hungry and may require high levels of facilitation to establish them, along with longer term ongoing support.</td>
</tr>
<tr>
<td><strong>Support for Micro and Small Enterprises and Farm Diversification</strong></td>
<td></td>
</tr>
<tr>
<td>The Area’s location is suitable for decentralised renewable energy production.</td>
<td>Businesses may see CO2 reduction/renewable energy technologies as a cost not an opportunity.</td>
</tr>
<tr>
<td>Roll out of Superfast Broadband coverage will support business growth and innovative remote service delivery, including provision of integrated care via new health technologies.</td>
<td>Broadband roll out may not achieve full coverage and businesses and disadvantaged or isolated residents may be slow to make use of the possibilities superfast broadband offers.</td>
</tr>
<tr>
<td>Opportunities to build on recent growth and further expand creative and cultural industries.</td>
<td>EU evidence suggests that large urban areas are the most attractive locations for cultural &amp; creative industries.</td>
</tr>
<tr>
<td>Appetite demonstrated to develop networks and clusters in both thematic and geographic business support mechanisms.</td>
<td>A lack of comprehensive business support and advisory services for SME’s continues to hinder growth, innovation and access to finance and may contribute to the Area's high than national average business 5 year non survival rate.</td>
</tr>
<tr>
<td>Humber ‘Energy Estuary’ and high profile developments (Siemens/ABP) will bring with local supply chain opportunities.</td>
<td>Recent experience has demonstrated an undersupply of start-up and diversification support and funding.</td>
</tr>
<tr>
<td>Opportunities to work with workers living in the Area from the new EU states in Eastern Europe with agricultural/food production related skills for the creation of new sustainable rural businesses.</td>
<td>Supply chain opportunities could be met from outside the area</td>
</tr>
<tr>
<td><strong>Support for Rural Tourism</strong></td>
<td></td>
</tr>
<tr>
<td>The Area’s Coast, Wolds, Wetlands and Waterways offer a unique and unspoilt environment with strong potential for innovative tourism/visitor economy growth.</td>
<td>Lack of investment in development of marketing the area as a key sustainable tourism destination may mean visitors continue to overlook the area and patronise surrounding higher profile locations.</td>
</tr>
<tr>
<td>Topic</td>
<td>Opportunity</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Opportunity to capitalise on national focus generated by for example</strong></td>
<td>Opportunity to capitalise on national focus generated by for example the Tour de France (Yorkshire) and Hull City of Culture.</td>
</tr>
<tr>
<td><strong>Opportunity to link a range of niche tourism activities with local</strong></td>
<td>Opportunity to link a range of niche tourism activities with local food/hospitality providers and support farm/business innovation and sustainability.</td>
</tr>
<tr>
<td><strong>The VHEY strategy covering the Area highlights a number of priorities</strong></td>
<td>The VHEY strategy covering the Area highlights a number of priorities for interventions and investment to maximise growth.</td>
</tr>
<tr>
<td><strong>Management/action plans exist for a number of small (Market)</strong></td>
<td>Management/action plans exist for a number of small (Market) towns, the Yorkshire Wolds and the Yorkshire Wolds Way National Trail, Flamborough Head, inland waterways and other coastal areas.</td>
</tr>
<tr>
<td><strong>Lack of funding for attractive public realm investment</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Rural Services</strong></td>
<td></td>
</tr>
<tr>
<td>Localism and new potential match funding streams offer significant</td>
<td>Localism and new potential match funding streams offer significant opportunity for new social enterprises to deliver rural services.</td>
</tr>
<tr>
<td>Opportunities for small towns to develop better links with/services</td>
<td>Opportunities for small towns to develop better links with/services for their rural hinterlands.</td>
</tr>
<tr>
<td>Community Bus Partnerships can be developed to help sustain rural</td>
<td>Community Bus Partnerships can be developed to help sustain rural transport links.</td>
</tr>
<tr>
<td>Opportunities for the development of parish clusters for joint</td>
<td>Opportunities for the development of parish clusters for joint procurement initiatives, linking parishes and services and shared resources.</td>
</tr>
<tr>
<td>Opportunities for innovative service provision e.g. health through</td>
<td>Opportunities for innovative service provision e.g. health through the provision of superfast broadband rollout.</td>
</tr>
<tr>
<td>Support for Cultural and Heritage Activity</td>
<td>Improve access to/awareness of the Area’s untapped natural, heritage and cultural assets.</td>
</tr>
<tr>
<td>Local Artists/creative groups able to capitalise on linkages to</td>
<td>Local Artists/creative groups able to capitalise on linkages to major events for example Hull City of Culture 2017.</td>
</tr>
<tr>
<td>Partnerships/capacity developed with key organisations such as</td>
<td>Partnerships/capacity developed with key organisations such as English Heritage, Natural England, Yorkshire Water etc. through previous LEADER programmes will enable significant progress on developing heritage offer in the Area.</td>
</tr>
<tr>
<td>Support for Increasing Forestry Productivity</td>
<td>Opportunity to bring under managed woodland back into productive use/management, and arboriculture skills are present and</td>
</tr>
</tbody>
</table>
transferable if demand for activity increases.

| There is a significant market for domestic-use firewood locally and commercial-scale woody biomass fuels. | Competition for land-use from agriculture, development etc. creates a barrier for a significant uplift in woodland establishment activity in the area. |
| Woodland management is an ideal opportunity for farm diversification, offering potential income opportunities for landowners to act as an incentive for proactive management. | Current and future climate change, plant health and inappropriate management threaten the existing woodland resource. |
| Woodland planting offers potential for natural flood management solutions |

3.1.1 Support for Increasing Farm Productivity

High levels of employment in agriculture compared to the national average indicate that the sector continues to have dynamic importance for the area, and offers major scope for agricultural innovation. This is particularly true in Ryedale and the north eastern Wolds where agriculture and its related trades remain a dominant and critical component of the local economy and community life. Agriculture, Forestry and Fishing account for around 28% of enterprises in Ryedale as a whole - almost double the second largest sector of professional occupations (Fig. 2).

![Figure 2 - % Employed in Agriculture, Forestry and Fishing (2011)](image)

Agriculture also has a major influence on the environmental condition of the Area, and there are a range of opportunities relating to the natural environment. Around 80% of East Yorkshire is farmland, and farmers and landowners are key custodians of productive soils, landscape and wildlife. While most agriculture in the area is intensive arable, coverage of entry and higher level stewardship schemes is good and professional, integrated farm management reduces the negative impacts of intensification. Agri-technology, precision farming, payment for the provision of ecosystem services, renewable energy generation, energy and resource efficiency and innovation in bio-renewables are likely to offer major opportunities for increasing farm productivity in the CWWW area.

The potential impact of climate change on the rural landscape and environment of the area remains significant. Tidal flooding and fluvial and pluvial flooding are major environmental concerns for the area, and opportunities exist to mitigate flood risk (and drought) through changes to land-use and farm management. This programme will encourage farmers to innovate and diversify and to take new and radical approaches to balancing improved productivity and sustainability.

3.1.2 Support for micro and small enterprises and farm diversification

Both Ryedale and the East Riding of Yorkshire have high levels of business stock per 10,000 adults and a good rate of new start-ups, although the start-up and survival rates in Ryedale are dropping. Small and micro businesses, as well as sole traders, dominate the local economic landscape. The Area is enterprising, but high levels of business births are still exceeded by business deaths at slightly higher level than the national trend. Five year survival rates are around 2% lower than national levels in the East Riding (Fig. 3).
Barriers to growth reported by local businesses reflect those identified through national studies such as the Growth Review: slow broadband speeds, limited availability of suitable premises, a widely dispersed micro/SME sector which includes many ‘lifestyle’ microbusinesses that have no plans for expansion, issues around access to finance, and lack of mobile infrastructure. A rapidly eroding coastline

Superfast broadband availability is very poor across the whole area, and is identified as a major infrastructure constraint and barrier to growth in the Ryedale Economic Action Plan and East Riding of Yorkshire Economic Development Strategy. Plans are in place in the Humber LEP strategy to maximise superfast broadband infrastructure however the challenge will be to ensure that rural SMEs and service providers take full advantage of this opportunity.

While unemployment rates are currently decreasing due to the economic upturn, numbers of JSA claimants in young people aged 18-24 are disproportionately high as a percentage of all claimants (see Figure 4).

While many working people in the CWW Area have incomes that exceed the national average, its deeper rural areas tend to have a lower wage economy, and rural disadvantage affects many sections of the community. 2011 statistics indicate that levels of child poverty are rising in several rural wards in the area, and national research on rural poverty over the last thirty years has consistently identified an average of around 20-25% of households living in poverty, with significantly higher percentages in sparse rural and coastal areas.

The last ten years has seen a rise in the number of workers living in the area from the new EU states in Eastern Europe, these new workers and their families now make-up a measurable minority and are increasing employed on a full-time or casual basis in rural and agricultural businesses. A significant number of these migrants have agricultural/food production related skills that could be used in the creation of new sustainable rural businesses."

The proposed new LEADER CWWW programme will focus strongly on promoting innovative rural economic growth that creates new locally based and sustainable job opportunities for the Area’s
residents. A very important role in this process will be supporting young people into the labour market and business management as they are a group at risk of migrating out to urban areas if they do not find appropriate employment in rural areas, thus exacerbating the speed of demographic change. Our aim is to maintain and grow the CWWW Area as a living, working and vibrant part of England’s rural countryside. The East Riding (with North Lincolnshire) was one of the top creative and cultural industries growth areas in Europe between 2001 and 2006. During this period employment in the CCI sector grew by 4.55%, compared to a rate of 1.61% for the rest of the area’s economy (European Cluster Observatory 2010). We will seek to support this and other key growth sectors.

The new LEADER programme offers opportunities for deeper engagement with the Higher Education sector to further support growth and sustainability of the rural economy. Examples include: R&D and innovation support to farms and other rural businesses, supporting product and process efficiencies and diversification; enterprise and entrepreneurship activity supporting business start-up and growth; innovative placement/internship programmes delivering direct and bespoke support to rural businesses, communities and agencies, developing effective services meeting local needs and creating jobs. The LEADER LAG is actively working with the University of Hull, as a strategic and economic development partner, to maximise the opportunities available through the local higher level knowledge base.

3.1.3 Support for Rural Tourism.

A vibrant local rural tourism industry based on high quality product and destination offer could generate many new business development and job opportunities for local residents. East Riding of Yorkshire and the whole district of Ryedale currently account for only 7.5% of all Tourism Day Visits (2 year annual averages 2011-2012) in Yorkshire and the Humber, and it is widely recognised that there is significant scope to increase the volume and economic impact of rural tourism in the CWWW Area. A Tourism Strategy for Hull and East Yorkshire (2015-2018) is currently being finalised by VHEY. This analyses the available market intelligence and sets out shared opportunities and priorities for partners working to grow the tourism market in the area. The LEADER CWWW programme has ensured that proposed activities relating to support for rural tourism development set out in this LDS align strongly with, and add value to, VHEY’s Tourism Strategy’s Action Plan (Fig 5).

It estimated that around 801,700 overnight tourism trips were made to East Riding in 2012, of which domestic visitors made 96% of trips (765,000) and overseas visitors made 4% of trips (36,700). Hull and East Yorkshire attracts more visitors from overseas than from the South of England, and there is clearly scope to increase the level of high value overseas tourism coming into the CWWW Area. The number of visits to Britain by overseas visitors increased by some 10 million between 2001 and 2007, and despite the global downturn steady growth is predicted to 40 million overseas visitors in 2020. While none of the Top 10 paid or free visitor attractions in Yorkshire and the Humber listed in Visit England’s 2009 survey are in the LEADER CWWW Area, developing local attractions such as the National Seabird Centre at Bempton should help to change this situation and act as a focus for overseas visitors as well as the strong domestic market.

Importantly, the Tourism Strategy establishes that the potential for growth in the CWWW Area lies more with its attractive countryside, coast and market towns than in the traditional seaside product. Key domestic emerging and growing markets in the Midlands and East of England will be targeted for short stay, deeper-spend, breaks. The Strategy’s Action Plan will include the promotion of targeted activities (Heritage, Adventure, Food and Drink, Festivals and Events etc.) aimed at core, resident population and new market segments. These activities will align strongly with LEADER CWWW proposals to improve the quality of tourist accommodation and support innovative approaches to widen the appeal of rural areas such as the Yorkshire Wolds and coast through the development of specialist ‘explorer’ and ‘weekender’ rural niche markets making best use of digital technologies and focusing on, for example, nature, archaeological, outdoor activity, adventure and food tourism to help raise the Area’s profile and attract new and locally engaged visitors.

VHEY commissioned Business Monitor research in 2011 to obtain baseline data to guide future public sector intervention and identify business perceptions of strengths and weaknesses of tourism in the sub-region. The study found that tourism businesses considered that assistance with marketing and publicity of the local area as a destination and assistance with their own marketing, coupled with business support and advice delivered at a local level were considered to be the public sector interventions that would be of greatest value. The LEADER CWWW programme will work with VHEY and both our LEPs to ensure that a dynamic, coherent and evidence based programme of support for rural tourism development in the CWWW Area for 2015 – 2020 is effectively and efficiently delivered.
3.1.4 Provision of Rural Services

The CWWW Area has an ageing population. In 2012 22.5% of people in the East Riding of Yorkshire and in (2010) 22.4% of people in Ryedale were aged over 65, compared to 16.5% nationally. The Office for National Statistics has predicted an increase in these figures to 40.4% in the East Riding by 2030 to and 33.9% in Ryedale in 2035. In addition, the cost of service delivery in rural areas is disproportionately high. This, along with the dramatic age increase is likely to lead to major pressures on many areas of rural service provision, although conversely it may also offer a pool of highly skilled recently retired residents who can help to lead or support dynamic social enterprise activity.

Levels of non-car or van ownership are high in some rural areas: particularly in Holderness and the north eastern Wolds and Coastal area. For many rural unemployed people lack of access to a car, combined with limited public transport availability, makes job-seeking much more difficult.

Some rural wards in the CWWW area have high levels or significant pockets of deprivation (IMD 2010), and many rural wards across the area continue to be seriously disadvantaged in respect of barriers to housing and services. One LSOA in South East Holderness Ward ranks in the top 2,000 economically deprived LSOA’s in England and five LSOA’s in the rural East Riding and one in a Ryedale ward rank in the top 200 deprived in respect of barriers to housing and services. 2011 data shows around 2,300 children under 16 experiencing poverty across the rural East Riding (790 in Ryedale District) with high concentrations in East Wolds and Coastal, South East and South West Holderness, and Wolds Weighton Wards. Economic Deprivation statistics (EDIs) mirror these findings, with East Wolds and Coastal and South East and South West Holderness having high levels of deprivation, similar to several urban areas of Bridlington, Beverley and Goole. (Dark green areas are the most deprived in these respects). Sherburn and Wolds Wards in Ryedale have above average EDI scores for rural Ryedale (17 and 13 respectively), comparable to the scores for neighbouring LSOA’s in the East Riding of Yorkshire East Wolds and Coastal Ward.

Low levels of superfast broadband availability have been a key barrier to deliver some rural services online. Improved super-fast broadband provision through other programmes, which aim to see superfast broadband reaching 90-95% of the population by 2015, will enable improved access and reach and should offer the opportunity for a range of new and innovative mechanisms for innovative rural service provision to be developed through the LEADER CWWW programme (Fig 6).
The market towns/small towns in the CWWW Area are evenly spread across the whole area and have their own identity and character shaped by their role and history. They have seen their traditional economic base eroded by a combination of social and economic change in surrounding agricultural areas and changes in holiday-taking and the demise of the railways which started in the 1960s. There are issues concerning employment, low or appropriate skills, low wages, social housing, health and access to services. Networks in the area are underdeveloped and the number of service providers is limited. Parts of the towns suffer from deprivation and disadvantage e.g. Withernsea which has high unemployment, low skill levels, health challenges; but each acts as a focal point in rural areas for business support, services, premises, workforce and transport and as outlets for local produce. However this function is changing with competition from services provided remotely, in larger centres or globally.

A new approach is needed that reflects all the pressures and challenges noted above, but builds on the opportunities presented by well-established Renaissance Partnerships and new public policy on localism and community enterprise. Our proposed programme plans to encourage imaginative, inter-connected collaborative working between towns, between hinterland settlements, and between towns and their hinterlands to ensure that effective rural services can be maintained and further developed. The development of a broader-based sense of place alongside the celebration of locally distinctive features will be fostered as a mechanism to underpin and stimulate community enterprise, with key programme partners providing support and technical expertise.

3.1.5 Support for Cultural and Heritage Activity

The CWWW Area has a diverse natural environment and includes the hills of the Yorkshire Wolds, the plain of Holderness, the Vale of York and a varied coastline. It supports a network of locally designated wildlife sites of national and international importance. A proportion of the Humberhead Levels Nature Improvement Area (NIA) covers land in the south west of the Area and includes key sites such as North Cave Wetlands, Broomfleet Washlands, and Blacktoft Sands. The Area includes a coastal strip stretching for over 60 miles and containing two Heritage Coast sites at Spurn Point and Flamborough Head. It is of international importance for its biodiversity, particularly in relation to its wildlife colonies and breeding grounds, and has a strong heritage linked to the sea and the fishing industry. The coastal strip offers significant opportunity to develop enterprise and create jobs through the development of tourism related to the natural environment, adventure, wildlife and cultural heritage.

The Yorkshire Wolds form an important chalk and grassland upland landscape dissected by narrow steeply incised valleys. They have many distinctive landscape features, and although tree coverage is generally sparse it includes some designated ancient woodland at Millington and distinctive shelter belts around farmsteads. While previous LEADER programmes have done much to unlock the economic potential of this environment much more can be achieved within a framework of sustainable development to ensure that the unique nature of the Yorkshire Wolds is developed appropriately. The Wolds are rich in archaeology, built heritage and local traditions and customs – resources that to date have been largely unexploited as a potential community focus that brings people together to better understand their local landscape and as a niche attraction for interested visitors. There is much scope for developing new and linking together existing events to generate business growth opportunities.

Waterways are also an important feature of the Area’s environment, and have made a fundamental contribution to the economic history, development and culture and heritage of the Area’s small/market towns. The LEADER CWWW Waterways Partnership has developed a detailed Strategy and action plan for developing the economic potential of the waterways which this programme aims could support for example through events and festivals and new business opportunities such as kayaking.

The area’s cultural offer is diverse and includes both major and more localised festivals, shows and cultural events. Currently no comprehensive calendar of the wide range of small-scale but locally important festivals and events that take place across the area is produced; and this work needs to be undertaken if the potential of the area’s cultural offer is to be maximised. Larger scale cultural events within the area or in major centres on its fringe are already very popular – for instance Driffield and Ryedale Agricultural Shows, Beverley Folk, Early Music and Literature Festivals, Malton Food Lovers Festivals, Yorkshire Wolds Cycling and Walking festivals. Pocklington has a lively and vibrant Arts Centre with a wide range of events. The annual Ryedale Festival has an international reputation, with world acclaimed musicians, both established and emerging.
The LEADER CWVV programme plans to support a wide variety of small-scale investments and innovative cultural and heritage activities that make use of digital technologies, that when made coherently visible and aligned alongside other already popular annual events, can encourage both visitors and local communities to engage with and celebrate the CWVV Area’s distinctive cultural and heritage offer and offer real opportunities for businesses to develop and grow as a result.

3.1.6 Support for increasing forestry productivity

The woodland and forestry resource in the area is significantly below the national average and this comes as a result of thousands of years of competing land-use practices such as agriculture, development etc. This has resulted in little commercial-scale forestry in the area, and woodland cover tends to be restricted to small, isolated stands scattered throughout the area, although some of the large estates have significant woodland resources. As a consequence, small woodlands tend to be less economically-viable for landowners to undertake woodland management, too small to be of interest to commercial contractors and poorly incentivised at this scale. This results in often under-managed or neglected woodlands which yield little or no economic value. Such woodland realises few of the many benefits good management can bring to a site such as an income from small-scale firewood products, an enhanced wildlife resource, access and recreation opportunities and a contribution to climate change mitigation and adaptation. There is a resource of skilled, experienced arboriculture contractors in the area, although the scale of the woodland resource (in terms of small sites) often makes the incentive to engage such organisations in woodland activity economically unviable for the landowner. Specialist equipment and machinery is often not available to undertake woodland management in a cost-effective manner which results in little value for the landowner and low profits for the contractors.

Nevertheless, the cumulative coverage of these small woodlands is very significant to the area in terms of landscape character and biodiversity and more proactive, efficient management and an increase in new woodland establishment could help to maximise the commercial potential of the resource alongside these wider public values. The management objectives need to strike a balance between commercial productivity and economic viability and the long-term sustainability of the woodland. There is a thriving community of public, private and third sector organisations who are active in woodland creation and management activities. The area also benefits from its own woodland Initiative, HEYwoods, which is a partnership of many of these organisations which seeks to increase tree and woodland cover, and encourage the active management of woodlands, throughout the area. There are also some outstanding publicly-accessible woodland sites, such as Millington Woods, Danes Dyke, the Humber Bridge Country Park and Nut Wood near Raywell that offer ideal opportunities for access and recreation, education and the conservation and enhancement of the woodland wildlife resource.

3.2 Evidence of Alignment with Local Enterprise Partnership Activity

Since their inception, LEPs have presented a new process for effectively bringing together business, local authorities and other stakeholders to provide strategic leadership and drive sustainable private sector growth and job creation in their areas. The LEADER CWVV Area falls within two LEPs, the Humber LEP and the York, North Yorkshire and East Riding LEP. The maps in Figure 7 below show their geographic focus. Both LEPs have produced Strategic Economic Plans (SEPs). These documents set out each LEP’s thematic objectives and desired outputs and will be used to direct future funding and local investment decisions.
The Humber LEP has recently announced major investment in new green industries in ‘the UK’s Energy Estuary’. Siemens and Associated British Ports recently confirmed a combined investment of £310m and are expected to create around 1,000 new jobs directly and generate a further 10,000 additional jobs, potentially creating major new opportunities for jobseekers in rural areas, and for a range of rural businesses.

Key industrial sectors prioritised by the two relevant LEPs include Agri-Food/Tech and Bio-renewables, Tourism, Low-Carbon Energy and Technologies and innovative small business/social enterprise development. LEPs SEPs, Growth Deal Implementation Plans and EU Structural and Investment Fund Strategies (EUSIF’s) will support rural economic growth at macro-level. Both the LEPs will make major investments in business development, SME support, food industry and visitor economy development, and skills / employability development, all of which will have rural impacts. There are strong synergies between LEP priorities and strategic actions and the CWWW LDS and it will be important to seek to align activities and programmes - across both LEPs - at a practical level. For instance, both of the LEPs ESIF Implementation Plan’s priorities and proposed actions are consistent with the desired outcomes and activities proposed in the LDS. A selection of these (by no means exhaustive) can be seen in Table 5 below.

Figure 8 below summarises the relationship between LEP Growth Programme Plans and the LEADER CWWW LDS. It is expected that LEADER will generally seek to intervene in gap contexts or at a (smaller) scale to mainstream LEP activity, particularly in areas where new and innovative approaches to the promotion of economic growth requires a locally-based, bottom-up approach. This approach will also be applied to ensure alignment with the wider RDPE. The CWWW LAG Coordination and Scrutiny Group will work closely with LEP officers to ensure that the CWWW programme is fully aligned to LEP strategic plans and implementation frameworks. The CWWW LAG will ensure it keeps fully abreast of the evidence gathered through its monitoring and evaluation process and closely monitors the opportunities that this may present.
The East Riding of Yorkshire Economic Development Strategy and the Ryedale Economic Plan both set out long-term visions to support sustainable economic development across the LEADER CWWW Area. The Area sits within a wider functional economic geography and both documents reflect the real opportunities existing within that context to develop and promote renewable energy, strengthen the visitor economy through development of the tourism, heritage and cultural tourism product in market towns and rural areas, promote growth sectors such as food and drink, cultural and creative industries, high-tech manufacturing and land based industries. The continuing importance of agriculture for the area’s economy is strongly reflected, as is evidence presented earlier in this strategy relating to rates of business start-ups, levels of self-employment, business type and location, predominate, business start-up and survival rates and potential future economic drivers for growth. Their Action Plans also recognise the deeper rural area’s limitations in respect of wider priorities for public sector intervention, but seek to tap into a range of funding opportunities including those provided through the LEPs and the new RDPE.

The new LEADER CWWW programme will link to and complement the East Riding of Yorkshire Economic Development Strategy, the Ryedale Economic Plan and the new wider RDPE programme by providing an important delivery mechanism to support smaller-scale but highly innovative locally driven investment in farm productivity, rural micro business and social enterprise development, rural tourism, creative and cultural industries, local produce, and rural service provision. Table 5 below shows the relationship and synergies between LEP EU Structural and Investment (EUSIF) Strategies, the wider RDPE programme and LEADER CWWW LDS proposed activities.

The LAG would like to emphasize that they are working closely with both LEPs to ensure that fragmentation will not occur and that the LEADER funding will complement the EUSIF Strategies by focussing on the small, localised niche markets with a strong desire to develop such areas of investment to a stage where they can engage more fully with wider support mechanisms and networks as can be seen in the tables of activity and pipeline in (tables 6 and 7 below). The covering letters of endorsement for this LDS from both LEPs also confirm that this joined up method of delivery will add significant value to the areas economic sustainability ensure that there is no duplication.

In addition, the proposed activity has been developed as a result of close working with the DMO, Visit Hull and East Yorkshire to ensure that the priorities identified in their Strategy will also be delivered effectively and efficiently as evidenced throughout this LDS.
### Table 5: Alignment between LEP ESIF, wider RDPE and LEADER CWWW LDS Actions

<table>
<thead>
<tr>
<th>Humber &amp; YNYER LEP ESIF Potential Actions</th>
<th>LEADER CWWW LDS Proposed Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Take steps to raise business growth ambition.</td>
<td>Promote business to business networking</td>
</tr>
<tr>
<td>Schemes to promote and support entrepreneurship.</td>
<td>Provide schemes for rural micro-business and social enterprise development.</td>
</tr>
<tr>
<td>Programmes to provide enhanced access to advice on legislation, planning and regulation particularly in rural areas, micro-businesses and priority sectors.</td>
<td>Provide rural planning guidance and support the development of rural micro-business engagement in tourism</td>
</tr>
<tr>
<td>Business start-up support for non-agricultural activities in rural areas and investments in creation and development of non-agricultural activities.</td>
<td>Provide schemes for rural micro-business and social enterprise development.</td>
</tr>
<tr>
<td>Support and promote tourism, recreation and leisure. Support for destination development and marketing. (both through EAFRD)</td>
<td>Support for Rural Tourism</td>
</tr>
<tr>
<td>Investment in ICT Infrastructure (via EAFRD) where gaps in private sector provision area barrier to SME growth.</td>
<td>Provide small-scale investment in tourism infrastructure (including broadband and mobile infrastructure where appropriate)</td>
</tr>
<tr>
<td>Connecting agricultural businesses to food, agri-tech/bio-renewables expertise and supply chains. Support for energy efficiency, renewable energy generation and waste prevention.</td>
<td>Develop farm business networks and increase collaboration for innovation and technical advice.</td>
</tr>
<tr>
<td>Development of Agri-Food Skills Network.</td>
<td></td>
</tr>
<tr>
<td>Local Impact Fund and other initiatives to support social enterprise and community activity.</td>
<td>Provide schemes to support key rural service provision.</td>
</tr>
<tr>
<td>Initiatives that support enterprise and social enterprise as a route to economic activity and inclusion.</td>
<td>Develop collaborative working between settlements for joint procurement of services and development of local initiatives.</td>
</tr>
<tr>
<td>CLLD activity through ESF / ERDF and EAFRD.</td>
<td>Facilitate community engagement to develop broad-based pride of place, celebrate local distinctiveness/stimulate community enterprise.</td>
</tr>
<tr>
<td>CLLD activity through ESF / ERDF and EAFRD.</td>
<td>Support for Rural Tourism</td>
</tr>
<tr>
<td>Provide funding for strategically important tourism projects/support and promote tourism, recreation and leisure. (Both through EAFRD).</td>
<td></td>
</tr>
<tr>
<td>Invest in and support local sustainable transport initiatives.</td>
<td>Provide investment in sustainable transport projects.</td>
</tr>
<tr>
<td>Investments in sustainable transport infrastructure.</td>
<td>Provide investment in broadband and mobile infrastructure for rural tourism as appropriate.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Wider RDPE programmes</th>
<th>CWWW LEADER LDS Proposed Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Environmental Land Management Scheme (NELMS): Site specific agreements similar to the current (HLS) scheme, area specific agreements aimed at wider countryside improvements, multi-annual agreements, management options, capital items and advisory support. Annual small grants for certain activities – such as hedgerow laying, coppicing and stone wall restoration.</td>
<td>Foster collaborative development for landscape management; Support the development of rural business engagement in niche tourism opportunities – e.g. nature tourism, archaeological tourism; Support the development of innovative cultural and heritage project linked to the natural environment.</td>
</tr>
<tr>
<td>Farming and Forestry Improvement Scheme (FFIS): Help to innovate, use new technology and use the latest research in your business, improve your skills and training, co-operate and collaborate with other farmers, foresters and others in the land-based sectors, support projects that benefit the environment in a number of ways.</td>
<td>Develop existing farm networks to increase cooperation and collaboration between farm units – tapping into FFIS for funding support; Encourage the development of a ‘woodland culture’ and provide schemes to enable local contractors to bring undermanaged woodland back into management more cost efficiently.</td>
</tr>
</tbody>
</table>
3.3 Our Local Priorities

Reflecting on the needs and opportunities established throughout the analysis of the LAG area, the aim of the Programme is:

To utilise the unrealised potential of the area’s rural economy to stimulate innovation and growth to tackle market failures, and thereby improve the area’s economic performance and social and environmental sustainability

The LAG also intends that the next programme retains areas of best practice in its approach to:

- Strategic commissioning and strategy led focus;
- Real engagement of local people, businesses and communities in project delivery;
- Developing local supply chains that connect people to their surroundings;
- Stimulating and supporting business, enterprise, utilising and adding value to local resources.

The LAG will deliver the programme against the six priorities that have been identified by Defra to address the needs identified throughout the analysis. Key programmes of activity shown in table 6 below are designed to maximise the impact of the Area’s assets, strengthen and promote the growth of key sectors and tackle structural weaknesses and inherent challenges and enable partners to coalesce and ensure that rural economies, environments and communities can contribute actively and effectively to the growth, prosperity and sustainability of the Area. The table also shows the intervention logic that has been worked through from the local SWOT to translate into direct actions in our proposed programme of activity.

In terms of our local priorities, it is anticipated that some projects to be funded will have cross cutting objectives and outputs. For example a local priority is a small towns umbrella style project. This could deliver against priorities 2,3,4 and 5. In addition, some elements of the activities identified below may be suitable for other national and EUSIF funding schemes when their detail is known (such as skills) and others could be suitable for CLLD funding making best use of ESF and ERDF funding in rural and small town locations.

3.4 Programmes of Activity

Table 6: Priorities and Proposed Programmes of Activity
- Resilient and diverse rural economy with skilled and well-qualified workforce and growing interest in self-employment.
- Business survival rates fall below the national average
- Area reflects nationally recognised barriers to growth
- Geographical concentrations of youth unemployment, low skilled adults and a low skills/low wage economy
- Roll out of superfast broadband will support business growth

**Programme of Activity**
- Provide capital and revenue schemes for rural micro-business and rural social enterprise start-up and development.
- Promote business to business networking to develop local supply chains and marketing of local produce to add value at local events, markets and develop linkages with larger operators, and develop branding for local produce including heritage varieties.
- Support projects that make creative use of empty spaces/units to promote enterprise.
- Support the development of rural micro-business engagement in tourism opportunities such as nature, outdoor activities, cultural, sports and heritage/archaeological tourism.
- Provide support for venue/business facilities enhancements.
- Encourage a coordinated approach to the conversion of traditional farm and village buildings.
- Provide support for the development of local horticulture supply chains and grants for marketing to develop local demand via market gardens, allotments, orchards and care farms.

### 3 SUPPORT FOR RURAL TOURISM

Measure 4: Investments in physical assets. Measure 6: farm and business productivity. Measure 7: Basic services and village renewal in rural areas

**KEY SWOT**
- Area offers strong potential for growth in innovative tourism and the visitor economy.
- Limited levels of high quality rural visitor accommodation, tourism infrastructure and services
- Opportunities to capitalise on the legacy of major events such as Tour de France and capitalise on e.g. Hull City of Culture etc.
- Opportunities to link a range of niche tourism activities with local produce/hospitality providers
- Opportunities to work closely with DMO and tourism strategy especially in targeted sectors

**Programme of Activity**
- Provide schemes (including the provision of rural planning guidance) for rural tourism businesses, farm diversification and facilities in order to develop an improved visitor offer and tourism product.
- Provide support for DMO style activity and collaborative marketing to improve the visibility and attractiveness of the CWWW area as a tourism destination, including development of the Yorkshire Wolds as an outstanding sustainable tourism location.
- Develop linkages with other funding sources such as FLAG and key partners and their strategies such as VHEY and work with key destinations that have recently attracted large investments (Bempton Cliffs and Spurn Point) to ensure that a coordinated approach to developing the visitor offer is fully maximised by new and existing local businesses with a particular emphasis on the coastal area economic growth.
- Support projects that make the best use of new technology to enhance and improve the visitor experience while maintaining environmental sensitivity.
- Capitalise on existing cycling and nature tourism initiatives and build on the focus generated by major national events such as the legacy from the Grand Depart of the Tour de France in 2014 and Hull City of Culture in 2017.
- Provide support for festivals and events that generate new business opportunities and economic growth aimed at local, UK and overseas tourist markets.
- Provide small-scale investment in tourism infrastructure (including broadband and mobile infrastructure where appropriate) to support the development of niche markets and physical assets – e.g. archaeological, outdoor/adventure, agricultural, fisheries and food tourism.

### 4 RURAL SERVICES

Measure 4: Investments in physical assets. Measure 7: Basic services and village renewal in rural areas
**KEY SWOT**

- Localism and potential match funding streams offer significant opportunity for social enterprise delivery of rural services
- Strong community based rural transport sector but overall transport connectivity and potential service cuts
- Self-reliant and resilient communities but variable levels of community capacity and civic participation
- High fuel costs, poor energy efficiency and access to services in many rural locations

**Programme of Activity**

- Provide schemes to support socially innovative service provision projects that address social issues such as ageing population, access to health services, fuel poverty and the maintenance and development of key market/small town and village assets.
- Support activities and approaches that facilitate community engagement to develop broad-based pride of place, celebrate local distinctiveness and stimulus community enterprise.
- Provide investment in small-scale renewable energy generation and sustainable transport.
- Encourage the development of collective and collaborative working between rural settlements to enable joint procurement of services, provision of facilities and development of local initiatives (e.g.) connecting up local paths and trails to attractions, nearby settlements and facilities.
- Provide small-scale investment in services infrastructure (including broadband and mobile infrastructure where appropriate) to support the development of innovative and economically viable rural service provision.
- Support linkages with other strands of community benefit funding to ensure rural service provision is accessible, equitable and other funding opportunities maximised.

**5 SUPPORT FOR CULTURAL AND HERITAGE ACTIVITY**

**Measure 7: Basic services and village renewal in rural areas**

**Key SWOT**

- Significant natural, heritage and cultural assets – e.g. archaeology, built and natural heritage
- Area is a high growth area for cultural and creative industries
- Lack of appropriate venues in some rural areas for heritage/cultural activity
- Lack of public access to key sites and poor linkages along with lack of interpretation/orientation.
- Opportunities for building on major events such as Hull City of Culture 2017
- Demonstrably high level of local community/business interest in developing Area’s heritage and history for wider access and celebration

**Programme of Activity**

- Provide schemes to support the development and delivery of festivals and events, small scale conservation projects and investment in high value nature sites, landscapes and venues that generate economic growth potential and offer the opportunities for new business creation and sustainable jobs.
- Support the development of innovative cultural and heritage projects and packages linked to (e.g.) the natural environment, local customs, history and traditions, inland waterways and archaeological sites; including projects that make use of new technology, and combine sustainable access to natural and cultural heritage sites with innovative interpretive facilities.
- Support for local distinctiveness projects that link communities to their local landscape and environment and also encourage visitors to learn about and engage with local landscapes and communities.
- Support projects that link local produce to the area’s cultural and heritage offer: (e.g.) through the promotion of heritage brands.

Provide support for the development of cultural and economic activity in relation to European colleagues that will generate economic growth and sustainable jobs in the CWWW Area.

**6 SUPPORT FOR INCREASING FORESTRY PRODUCTIVITY**

Measure 4: Investments in physical assets. Measure 6: farm and business productivity
Measure 8: investments in forest area development and improve the viability of forests.
### Key SWOT

- The Area has several large landed estates who supply wood on a commercial basis
- Opportunity to bring under-managed woodland back into productive use and management

### Programme of Activity

- Provide schemes to support networks, wood-fuel market, supply chain development and other forestry related business and social enterprise development.
- Provide support for the development of forest schools, and improved access to woodland for local schools and communities.
- Encourage the development of tree-planting/shared ownership schemes.
- Support the development of small scale investments to bring under managed woodlands into management, provide farm diversification opportunities and offer potential for wildlife and recreation.

To ensure the programme of activity above is delivered with maximum impact potential, key cross cutting opportunities have been identified in the creative industries sector, tourism, land management and rural service delivery. The intervention logic of the Programme is to therefore build-on existing activity well as deliver new activity and projects that adhere to the principles of sustainable development and will deliver value for money economic growth in the Area.

The LAG believes that the CWWW Area, the scale and range of problems and opportunities and the programme of activity lend themselves well to the LEADER approach and for working closely with the wider RDPE programme, LEPs, FLAG, VHEY and other national and local sources of community benefit funding.

The LAG also believes that they can offer a significant contribution the LEPs and VHEY strategies by focussing on the small, localised niche markets with high growth potential as evidenced throughout this LDS and by working closely with such partners to ensure that funding routes are customer focussed, accessible and fully integrated where-ever possible. This joined-up approach will avoid the possibility of confusion and fragmentation.

Utilising the successful LAG key project approach from previous programmes, the LAG will also be working with partners to develop ‘umbrella’ style projects to deliver programme priorities concerning for example rural Social Enterprise service delivery where there are many opportunities in areas such as health and village asset maintenance.

Market towns were not eligible for funding under the previous LEADER programme in our Area. The SWOT and consultation process suggests that an ‘umbrella’ style project that encourages collaborative working between the Areas small/market towns would maximise resources and impact in delivering a range of economic and socially innovative initiatives to maximise existing resources for rural service delivery, linkages with hinterlands and maximising empty spaces to help create local sustainable jobs and economic growth.

A further example of where key projects will be developed from existing activity is concerned with the development of a ‘local distinctiveness’ project covering the Yorkshire Wolds Landscape area that incorporates economic activities from the VHEY strategy, landscape activities from National Trails Management Plan and cultural/community actions from the Yorkshire Wolds Development report. The project will capitalise on the existing partnership work with English Heritage and Natural England to support the emerging Yorkshire Wolds Business network. The project will seek to capitalise on the local appetite to develop a recognised sustainable visitor destination and support the development of a Yorkshire Wolds Partnership.

It is anticipated that many smaller projects delivering innovative solutions to the Area’s needs and opportunities will be generated as a direct result of the above key projects that will support the efficient and effective delivery of the CWWW programmes key aims, objective, outcomes and outputs.

Table 7 below indicates the nature of projects that could be potentially supported under each of the priorities. This summarises project ideas submitted during the consultation process and at subsequent events such as the Driffield show and Local Food conference. These ideas form an initial project pipeline.
### Table 7 pipeline

#### Priority 1
- Funding for processing equipment to enable added value to a local produce business to expand and employ staff.
- Funding to support the creation of a market garden with local supply chain.
- Funding to support the initial establishment of a Vineyard on a working arable farm.
- Funding to support the marketing and supply chain development of local produce.

#### Priority 2
- Funding for capital equipment to enable local produce added value micro business to expand and employ staff.
- Funding for farm diversification into tearooms & art workshops
- Funding for farm diversification into offices
- Funding for farm diversification into wedding venue
- Funding for heritage product marketing

#### Priority 3
- Funding for marine/coast launch area infrastructure improvements to improve accessibility, purchase of glass bottom kayak and audio equipment to enable business to expand and operate on more days to offer more visitors to access coastal/marine environment.
- Small scale broadband investment and knowledge sharing to enable roll out of digital app developed with Hull University for use along Yorkshire Wolds Way National trail, market towns tourism development and pilot for orientation at Driffield show.
- Funding for small scale investment in infrastructure in local projects that links transport, visitor facilities, visitor attractions, communities and village assets for economic growth egs at Sherburn, Lisset and Wolds Edge.
- Funding for options appraisal and business plan for redundant building to be developed for tourism at key visitor site.
- Funding for outdoor activities such as cycling and access to beaches linked with VHEY and Natural England and England Coast Path projects.

#### Priority 4
- A two phase project. Phase 1 Mapping of potential for Social Enterprise rural service delivery. Phase 2 will set up the Social Enterprises and deliver the activity.
- An umbrella/small scale enhancement project linking small/market towns to deliver services, tourism and maximise high street economic potential.
- Green energy transport pilot project.

#### Priority 5
- Funding to support the conversion of a workshop to a venue suitable for art/craft workshops and set up a new business.
- Funding to support a LAG key local distinctiveness project to develop the Yorkshire Wolds as a sustainable visitor destination and facilitate a Yorkshire Wolds Partnership, year one funding to include small scale enhancements such as ‘brown signs’.
- Funding Inland Waterways festival with new business adventure activity opportunities such as kayaking.
- Funding to support equipment for new conferencing facilities to expand range of business activity and operating times and employ additional staff.
- Research for phase 1 of a project to support job creation in traditional building skills to assist with the conversion of redundant farm buildings/ proposed new build activity on farms.

#### Priority 6
- Funding for a woodland forest school project with woodland management, habitat restoration and recreation opportunities.
- Funding to support a small scale enhancements scheme for small capital equipment purchase and supply chain developments.
- Funding to support tree planting as a natural flood management measure

It is also worth noting that all project applications will be subject to a rigorous sustainability appraisal to ensure that they fully meet sustainable develop requirements as outlined in our Sustainability Appraisal (point 3.6 below), will not duplicate broader LEP programme activity and/or displace other commercial provision in the locality, and deliver innovative solutions where appropriate this will be a critical function of the Accountable body assessment process as outlined in 4.2 below.
**Action Plan**

The LAG will produce a detailed Action Plan covering the launch, initial marketing and targeting of funds to ensure that the funding profile is met. In addition the plan will cover elements such as staff recruitment, LAG and staff training, scheme design (umbrella/small grants), communication strategy delivery as well as project development, assessment and monitoring in line with guidance in the National Operating Manual.

### 3.5 Targets, Results and Outputs

Previous LEADER experience has shown that significant added value and outputs are generated via the use of targeted small grants schemes and by the use of strategically focussed ‘umbrella’ schemes. The Outputs Submission Table attached as a separate appendix is predicated on a number of factors to capitalise on the above experience.

The LAG anticipate a number of smaller grant requests from Micro/SME and farming enterprises as this is an area of support that has not been covered by LEADER in previous local programmes. Our SWOT and local intelligence indicates that there is some significant scope for activity in these areas and the anticipated outputs reflect this. It is also anticipated that whilst some micro/SME activity may be investment ready, the majority will require some time to fully develop ideas into fundable projects so much of this activity is anticipated from year 2 onwards. The LAG will ensure that appropriate support for these investments is delivered in year one to ensure that funding profiles and the 70%/30% split can be achieved. In summary we anticipate some:-

- 50+ targeted Small grants of less than £5k across all 6 priorities.
- Around 30 medium sized grants of a £25k maximum through the main grants programme
- Around 20/30 grants of £25k+, some of which will be larger grants and will form the basis of the programme key projects as outlined above in order to achieve key actions within the Programme of Activity to be funded.

The LAG will build on previous programme experience and issue calls for projects in year 1 that will help to deliver support, research and mapping that supports delivery of the programme of activity. As a result of this approach, it is anticipated that more of the 30% indirect economic growth budget will be committed early in the programme whilst allowing sufficient development time for the new direct economic growth areas of the programme. Direct investment in business is a new area for the CWWW LAG and whilst recent experience of other funds has shown a strong demand for direct business support locally, the six specific Defra priorities coupled with the programme requirement for sustainable job creation will mean that eligibility may be restricted and the development of projects may require additional support and time before they are deemed investment ready. For these reasons, the LAG anticipates that more of the 70% direct economic growth investments will take place from year two onwards.

The LAG will work closely with Defra rural staff to ensure that any schemes utilised for effective delivery such as such small grants, umbrella type activity and commissioning/tendering fully comply with programme and EU requirements and can evidence our value for money approach.

The number of jobs predicted to be created through the programme is 63 which equates to around 24.5K per job based on a budget of £1.545m for the 70% direct economic growth element (assuming £2.7m overall budget see financial profile table appendix). In addition, considerable activity is planned to deliver outputs that demonstrate economic growth via increased productivity, tourism activity and rural service delivery through for example jobs safeguarded and increased visitor spend/over-night stays.

More detailed outputs and outcomes will be developed in line with guidance from the National Operating Manual and through discussions with Defra staff when LAG selections have been made.

The Outputs Submission Table reflects the programmes’ ambition to deliver jobs against the six Defra priorities in a local context by linking identified needs and opportunities with an intervention logic as a result of the consultation process and the SWOT.

It should be noted however that the jobs created ambition is for long term, quality, sustainable jobs. We do anticipate that a number of the grants will be for capital expenditure for increased productivity and
that this investment may not lead to direct job creation in the very short term. For this reason, jobs created under the support for micro/SME priority are predicted as being more than the RDPE expenditure of £11,391 figure per job quoted in the previous RDPE programme by Defra on the Outputs Submission Table. All other jobs anticipated to be delivered by this LAG are in line with the Defra figures on the table.

Development of the Table demonstrates the LAGs commitment to ensure the programme of activity fully meets Defra expectations to deliver a programme focussed on jobs and growth with sustainable innovative investment in some priorities that are new to the LAG.

3.6 Sustainability Appraisal

The East Riding of Yorkshire Council has prepared a Sustainability Appraisal System Matrix used for all reports, strategies and applications for funding to ensure that activity maintains a positive impact. This forms part of the Council’s Sustainability System. As the Accountable Body for the CWWW LEADER programme, the LAG fully adopts the Council’s policies and procedures with regards to sustainable development and its Sustainability System where it relates to the CWWW LAG and the Programme of Activity to be funded. The Appraisal has been completed with regard to LAG membership and proposed programme activity. Areas highlighted for specific action and on-going monitoring will ensure:

- Compliance with appropriate sector and gender and priority/target group balance within the LAG membership (paragraph 65 of the NDF);
- That appropriate training and skills development is provided for elected members of the DMB to ensure that activity funded meets the principles of sustainable development;
- Pending guidance in the National Operating Manual, that the Accountable Body includes sustainable development criteria as part of the formal project assessment criteria;
- Where a query or concern is raised with regards to project activity in relation to sustainable development, that the project is referred to the Council’s Sustainable Development Section for a written statement to clarify the position;
- A template for the completion of case studies for funded activity is developed and incorporates a requirement to report on complete a section on sustainability.

In addition, the Accountable body has a Partnership Manual to assist with the efficient and effective running of Partnerships, including exit strategies. The manual includes a regular review process for Partnerships to undertake. It is therefore recommended that the LAG undertake this review at mid-point of the programme (2018) to ensure the LAG operation continues to be fit for purpose and again in the final year of the programme (2020) to ensure that all options for exit strategies have been explored. These activities will be undertaken alongside other mid and end point programme monitoring as specified in required by the National Operating Manual.

3.7 Proposed Cooperation Activity

The LAG is committed to undertaking further cooperation activity due to a number of successful projects in the previous CWWW LEADER programme. Our cooperation activity will be based on shared principles, encouraging shared learning and promoting the efficient use of resources. In addition, projects will need to demonstrate economic benefits for our area.

Table 9: Areas of co-operation activity

Five key areas of activity have been identified in our area that would benefit from cooperation activity either within the UK or with other EU partners. These are:
• **Networking and sharing best practice:** farmers/young farmers seeking to develop precision farming (e.g. drone) techniques to improve productivity.

• **Youth Enterprise:** a project to link local colleges and universities and develop models of working that can develop pathways for young entrepreneurs to start up enterprises, access rural markets and help to retain skilled young people in rural areas.

• **Vibrant Small (Market) Towns:** activity that enables entrepreneurs to develop and share innovative activity aimed at developing vibrant towns and economic renewal and make best use of empty space.

• **Cycle Tourism:** building on the economic success of the Way of the Roses coast to coast cycle route, a project aiming to develop cycling routes that encourage overseas visitors from the port of Hull to stay in key sites in the CWWW Area and working with the North Yorkshire LAG areas to encouraging cycle tourism throughout Yorkshire, building on the Grand Depart of the Tour de France from Yorkshire.

• **Local Produce:** building on the success of the East Yorkshire Local Food Network, a project to work with other LAG partners seeking to develop local produce branding and the development of heritage produce, recipes and menus for local businesses.

In addition to the local opportunities identified above, the LAG is keen to explore further opportunities for cooperation as a result of the UKRN event in Cardiff in 2013, LAG network meetings in 2014 and further opportunities for cooperation across the EU as potential projects are posted on the UK and EU cooperation websites throughout the life of the programme.

### 4. Management and Administration

#### 4.1 Accountable Body

The East Riding of Yorkshire Council will act as Accountable body for the new CWWW LEADER Programme, having previously acted in a similar role for the last two rounds of LEADER funding. The Council has considerable experience in the delivery and management of large regeneration programmes, and has worked with DEFRA and partners in the development of management systems to help deliver local sustainable projects. The Council has developed a Programme Management System Tool to ensure that Programmes and projects are run successfully. The Rural Programmes Team, which will have the key responsibility for delivering the Programme, sits within a larger Regeneration and Funding Team, and can call in help and support from across the Council and its partners ensuring both the capacity and capability to deliver the new Programme. The Council’s procurement and travel procedures and policies are built on sustainable development principles insisting that all projects and tenders are assessed against them.

#### 4.2 Project Development and Assessment Procedures

Where practicable, staff developing the programme and projects will be different from those assessing and managing, ensuring separation of duties. All expressions of interest/applications received will be assessed by the Accountable body, against Programme criteria, only those projects that clearly meet the objectives of the programme will go forward for consideration. An initial desk assessment will be available to ensure applicants have the opportunity to eliminate errors, ineligible expenditure against the fund prior to a DMB consideration.

Our processes will ensure the following principles are followed:

- Project application, appraisal and approval functions will be separate, ensuring that there are no conflicts of interests and that the all procedures are transparent
- Equality issues are at the core of the programme and all assessment criteria
- Projects will be encouraged to use sound project development and management principles, calling on technical and specialist knowledge where appropriate, ensuring that they are viable and sustainable
- Communication, networking and consultation with all key partners will be encouraged, ensuring the best possible outcomes, with no duplication of effort with other parts of the RDPE
- Working with Defra and its systems and our own we will ensure that accurate information is gathered on all projects prior to project appraisal – ensuring that the best decisions are made.
- At all stages of the process, documentary evidence will be collected and kept, and used to inform the on-going management of the Programme.
It is likely that the Programme will deliver three main types of project, Direct Grant Support to projects that meet the aims of the Programme, Commissioned Development Work, where a gap exists, or no other group is capable of delivering the project and Small Grant Schemes, Assessment will ensure that projects coming forward are eligible for funding and could not be funded more appropriately elsewhere. Projects that are ineligible will be signposted to other funders. The process of calling for and assessing projects will be clear, applicants will be informed at all stages on the progress of their project with feedback available. All relevant decisions will be forwarded to Defra timeously.

The Accountable body will fully assess all projects, using the National Operating Manual and our own systems to ensure that all projects meet the Programmes criteria. It is envisioned that projects, in addition to any application forms will submit a full business plan covering all aspects of their project.

4.3 Claims and Payments

Robust and comprehensive Programme Management Systems have been developed through the Economic Development service, under the guidelines and principles of Prince 2 to accurately record and process the stipulated requirements set down in the contract of the external fund provider. The management tool incorporates proven mechanisms to manage and monitor programmes, individual projects and small grant schemes. Effective recording and reporting mechanisms are in place to accurately process financial claims, targets, milestones, deliverables, outputs, beneficiary data, progress and risk, to the external fund provider. The Council is exploring ways to have a dedicated programmes management team to ensure continuity of service across all programmes.

Claims from projects will be submitted to the Council as Accountable body and will be checked for eligibility. Payment will only be recommended after financial scrutiny and the project has been monitored to ensure that it has met its approved activity. There will be at least one mandatory “lifetime visit” to each project.

East Riding of Yorkshire Council has access to the existing IT system (ROD) and will work within the National Operating Manual that is currently in development.

All claims and payments evidence will be held for audit inspection and on conclusion of the programme archived and kept by the Council for the period required by Defra and the EU.

4.4 Communications and Publicity

The Accountable body is keen to ensure the continued involvement of the community and this is dependent upon an effective communications and publicity strategy. See section 1.2 for more detailed information on the LAG strategy. This document ensures full involvement via the establishment of a sub group to drive this forward and report on activity to the full LAG and the Accountable body.

4.4.1 Letters of Support

Letters of support and endorsement have been received from the York, North Yorks and East Riding LEP and the Humber LEP and are shown as separate appendices. In addition letters of support for the CWWW LDS have been received from the following organisations and are also available:-

- East Riding Rural Partnership, Ryedale District Council, English Heritage, East Riding Cultural Partnership, Local Access Forum, Visit Hull & East Yorkshire DMO, the Food Farming & Rural Network, Bishop Burton College, Driffield Agricultural Society, the National Farmers Union, the Federation of Small Business, the HEYwoods Partnership, University of Hull, North Yorkshire County Council and the National Trails Partnership reflecting the wide range of partners engaged with the proposed programme and their support for the CWWW LAG approach.

All of the above organisations have access to key communication channels that the LAG will work with to help launch and publicise this programme as well as delivering a customer focussed service by promoting other appropriate funding opportunities and services for example funding available via the LEPs and wider RDPE.
5. Financial Plan

5.1 Expenditure Each Year, by Measure

The LAG has taken the advice of Defra and aimed for a mid-point of the range supplied of £2,396 - £2,850m. This application is therefore based on a budget of £2,700m, over a five year time-frame, which the LAG believes is the minimum acceptable timescale for delivery of the programme. This is broken down as follows:

(£000's)

- Project Budget: 2215
- Of which 70% direct economic benefit: 1545
- Of which 30% indirect economic benefit: 670
- 18% M & A including 25% animation: 485

The completed financial profile for the programme split by year and by measure is attached as an additional appendix as requested. The cost of administering the Programme including animation is (Jan 2015- Dec 2020) £485,000, which equates to 18% and a summary of this is shown below.

Job description outlines for the LAG staff involved in programme delivery are available. The Accountable body are satisfied that this level of M & A which includes the cost of the three posts identified will be sufficient to ensure that the delivery of the Programme over a five year period will be both efficient and effective. In addition, as mention previously, the LAG staff sit within a wider Regeneration and Funding structure within the East Riding of Yorkshire Council where other expertise and specialist advise is available.

- Staff costs: £392,926
- Staff & LAG skills, acquisition, training, meetings & events: £10,000
- LAG Running Costs: £18,250
- Office/administration costs: £21,000
- Travel & Subs: £17,824
- Communications & Publicity: £25,000

Total including animation: £485,000

5.2 Overall Funding Profile

See separate appendix

5.3 Use of Grants, Procurement or Other Type of Financial Support

Further guidance from Defra is awaited in order to assist with LAG plans. As mentioned previously, the LAG intends to utilise a range of options in limited circumstances such as LAG projects. In this context, LAG projects covers circumstances where a need has been identified, but there is no existing operator/organisation able to apply or deliver the programme objective. The LAG in this case would facilitate a steering group of partners to develop the project and would seek funding to undertake initial research. Any such project plans would be subject to the same assessment and decision making process as all other applicants.

The LAG also anticipates that elements of the programme may require a tendering process if no organisation applies for funding to achieve the programme objectives. Where possible, the LAG has also stated its intention to develop small grants schemes and umbrella style projects, subject to eligibility and working with Defra rural staff. The LAG intends to invest in the form of grants only and has no plans to utilise other financial instruments within this programme.

Signature: Mr Alan Menzies, Director of Planning and Economic Regeneration, East Riding of Yorkshire Council (Accountable Body)

...............................................Date..........................................