



**Rural Development Programme for England/LEADER
East Riding of Yorkshire and North Yorkshire
(Ryedale District and Scarborough Borough)**

**LEADER Local Action Group
Coast, Wolds, Wetlands & Waterways**

LDS Index

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Coast, Wolds, Wetlands and Waterways

Introduction

The overall rationale for the Programme is to link geographical areas of socio-economic deprivation with a broad contiguous area of environmental and socio-economic opportunity - Coast, Wolds, Wetlands & Waterways - with a programme focussed upon place-based rural development activity.

The Area is shown in Appendix 6.1. It covers much of the East Riding of Yorkshire but omits the sizeable towns of Bridlington and Goole as well as Beverley and surrounding rural areas. In North Yorkshire, it includes relevant and contiguous parts of Ryedale and Scarborough districts. Together these form a clearly identifiable and coherent area of need and common heritage.

The area covers approximately 880 square miles and includes 155 parishes. The total population is 151,985. The wards, towns and parishes included, together with population figures for each ward (2001 Census), are included in Appendix 6.2.

The overall rationale for the Programme is based on its strong coherence of landscape character and cultural heritage, its close fit with the key regional indicators of need and the opportunities it offers for both cultural and environmental projects to bring increased prosperity and an improved quality of life.

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

To utilise the unrealised potential of the area's heritage and culture to stimulate local vibrancy, encourage enhanced pride in place, and thereby improve the area's economic performance and social sustainability.

The Programme will build-on and consolidate existing activity and disseminate best practice to the new areas as well as identifying new programmes and projects. The LAG believes that the Area, the scale and range of problems and opportunities and the programme of activity lend themselves well to the LEADER approach.

The following terms are used in this document:

Accountable Body:	East Riding of Yorkshire Council
Annual Plan:	The plan drawn up annually to implement the delivery of the LDS
Area:	The LEADER CWWW geographical area of coverage
CWWW	Coast, Wolds, Wetlands & Waterways
Community:	Generally, the make-up of a group which is defined by interest or geography
DMB:	Decision Making Body
ERYC	East Riding of Yorkshire Council
Partnership:	The Local Action Group
HWRRC	Humber and Wolds Rural Community Council
LAG:	Local Action Group
LAG Staff:	The Programme staff employed by the Accountable Body
LDS	The Local Development Strategy
NYCC	North Yorkshire County Council
Programme:	CWWW LEADER Programme
RDC	Ryedale District Council
RDPE	Rural Development Programme England 2007 - 2013
SBC	Scarborough Borough Council
WLAG:	Wider Local Action Group

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Partnership

Membership

The LAG is integral to the LEADER approach. The main aim of the LAG is to promote and reinforce the value of cooperative and partnership working by bringing together organisations and individuals who have an interest in encouraging and supporting socio-economic development in rural area's, and to target resources and to signpost to other funding.

The LAG has adopted a locally led approach to the work up 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 social, environmental and economic interests in the Area.

From the initial consultation event hosted by Yorkshire Forward to raise awareness of the 2007-2013 RDPE LEADER Programme, interest generated in LAG membership from individuals/organisations and communities attending the event was recorded. People were then kept well informed with regular briefing notes as to the progress and activity in the Stage 1 application.

The opportunity to be involved with the LAG and the Local Development Strategy was also promoted by disseminating information in the press, which explained the aims of the bid and the role of the LAG. Involvement with the LAG or at other levels of the bid was encouraged.

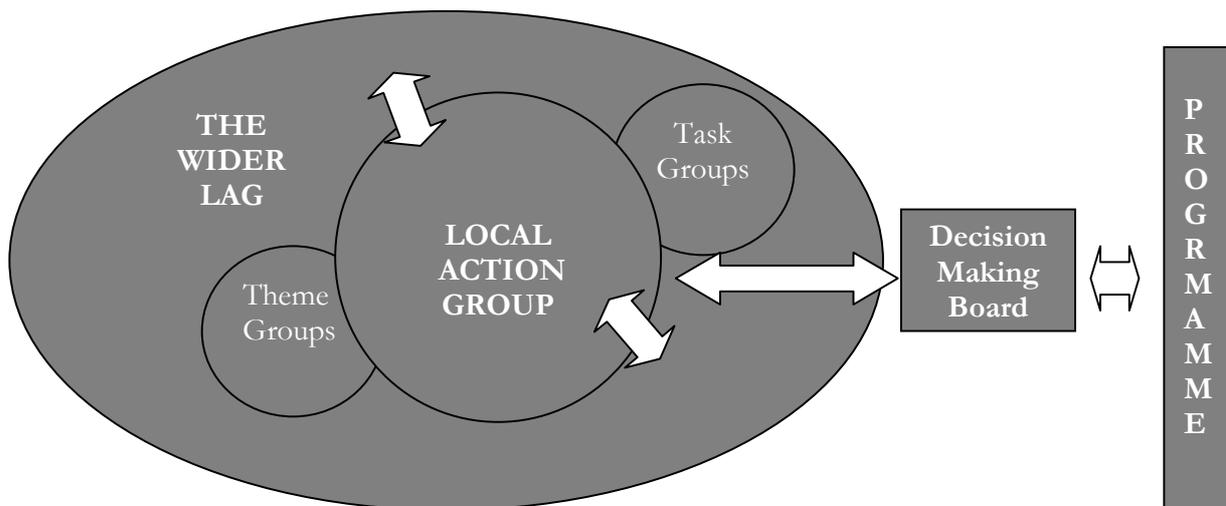
An inclusive approach was taken in the formation of the LAG, with the membership at Stage 1 being steered by the appropriateness of the partnership in terms of private/public split, broad representation across social, environmental and economic interests relating to the themes of the bid, and the capacity of members.

This inclusive approach has garnered interest from the wider community. The LAG's commitment to its wider community is reflected in its adopted structure.

The LAG structure has three main groups:

- LAG - The principal governing body
- WLAG - The wider partnership to whom programme information is explicitly communicated
- DMB - A subset of the LAG with the specific role of decision making on funding
- In addition and as required, task groups may be created to address specific issues

Diagram 1 – The relationship between the three main groups of the LAG structure:



The LAG structure reflects the LAG's commitment to enable participation at a number of levels and entry points. For instance, the Wider LAG is made up of individuals and organisations who wish to remain in close communication with the LAG and the Programme. Members of the WLAG receive (directly) briefing notes, at least every quarter. The WLAG will meet annually to review programme progress and to ensure strengths, weaknesses, opportunities and threats are identified.

Through out the Stage 2 workup the LAG underwent a series of capacity building and training events. The capacity building and training event 'LAG membership roles and responsibilities' invited the WLAG (including the LAG at Stage 1) to find out more about the role of the LAG, with the aim of establishing LAG membership, roles and responsibilities and communications.

The LAG made a clear commitment that a clear, fair and transparent recruitment and selection process would be followed and documented. The membership of the LAG at Stage 1 was examined and set against a skills and strategy matrix to identify gaps or significant overlaps in its structure.

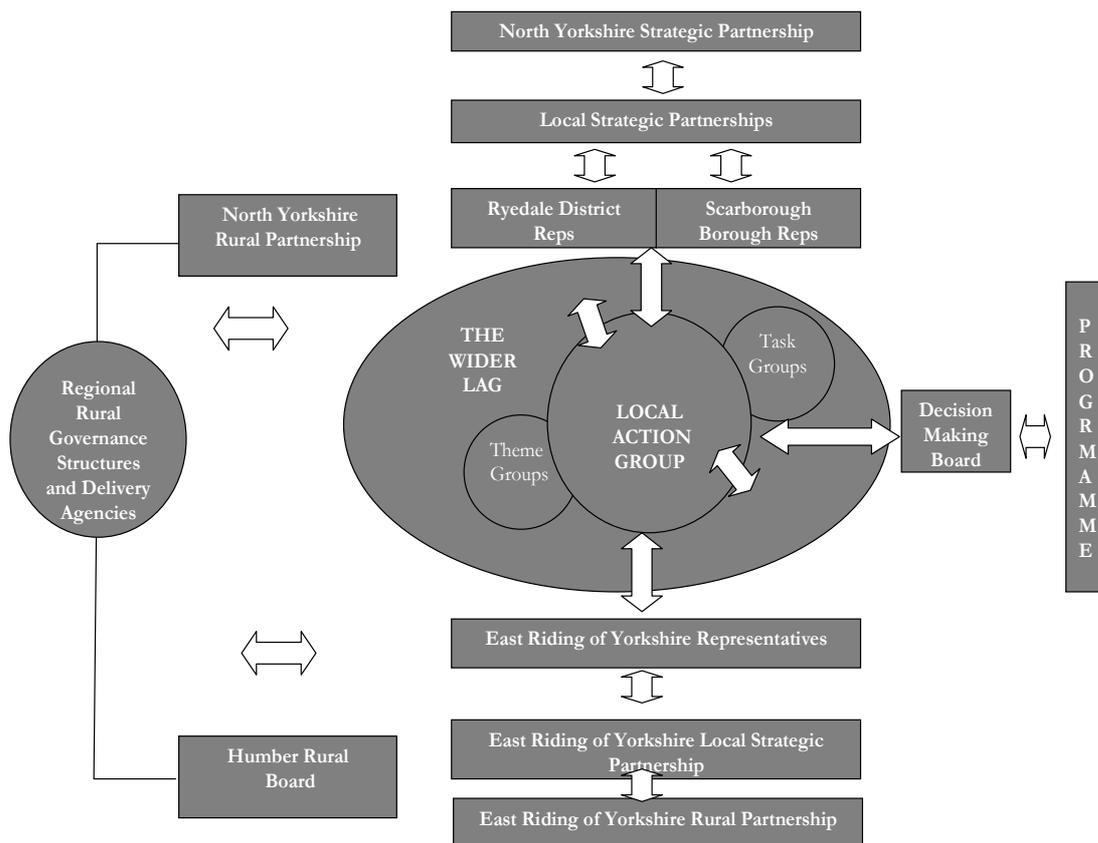
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The LAG was clear that membership could not be just about representation of a sector or geography, but that the role of a LAG member had to be more sophisticated than this, especially given that the LAGA crosses administrative boundaries. Building on this the LAG established a member's job description and person specification (Appendix 1) against which to recruit.

Evaluation of the East Riding of Yorkshire LEADER+ Programme has shown that there was a highly integrated relationship between the accountable body, the East Riding of Yorkshire LEADER+ LAG and the sub regional partners that ensured programme activities were not left to operate or evolve in isolation, and that activities were aligned to add value to mainstream priorities and other funding streams. These relationships have been captured within the LAG membership and related structures, below:

Diagram 2 – The LAG wider structure & relationships:



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The view of the LAG is that this ‘bottom up meets top down’ approach will enable the Local Development Strategy to be delivered in a sustainable way that proactively maximises the impact and reach of the programmes of activity.

The review of the East Riding of Yorkshire LEADER+ LAG also highlighted some missing elements such as land management and business.

Amendments to the Stage 1 membership reflect the above considerations and include:

- The Market Town Network will provide the key communication channel to the individual East Riding Market Town Partnership.
- The Humber and Wolds Rural Community Council to provide the key communication channel to the Yorkshire Rural Community Council, community led planning groups and Parish Councils and Village Hall committees in the Area.
- The Coastal Forums identified at Stage 1 were not yet active and so removed at this stage, to free up a seat.
- The National Farmer’s Union were recruited, along with the Royal Society for the Protection of Birds.
- The Sustainable Communities and Transport, and the Sustainable Natural Environment Task/Action groups of the East Riding of Yorkshire Local Strategic Partnership were also appointed to the LAG, again with an additional responsibility of providing key communication channels with other local and regional stakeholders.
- On a local level, The Sobriety Project (and Waterways Museum & Activity Centre), Rural Arts North Yorkshire and Howden Civic Society were also appointed.

Table 1 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 48
- There are only 7 public sector members
- 14 members have a regional remit

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The LAG underwent a further facilitated capacity building and training session to identify the roles and responsibilities relating the Decision Making Board and its membership. Diagram 1, above, indicates the relationship between the LAG, the WLAG the DMB and Programme Delivery.

The DMB will be drawn from the LAG Membership; an initial call for nominations has been made and can be seen in Table 2.

Members of the DMB are able to fill the requirements of the LAG job description and person specification. The responsibilities of a member of the DMB are in addition to those of a LAG member, and can be seen in Appendix 1.

The decision making arrangements of the DMB were prepared by the LAG Governance Working Group. The LAG Governance Framework can be seen in Appendix 2.

The DMB will be primarily responsible for approving applications for LEADER funding, by applying criteria agreed by the LAG. In addition, the DMB is responsible for:

- Approving Programme projects.
- Commissioning Programme projects.
- Monitoring and reviewing the progress of projects to meet agreed outputs/expenditure.
- Preparing an Annual Plan and an Annual Report for consideration by the LAG.

The role of the DMB is to take prompt decisions on project applications, monitor the operation of approved projects and to function as a discussion group to develop the Annual Action Plan for consideration by the LAG.

There will be a maximum of 12 Members of the DMB. Not more than 5 will be Members or officers of public sector bodies (including Parish and Town Councils). The system of a rotating Chairperson will operate.

Members of the DMB will be selected at the Annual General Meeting by the LAG. Members of the DMB must be representatives serving on the LAG. Any vacancies will be filled by election at any meeting of the LAG.

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The DMB will meet on an annual pre-determined schedule as appropriate. All meetings of the DMB will be formal meetings and not open to the public.

The quorum for all meetings will be 5 members. There must be a representative of the Accountable Body present at each meeting. No more than 49% of members present will be representatives of statutory organisations.

All decisions will be put to the vote. Any matter will be decided by a simple majority vote of those present and eligible to vote. In the event of a tied vote the Chair shall have a second or casting vote.

Members have a joint interest in the implementation of all projects in the programme but, from time to time, will need to take part in discussions on issues and projects in which they have a direct or indirect interest. Members having a direct financial interest or organisational link to issues or projects under discussion shall declare their interest at the commencement of the item. All such interests shall be minuted. 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.

The methods employed for the identification of projects are outlined in the Communications and Publicity Strategy (Appendix 12) and in the Administration section of this document. The Communications and Publicity Strategy includes actions to:

- encourage awareness
- enable local people to become involved in all aspects of the programme
- maximise benefit from the opportunity

To compliment the strategy, an information pack is being produced and will be distributed to interested parties and potential project sponsors as well as being available on line.

Resource for project activity, development and support for potential applicants will be provided by a mixture of LAG commissioned capacity building and training projects and/or by LAG staff or by other key RDPE delivery partners, as appropriate to the activity/group needs and to ensure that financial profiles, contractual obligations and outputs are met.

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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 is to be managed by the LAG staff and the LAG to ensure that any build up of demand is managed and that programme objectives can be met. Relevant information on the criteria for funding and how to apply and will be available for download from an interactive dedicated CWWW website

LAG staff will use the criteria (shown in 'Administration - Selection and Appraisal Procedures') for selecting projects to take forward to, and for informing, the DMB of potential activity being worked up. This is also to build in the right support mechanisms throughout the work up stage.

Programme applicants will be asked to present their project activity to the DMB and be prepared for a questions and answers session. The full operation of the DMB is covered in the Governance Framework (Appendix 2), but in outline:-

- DMB members will be asked to declare interests and will be asked to leave the room during discussions and decision making.
- LAG staff may not vote on funded activity, but be called on to contribute to discussions and may make recommendations for clauses and conditions to be included in funding agreements.
- There is no appeals procedure for applicants. The DMB decision is final. Applicants can however, resubmit applications for further consideration if appropriate after reviewing DMB comments and requirements.

Table 1 - contact name, organisation and sector that each group primarily represents, including the anticipated nature of involvement in the LAG.					
	Name of Organisation	Contact Name	Sector (tick one)		Anticipated Nature of Involvement
1	East Riding of Yorkshire Council	Representative to be nominated	Social & Economic	<input type="checkbox"/>	Accountable Body
			Public Sector		
2	Bishop Burton College	Jeannette Dawson - Principal	Social & Economic	<input type="checkbox"/>	Wider RDPE, skills
			Public Sector		
3	Business Link	Ewan Christian	Social & Economic	<input type="checkbox"/>	Wider RDPE, business and social enterprise skills and development
			Public Sector		
4	Driffield and Hedon Navigation.	Mike Dunne	Social & Economic	<input checked="" type="checkbox"/>	Waterways
			Public Sector		
5	Driffield Agricultural Society	David Tite – Society Director	Social & Economic	<input checked="" type="checkbox"/>	Agriculture
			Public Sector		
6	East Riding Artists/Pocklington Arts Centre	Hillary Angle - Chair	Social & Economic	<input checked="" type="checkbox"/>	Key communication channel – local artists and creatives
			Public Sector		
7	East Riding Cultural Partnership	(temp) Annabel Hanson – Culture	Social & Economic	<input checked="" type="checkbox"/>	Key communication channel to

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	Name of Organisation	Contact Name	Sector (tick one)	Anticipated Nature of Involvement
		Policy Officer	Public Sector	community and strategic link to and key agencies (LSP sub group).
8	East Riding of Yorkshire Council	Helen Wright - Rural Policy & Partnerships Manager	Social & Economic Public Sector	Key skills and communications channels – local authority
9	East Riding of Yorkshire Council	Claire Watts - External Funding & Policy Manager	Social & Economic Public Sector	Key skills, match funding & key communication channel
10	East Yorkshire Historic Churches Trust	Revd Stephen Cope – Bishop of Hull’s Adviser on Rural Affairs	Social & Economic Public Sector	Key communication channels - Rural Anglican Churches of the Archdeaconry of the East Riding
11	East Riding Market Towns Network	To be appointed	Social & Economic Public Sector	Key communications channels – Market Towns partnerships of the East Riding
12	East Riding of Yorkshire Rural Partnership	Board to nominate	Social & Economic Public Sector	Key communication channels and strategic links – ‘the distinctively rural broker’ Rural proofing.

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13	East Riding of Yorkshire Federation of Young Farmers' Clubs	Chris Oxtoby – County Organiser	Social & Economic	<input checked="" type="checkbox"/>	Key communication channels – Agriculture and youth.
			Public Sector		
14	East Riding of Yorkshire and Kingston on Hull Joint Local Access Forum	Dr Peter Ayling	Social & Economic	<input checked="" type="checkbox"/>	Key communication channels – users groups (the Ramblers Assoc, Equestrian, Cycling etc,) land owners and managers .
			Public Sector		
15	East Yorkshire Wolds Tourism Partnership	John Brown	Social & Economic	<input checked="" type="checkbox"/>	Key Communication channel - area based partnership. Tourism/East Yorkshire Wolds
			Public Sector		
16	Filey Chamber of Trade	Kim Wood – Tourism industry representative	Social & Economic	<input checked="" type="checkbox"/>	Key communication channel - business
			Public Sector		
17	Filey 4 Wards	Kath Wilkie	Social & Economic	<input checked="" type="checkbox"/>	Key communication channel – community and 3 rd Sector Filey and hinterland.
			Public Sector		
18	Growing Routes	Fenella Gilliat	Social & Economic	<input checked="" type="checkbox"/>	Skills and business and social enterprise development Wider RDPE
			Public Sector		
19	Howden Civic Society	Charlotte Hursey	Social & Economic	<input checked="" type="checkbox"/>	Heritage

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	Name of Organisation	Contact Name	Sector (tick one)	Anticipated Nature of Involvement
			Public Sector	Key communication channels – Howdenshire community and 3 rd sector orgs
20	Humber Rural Board	To be nominated	Social & Economic	Key communication channels and strategic links to the sub region and the wider RDPE.
			Public Sector	
21	Independent business 1	Peter Sykes	Social & Economic	Business
			Public Sector	
22	Independent business 2	Gordon Shields	Social & Economic	Business
			Public Sector	
23	Malton and Norton Area Partnership	To be nominated	Social & Economic	Key communication channel – community and 3 rd sector area partnerships
			Public Sector	
24	Museums Libraries Archives Yorkshire	Michael Turnpenny	Social & Economic	Rural Heritage and Museums sectors
			Public Sector	
25	NFU	Graham Ward	Social & Economic	Agriculture and land management
			Public Sector	
26	North Yorkshire County Council	Jochen Werres	Social & Economic	Key communications channel – local

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			Public Sector <input checked="" type="checkbox"/>	authority
27	North Yorkshire Rural Partnership	Board to nominate	Social & Economic <input checked="" type="checkbox"/> Public Sector	Key communications channel – rural activists.
28	Ponds for People	Hugh Roberts	Social & Economic Public Sector	Wetlands and environment
29	Rural Arts North Yorkshire	Margaret Murphy	Social & Economic <input checked="" type="checkbox"/> Public Sector	Community Artists and culture
30	Ryedale District Council	Julian Rudd (Officer) or member rep to be confirmed	Social & Economic Public Sector <input checked="" type="checkbox"/>	Key communications channel – local authority
31	Ryedale Voluntary Action	new Chief Officer	Social & Economic <input checked="" type="checkbox"/> Public Sector	Key communication channel – community and 3 rd sector area partnerships
32	Scarborough Borough Council	Pauline Elliot – Head of Planning & Regeneration	Social & Economic Public Sector <input checked="" type="checkbox"/>	Key communications channel – local authority
33	Southern Area Cluster	Aileen Newbury	Social & Economic <input checked="" type="checkbox"/>	Key communication channel –

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			Public Sector		community and 3 rd sector area partnerships
34	Sustainable Communities and Transport Action Group	To be appointed	Social & Economic	<input checked="" type="checkbox"/>	Key communication channel to community and strategic link to and key agencies (LSP sub group).-
			Public Sector		
35	Sustainable Natural Environment Task Group	David Renwick – Biodiversity Officer	Social & Economic	<input checked="" type="checkbox"/>	Key communication channel to community and strategic link to and key agencies (LSP sub group).
			Public Sector		
36	The National Trust	Marianne Blaauboer	Social & Economic	<input checked="" type="checkbox"/>	Heritage
			Public Sector		
37	The HEYwoods Initiative	Stephen Robinson	Social & Economic	<input checked="" type="checkbox"/>	Woodland and heritage
			Public Sector		
38	The Humber and Wolds Rural Community Council	Penny Brown - Chief Executive	Social & Economic	<input checked="" type="checkbox"/>	Key communication channel – Yorkshire Rural Community Council, community led planning etc,.
			Public Sector		

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	Name of Organisation	Contact Name	Sector (tick one)		Anticipated Nature of Involvement
39	The RSPB	Ian Kendall -	Social & Economic	<input checked="" type="checkbox"/>	Environment and biodiversity
			Public Sector	<input type="checkbox"/>	
40	The Sobriety Project (at the Waterways Museum & Adventure Centre)	Bob Watson - Director	Social & Economic	<input checked="" type="checkbox"/>	Key communication channels – Waterways
			Public Sector	<input type="checkbox"/>	
41	University of Hull – Department of Geography	Dr Lewis Holloway – Lecturer in Human Geography	Social & Economic	<input type="checkbox"/>	Local food sector development Key communication channel - academics
			Public Sector	<input checked="" type="checkbox"/>	
42	Visit Hull & East Yorkshire DMO	Andy Gray	Social & Economic	<input checked="" type="checkbox"/>	Tourism
			Public Sector	<input type="checkbox"/>	
43	The Wolds Action Group	Pauline Reeve - To be confirmed	Social & Economic	<input checked="" type="checkbox"/>	Key communication channel – community and 3 rd sector area partnerships
			Public Sector	<input type="checkbox"/>	
44	Yorkshire Country Houses Partnership	Dr Gerardine Mulchay – Curator Burton Constable Foundation	Social & Economic	<input checked="" type="checkbox"/>	Key communication channel – built heritage, culture and tourism
			Public Sector	<input type="checkbox"/>	

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	Name of Organisation	Contact Name	Sector (tick one)		Anticipated Nature of Involvement
45	Yorkshire Mills Group	Geraldine Mathieson – Group Secretary	Social & Economic	<input checked="" type="checkbox"/>	Community heritage & culture
			Public Sector	<input type="checkbox"/>	
46	Yorkshire Wolds Buildings Preservation Trust	Dr David Neave	Social & Economic	<input checked="" type="checkbox"/>	Community built & cultural heritage
			Public Sector	<input type="checkbox"/>	
47	Yorkshire Wolds Way Project	Malcolm Hodgson – National Trails Officer	Social & Economic	<input checked="" type="checkbox"/>	Natural environment & tourism
			Public Sector	<input type="checkbox"/>	
48	Yorkshire Wildlife Trust	Jon Trail	Social & Economic	<input checked="" type="checkbox"/>	Natural environment & biodiversity
			Public Sector	<input type="checkbox"/>	

Table 2 - contact names, organisation, sector that each group primarily represents and brief description for each organisation represented on the DMB					
	Name of Organisation	Contact Name	Sector (tick one)		Brief description
1	East Riding of Yorkshire Council	Representative to be nominated	Social & Economic	<input type="checkbox"/>	Accountable Body Local Authority – Unitary
			Public Sector		
2	East Riding Artists/Pocklington Arts Centre	Hillary Angle - Chair	Social & Economic	<input checked="" type="checkbox"/>	East Riding Artists supports and encourages artists East Riding Artists supports and encourages local artists through a programme of events, opportunities and networking. It aims to raise the profile and promote economic growth within the creative community. Pocklington Arts Centre is a nationally recognised model of community owned cultural space.
			Public Sector		
3	East Riding of Yorkshire Council	Helen Wright - Rural Policy & Partnerships Manager	Social & Economic	<input type="checkbox"/>	Accountable Body Local Authority – Unitary
			Public Sector		
4	East Yorkshire Wolds Tourism Partnership	John Brown	Social & Economic	<input checked="" type="checkbox"/>	A community tourism partnership aimed at promoting joint working between 3 market towns to improve their tourism offer.
			Public Sector		
5	Filey 4 Wards	Kath Wilkie	Social & Economic	<input checked="" type="checkbox"/>	A social enterprise working towards the economic,

Table 2 - contact names, organisation, sector that each group primarily represents and brief description for each organisation represented on the DMB					
	Name of Organisation	Contact Name	Sector (tick one)		Brief description
			Public Sector		social and environmental regeneration of the southern area of the Yorkshire Coast. Also providing a number of services to the community including; signposting; use of IT equipment/internet access; photocopying services; setting up some training/capacity building programmes and the production of a Town Plan for Filey and local plans for villages in the surrounding areas.
6	Howden Civic Society	Charlotte Hursey	Social & Economic	<input checked="" type="checkbox"/>	As a voluntary organisation, Howden Civic Society has for more than thirty years acted as a watchdog on all developments in the town. Its principal task is to monitor proposals which might impact on the historic core and traditions of Howden.
			Public Sector		
7	NFU	Graham Ward	Social & Economic	<input checked="" type="checkbox"/>	The National Farmers' Union represents the farmers and growers of England and Wales. Its central objective is to promote successful and socially responsible agriculture and horticulture, while ensuring the long term viability of rural communities.
			Public Sector		

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	Name of Organisation	Contact Name	Sector (tick one)		Brief description
8	North Yorkshire County Council	Jochen Werres	Social & Economic	<input type="checkbox"/>	Local Authority - County
			Public Sector		
9	Rural Arts North Yorkshire	Margaret Murphy	Social & Economic	<input checked="" type="checkbox"/>	Rural Arts North Yorkshire is an arts charity based in the Old Courthouse in Thirsk, providing an extensive outreach programme of taster sessions, workshops, courses and projects in visual and performing arts across the whole of the County of North Yorkshire
			Public Sector		
10	Ryedale District Council	Julian Rudd (Officer) or member rep to be confirmed	Social & Economic	<input type="checkbox"/>	Local Authority - District
			Public Sector		
11	Scarborough Borough Council	Pauline Elliot – Head of Planning & Regeneration	Social & Economic	<input type="checkbox"/>	Local Authority - Borough
			Public Sector		
12	The Humber and Wolds	Penny Brown - Chief Executive	Social & Economic	<input checked="" type="checkbox"/>	Humber and Wolds Rural Community Council is a

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	Name of Organisation	Contact Name	Sector (tick one)		Brief description
	Rural Community Council		Public Sector		registered charity working in the villages and smaller rural communities throughout East Riding of Yorkshire, North Lincolnshire and North East Lincolnshire. One of 38 Rural Community Councils, which together cover the whole of England and form the Rural Community Action Network (RCAN). This is headed up by Action with Communities in Rural England (ACRE), who form our collective national voice.
13	The RSPB	Ian Kendall -	Social & Economic	<input checked="" type="checkbox"/>	The RSPB is the UK charity working to secure a healthy environment for birds and other wildlife, helping to create a better world for us all. We work for the conservation of wild birds, other wildlife and the places in which they live in a wide variety of ways.
			Public Sector		
14	The Sobriety Project (at the	Bob Watson - Director	Social & Economic	<input checked="" type="checkbox"/>	The Yorkshire Waterways Museum (recently

Table 2 - contact names, organisation, sector that each group primarily represents and brief description for each organisation represented on the DMB					
	Name of Organisation	Contact Name	Sector (tick one)		Brief description
	Waterways Museum & Adventure Centre)		Public Sector		rebranded) offers an extensive collection which tells the story of the Port of Goole, the transportation of coal, the lives of barge families, and the boat building tradition of our ancestors. The economic and social purpose of the Museum is to be an attraction and archive for visitors and to offer friendship, dignity and training to disadvantaged people to enable them to gain the skills and confidence to be economically and socially active.
15	The Wolds Action Group	Pauline Reeve - To be confirmed	Social & Economic		An emerging community group concerned with issues facing remote rural villages and hamlets across the Yorkshire Wolds facilitated jointly by Humber & Wolds and the Yorkshire Rural Community Councils
			Public Sector	<input checked="" type="checkbox"/>	

Partnership

Local Action Group Staff

The LAG and Programme delivery will be supported by the Rural Development and Programmes team of the East Riding of Yorkshire Council. This team is primarily responsible for the delivery of rural programmes, such as LEADER +, RDPE LEADER, and a number of energy related community fund. It is headed up by East Riding of Yorkshire Council's Rural Development and Programmes Manager and based in an outreach office within the Area.

The Rural Development and Programmes Team have an excellent track record and reputation for delivering high levels of support and guidance to potential applicants and beneficiaries. The team constantly seeks further opportunities to attract funding and align programmes to achieve maximum impact.

Where appropriate, LEADER + programme assets, including knowledge based, will be transferred to the Programme.

Two LAG Staff posts have been identified. The job descriptions in Appendix 3 are generic to project support and programme delivery.

Rural Programmes Support and Project Development Officer:

- To raise awareness of the funding opportunity and the themes of the programme.
- To build capacity to enable applicant to access the funding.
- To develop systems and procedures in line with funder and audit requirements and ensure that contractual requirements are met.
- To produce management information, to enable decisions around programme activity and financial probity.
- To develop and support community based delivery partnerships.
- To advise project managers in the preparation, implementation, monitoring and management of activity assisted by the programmes.

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Rural Programmes Finance and Monitoring Officer:

- To develop and maintain effective financial, monitoring and administration systems.
- To set up systems, manage and maintain budget-monitoring.
- To develop and manage a robust claims processing system .
- To ensure contractual monitoring, audit requirements are met.
- To regularly produce management information to advise the Rural Programmes Team of progress towards the key indicators, milestones and outputs of the funded programmes.

As employees of East Riding of Yorkshire Council, the LAG staff will benefit from the Council's policy 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 Council's Training Programme has been developed in response to training needs identified by the Employee Development Reviews. Employee Development Reviews are conducted on a six monthly basis. Information is collated by Training Co-ordinators in each Directorate and prioritised by Departmental Management Team. Those needs which can be met through in-house provision have been incorporated into this programme. Additional and new programmes will be organised in response to these needs on a quarterly basis. The Training and Development Team are able to provide training on a consultancy basis. This might include tailoring an existing open programme to meet specific needs or designing an event to address objectives.

Rural development and programme delivery 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, for example PRINCE 2. An associated staff development budget has been identified to enable this.

Although there will be a limited budget for the delivery of the Communications and Publicity Strategy, there still needs to be a dedicated resource allocated to the activity. This will ensure that communications and publicity will be delivered in a systematic and planned manner.

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The costs of administering the Programme are (November 2008 – March 2014) = **£385,218**
For details see the Financial Plan in Appendix 13. A summary is below:

- Rural Programmes Support and Project Development Officer
Scp 38 (£30,598 pa) @ 37 hrs per week
(November 2008 – Dec 2013) = **£182,967**
- Rural Programmes Finance and Monitoring Officer
Scp 25 (£20,736pa) @ 37 hrs per week
(November 2008 – March 2014) = **£121,081**
- Staff & LAG development and training, including skills acquisition and animation.
LAG & Staff skills acquisition = £4,000 pa
LAG running costs = £3,700 pa
(November 2008 – Dec 2013) = **£40,500**
- Communications & Publicity (contractual programme delivery - guidance notes, application forms, interactive website design, maintenance and hosting and other ITC)
(November 2008 – Dec 2013) = **£20,000**

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Partnership
Equal Opportunities

The East Riding of Yorkshire Council's Single Equality Scheme document (Appendix 4) sets out responsibility for equalities and diversity and actions as to how we will achieve this. The document is currently out for consultation with East Riding of Yorkshire Council partners, including the LAG, the voluntary sector and community groups etc.. The document will be live in autumn 2008. The final version will then be considered for adoption by the LAG.

In recognition of the its relationship the Local Strategic partnerships, the LAG will also adopt the codes of the National Compact as they have been interpreted at a local level across North Yorkshire and the East Riding.

Five of the National Compact Principles have been developed into detailed Codes of Practice as follows:-

- Consultation, Participation and Policy Appraisal.
- Diverse Communities: Black and Minority Ethnic Groups.
- Volunteering and Capacity Building.
- Community Groups.
- Funding, Commissioning and Resources.

Practical mechanisms to incorporate the above are included in

- The Employee Development Review
- The Communications and Publicity Strategy
- The Governance Framework
- The Active Partners – Benchmarking Community Participation in Regeneration. The LAG will use the benchmarks as a framework for implementing the Programme and reviewing the effectiveness of the Communications and Publicity Strategy and the Governance Framework.

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The LAG is committed to avoiding conflict and complaint by positive and open relationships and by acting diligently at all times.

Comments, complaints or compliments about the LAG, should be sent in writing to the LAG Chair, who will seek advice from the Rural Support and Project Development Officer. Should a complaint remain unresolved, a second letter should be sent to the Council's Director of Planning and Economic Regeneration, County Hall, Beverley HU17 9BA. The complaint will then be independently investigated under the Council's 'feedback, compliments, comments and complaints' procedure.

Where an internal conflict/ complaint cannot be resolved informally, it should be put in writing to the LAG Chair (or the Deputy Chair/another member of the LAG if the complaint is against the Chair). If the complaint remains unresolved, a second letter should be sent to the Council's Director of Planning and Economic Regeneration, County Hall, Beverley HU17 9BA. The complaint will then be independently investigated under the Council's 'feedback', compliments, comments and complaints' procedure. If the complaint is against the Council, a Partner member that has its own written complaints procedure will be invited by the Chair to investigate and report back to the LAG on the complaint.

Partnership

Involvement of the community

The wider local community has been involved throughout the process of drawing up the Local Development Strategy and the proposed programmes of activity. There have been numerous meetings, events and road-shows throughout the Area to ensure that the widest possible opportunities for input and involvement were made available to local communities.

The process started with the Humber and Wolds Rural Community Council facilitated Yorkshire Forward RDPE LEADER launch event at Hessle in 2007. This consultation event kick started the process of gathering the views of the community and all the information collected has been used and progressed to include in both the LAG membership and proposed programmes of activity.

Three further public consultation events were held in 2007 to help formulate the shape of the Stage 1 RDPE LEADER application for the Coast, Wolds, Wetlands & Waterways area. The information that emerged from these events has been incorporated into the proposed programmes of activity.

The events covered a public consultation and road-show event at the 2007 Driffield Show, an event at the Wolds Heritage Centre at St James, Warton for individuals and organisations interested in further developing the natural and cultural heritage and the final event was a public consultation held in Driffield in October 2007 to gather further information on potential activity and to start the process of forming the LAG.

It has been the intention throughout to incorporate ongoing feedback from events to ensure that they have been as accessible to the whole community as possible. Therefore location and access to transport have been taken into account as have the facilities within the venues and the timings of the events. A popular addition to the events this year has been the availability of staff and volunteers early afternoon and evenings after the more formal proceedings to ensure that people who have early or late commitments can still attend and to also ensure that people who prefer informal one to one chats are catered for.

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The involvement of the wider community gathered a pace during the first half of 2008 with many consultations and events taking place. It has been an integral part of this process to ensure that the ongoing involvement of communities is continued.

Consultees were encouraged to complete a registration form that not only collects their priorities for proposed programmes of activity, but also their level of involvement for the future. This could be that they just want to be added to the WLAG mailing list to receive copies of our regular mailings and receive information on events or that they wish to become an active member of the LAG and represent their sector/community of interest or share their knowledge and experience as part of LAG sub group.

The following is a list of consultation meetings that have all contributed to the Local Development Strategy and proposed programmes of activity. The groups represent the broad spectrum of interest in the proposed programme of activity and show the commitment of the community in the LEADER approach by their willingness to participate fully in any future delivery:

- Humber and Wolds Rural Community Council/Yorkshire Rural Community Council (key stakeholders and partners)
- Ryedale Council for Voluntary Service
- LSP groups in the East Riding of Yorkshire, Ryedale and Scarborough (covering safer and stronger communities issues, environmental, sport and active recreation and also heritage and culture)
- East Riding of Yorkshire Rural Partnership
- East Riding of Yorkshire and Kingston Upon Hull Local Access Forum
- Driffield Agricultural Society
- Young Farmers Club
- East Yorkshire Wolds Tourism Partnership
- Wolds Ambassadors training Group
- Wolds Action Group
- East Yorkshire Heritage Forum

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- Market Towns Regeneration Partnerships (Withernsea & Hedon, Howden, Snaith & Cowick, Hornsea, Pocklington, Market Weighton, Drifffield, Stamford Bridge, Filey and Norton-on-Derwent).
- Visit Hull and East Riding Area Tourism Partnership
- A series of open public events at Skipsea, Easttrington and Cayton for community and business representatives not consulted via any other event.
- The Rural Community Councils have also been consulting on behalf of the LAG with the more hard to reach groups such as youth, for example via the out of school network co-ordinators, parish and community lead plans groups and clusters, caravan dwellers, village halls and local transport partnerships.

As a result of the awareness raising and consultation activity a significant number of other organisations from the wider community have also contributed the Local Development Strategy and have proposed programmes of activity, see Appendix 5 for a full list of activities.

The Rural Community Councils have also provided base line data and evidence of need as a result of work undertaken with village hall committees and community led plans.

The Humber Rural Pathfinder trials in the Humber sub-region have provided information on evidence of need and options to help take forward and develop community lead initiatives.

The East Riding of Yorkshire LEADER+ programme is currently undergoing an evaluation. Information and recommendations from the evaluation along with information from East Riding of Yorkshire LEADER+ LAG members has been fed into the process, in particular focussing upon where activity may require further resources and investment in order to further develop and ensure ongoing sustainability.

The LAG membership has and will continue to undergo training and capacity building to more fully understand roles and responsibilities and governance.

Members are sharing knowledge and bringing together expertise and experience. This has shaped the priorities of the proposed programmes of activities, ensured the ongoing involvement of the wider

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community as well as recommendations for application processes and communication.

The continued involvement and support from 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 ongoing involvement are included in the marketing and communication strategy submitted as part of this application, for example:

- Sub-contracting out of communication to harder to reach groups.
- Appropriate methods of communication to ensure ongoing involvement.
- 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, video conferencing and mobile phones to ensure that sustainable methods of involvement and communication are used wherever possible.
- The LAG has requested that all venues for meetings and events to be researched and reviewed so that accessibility and transport issues will be taken into account.
- The use of LAG members and membership as tools for dialogue and communication, both to the wider community and to representatives and strategic agencies
- The LAG has recruited members with key communication channels to ensure involvement of the wider community is maximised

The LAG will use the Regional Forum's Active Partners – Benchmarking Community Participation in Regeneration benchmarks as a framework for implementing the Programme and reviewing the effectiveness of the Communications and Publicity Strategy and the Governance Framework.

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The area covered in this application is shown in Appendix 6. It covers much of the East Riding of Yorkshire but omits the sizeable towns of Bridlington and Goole as well as Beverley and surrounding rural areas. In North Yorkshire, it includes relevant and contiguous parts of Ryedale and Scarborough districts. Together these form a clearly identifiable and coherent area of need and common heritage.

After the submission of Stage 1, Yorkshire Forward asked the LAG to consider during the Stage 2 work up, in the spirit of coherency, the inclusion of Goole in the Area. The LAG has looked at this issue in line with the needs and opportunities aligning themselves to the programme.

In view of the fact that the Wards of Goole North and Goole South are eligible for ERDF funding, the LAG initially proposed that these 2 wards were not included. Old Goole, and the Parish of Hook however have needs that are more consistent with LEADER principles and also offer opportunities to the Programme and as such have been included in the Area.

The LAG indicated, at Stage 1, a desire to include the Yorkshire Wolds Market Town of Norton. This takes the population above the 150,000 threshold in the inhabitation guidance. However, the LAG feels strongly that the inclusion of Norton is fundamental to the coherency of the Area, in so much as it provides a key communication channel to enable the inclusivity of the Ryedale element of the Area.

The area covers approximately 880 square miles and includes 155 parishes. The total population is 151,985. The wards, towns and parishes included, together with population figures for each ward (2001 Census), are included in Appendix 6.1 and 6.2.

The East Riding of Yorkshire, the Yorkshire Wolds and coastal strip in North Yorkshire is a predominantly rural area. The area is amongst the most sparsely populated in England. The majority of the population lives in communities with a population of 10,000 people or less, compared to 20% in England. Some of the smaller parishes, for example Skeffling, have only 30 properties and 154 people. Over 95% of the land is in some form of agricultural use. The Area encompasses several different types of settlement, some physical remoteness, a range of economic and social characteristics and a variety of natural features.

The area falls broadly into distinct 'Joint Character Areas' known as the coastal strip and estuary, the Wolds and the hinterlands of the major urban areas of Hull, York and Doncaster encompassing parts of the Vale of York and the Humberhead levels. The environmental character of the Area is derived from its underlying geology - the chalk outcrop of the Wolds and the glacial deposits of Holderness and Howdenshire;

- its high proportion of best quality agricultural land and farming practices;
- the significance of the coast which contains two distinct stretches designated as Heritage Coast;
- the effects of coastal erosion;
- the broad floodplains of major navigable rivers draining into the Humber Estuary;
- its skylines and views captured by celebrated artists;
- its archaeological landscape which is of international importance;
- the significance of the Wolds - with potential for AONB (Area of Outstanding Natural Beauty) status;
- sites of international significance for estuary wetlands and coastal fossils;
- the historic cores of its settlements and its isolated farms and hamlets;
- the local building materials & styles;
- its stock of important individual buildings and groups of buildings; and
- its monuments, country estates, historic churches and ancient monuments.

For coherency, the markets towns of Driffield, Filey, Hedon, Hornsea, Howden, Market Weighton, Norton, Pocklington, Snaith and Cowick and Withernsea are included in the proposed LEADER area. They will have a clear role to play but the focus for activity will be on smaller settlements.

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The LAG, by the nature of the programmes of activities, envisage that the majority of actions will fall outside the market towns. However, this is not to be exclusive to the synergies presented by the Renaissance Market Towns programme. The strategic make up of the LAG ensures a close relationship with the Market Towns. The LAG recognises that minimal activity will take place in Market Towns. Where activity is more appropriately placed in Market Towns it will need to evidence that the primary beneficiaries are smaller rural communities.

The LAG has sought to mitigate against any adverse issues which may arise as a result of the Area straddling administrative boundaries.

- The local authority working party - the precursor to the LAG. The local authority working party established Terms of Reference (Appendix 7) for the submission of Stage 1 and the work up of Stage 2. These are currently being evaluated for gaps and opportunities for continued and better working through out the delivery of the Programme; for example to discuss geographical and operational issues transparently. A full Memorandum of Understanding for cross boundary working will be prepared based on the recommendations of the evaluation.
- The make up of the LAG includes many examples of cross boundary working, particularly across the Yorkshire Wolds. This mode of operation will be infused within the LAG.
- The strategy and skills make up of the LAG was specifically designed to address the issue of multiple representations from similar organisations on either side of the administrative boundaries. The LAG job description recruited to ensure members complimented the strategic and skills matrix of the LAG. In addition LAG members are required to identify key communication channels to thematic, demographic and geographic sectors.

The overall rationale for the Area is based on its strong coherence of landscape character and cultural heritage, its close fit with the key regional indicators of need and the opportunities it offers for both cultural and environmental projects to bring increased prosperity and an improved quality of life. The following section give more detail about the fit with key regional indicators, environmental analysis, community identified need and the opportunities for environmental, heritage and cultural initiatives;

Socio economic analysis

The analysis at Stage1 has been refreshed where possible, with data from IMD 2007 (Indices of Multiple Deprivation) and is in Appendix 8. Maps of the Yorkshire and Humber region showing the key regional indicators of rural need are also in the Appendices set 8, supplemented with local maps where appropriate. The socio economic analysis shows:

- Employment – limited opportunities. (Appendix 8.1.1– 8.1.5)
- Skills and education - generally performing at a lower level than other rural parts of the region. (Appendix 8.2.1– 8.2.2)
- Income - much of the Area is regionally significant in terms of rural economic and social need. This is particularly noticeable in the high Wolds, the coastal strip and the parishes near Goole immediately south of the River Ouse. (Appendix 8.3.1– 8.3.2)
- Health - region as a whole is generally less healthy than the national average. Coastal wards in particular exhibit high levels of people claiming Incapacity Benefit or Severe Disablement Allowance. (Appendix 8.1.2– 8.1.3)
- Access to services - The distribution of key services in the Area is shown in Appendix 8.4.1 – 8.4.9. Many parts of the Area, especially the high Wolds and coast are seriously disadvantaged in respect of access to services by public or community transport.
- Voluntary sector participation (Appendix 8.5.1 – 8.5.5) Regional patterns of rural civic participation show broadly lower levels of activity in eastern Wold and coastal locations than the regional average. Community engagement levels, including local environment and regeneration activities, around Driffield, Filey, Hornsea, Howden, Market Weighton and Withernsea are a little higher than elsewhere - reflecting recent LEADER+ and market town regeneration activity.

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Environmental analysis - Coast, Wolds, Wetlands & Waterways

The broad needs and opportunities relating to the environment, heritage and culture are summarised below under each of the four themes which underpin the Programme. Appendix 8.6.1 – 8.6.7 show the locations, rights of way, open access land, ancient woodland, monuments and listed buildings, tree preservation orders, sites of special scientific interest (SSSIs) and conservation and special conservation areas. Further supplementary mapping of the Waterways and cycle routes will give further baseline data and inform the programmes of activity.

Coast

The coastal strip stretches for over 60 miles - from Cayton in the north to Spurn in the south. It encompasses the dramatic cliffs and Brigg at Filey and the boulder clay cliffs of Holderness with their fossil beaches and the chalk outcrop at Flamborough.

There are two Heritage Coast sites in the Area, at Spurn Point and Flamborough Head and the area is of international importance for its biodiversity, particularly in relation to its wildlife colonies and breeding grounds. There is a strong heritage linked to the sea and the fishing industry.

The area includes the coastal towns of Filey, Hornsea and Withernsea and a number of village communities which live with the threat of coastal erosion. Many villages are still linked to farming activities reflecting the good quality farmland in the plains of Holderness and parts of the Wolds. The coastal strip is peripheral and suffers from problems of access and exclusion and in some cases low levels of civic engagement. The distinctive environment and cultural heritage, for example the military history and off-shore industries, have never been fully exploited for the benefit of local communities. Activity needs to remain in harmony with the environment.

The coastal strip and its assets are seen as a significant opportunity to develop enterprise and create wealth by enhancing the environment and developing the cultural heritage across the whole of the Yorkshire coast for example, lost villages, shipwrecks, energy-related industries, fishing, wildlife, seaside traditions and customs.

Wolds

The Wolds are important chalk and grassland upland areas dissected by narrow steeply incised valleys. The area has many undiscovered and distinctive landscape features, including the most northerly chalk stream in Europe linked to the River Hull Head Waters. Although tree coverage is

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generally sparse - as it is throughout the area (around 3%) - the Area includes some designated ancient woodland at Millington and distinctive shelter belts around the farmsteads.

The market towns of Driffield, Market Weighton and Pocklington and many of the villages have seen their traditional economic base eroded by a combination of social and economic change in the surrounding agricultural areas. There are issues concerning employment, low or appropriate skills, low wages, social housing and access to services.

Availability of IT and broadband connectivity is also sparse in some parts. Networks in the area are undeveloped and the number of service providers is limited.

Some progress has been made in parts of the Wolds through, for example the LEADER+ Programme, to unlock the potential of the environment and heritage but much remains to be done. Some areas, such as archaeology and the agricultural heritage and culture, remain untapped. Balance will be important to ensure that the unique assets and ambience of the Yorkshire Wolds are preserved.

The Wolds are rich in opportunities linked to heritage around the landscape, agriculture, churches, country houses, mediaeval villages, archaeology and local traditions and customs.

Links to the arts and creative industries, reinvigorated by the Hockney Wolds paintings - provide an opportunity for the development of facilities and networks to promote cultural activity and engender a place-based identity. (See Appendix 8.7 to see distribution of visual artists across the Area)

Wetlands

Wetlands are most prominent in Howdenshire and the Lower Derwent Valley / Humberhead Levels, around the Humber Estuary (a site of international importance) / River Ouse and at Hornsea Mere and Cayton Carr. These areas are within flood plains and low lying.

Biodiversity is an important element of wetland areas, particularly in respect of small and wetland mammals and wading and migratory birds.

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Unlike the coast and Wolds, it is less easy to define these areas geographically, and specifically in respect of economic and social needs as they tend to be more dispersed. Wetlands are often remote however - as in the case of the marshland parishes bordering the River Ouse - and transport and access to services can be difficult.

The market towns of Hedon, Howden, and Snaith and Cowick are included under this broad wetlands theme. The wetlands have their own unique heritage and customs and traditions which need to be preserved, such as mediaeval drainage systems devised by monks and connections with systems in Holland.

Conservation priorities need to be linked to areas ranging from the National Trust holdings in Ryedale and Scarborough districts to a small conservation area near Snaith and Cowick. These environmental conservation priorities need to be linked with the development of the economic potential of the wetland areas to achieve maximum impact.

Some wetland areas were severely affected by the recent floods. Activity relating to the management of watercourses, flood storage, renewable energy and climate change - either directly or through education and training - are likely to bring benefits.

Waterways

Waterways are an important part of the natural and cultural heritage of the Area. Some of the major water-courses are the Rivers Derwent, Ouse, Aire and Hull, the Pocklington, Driffield and Aire and Calder Canals / navigations, Beverley Beck, Hedon Haven and the Gypsy Race.

Some of the area's market towns are located on waterways and their economic history, development and culture and heritage are closely linked. Many villages straggle along the water corridors.

There is limited amenity use for the most part of the waterways. In some cases, opportunity is limited because of infrastructure or land ownership issues. These assets are, however, invaluable in respect of their environmental and economic potential.

There are currently a number of voluntary organisations involved with the development of the waterways. A key factor in ensuring progress is the further growth of these organisations,

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including their capacity to engage harder to reach groups which could benefit from using the waterways.

The waterways are rich in opportunities linked to transport heritage, biodiversity, water management, economic and social history, amenity and local traditions and customs. There is increasing recognition by Natural England and the Environment Agency that restoration is more beneficial to the environment than allowing a waterway to fall into a state of neglect.

A recent study by East Riding of Yorkshire Council identified a need for a strategic approach to the development of the inland waterways underpinned by a strong partnership of stakeholders, including landowners, if the potential is to be realised. Examples such as the Chesterfield Canal have shown that a strategic approach to the restoration and development of waterways can bring economic social and environmental regeneration.

Community led analysis of need and opportunity

The wider local community has been involved throughout the process of drawing up the Local Development Strategy and the proposed programmes of activity. There have been numerous meetings, events and road-shows throughout the Area to ensure that the widest possible opportunities for input and involvement were made available to local communities.

Three public consultation events were held in 2007 to help formulate the shape of the Stage 1 application for the Coast, Wolds, Wetlands & Waterways area. The information that emerged from these events has been incorporated into the proposed programmes of activity.

Wider community consultation was rolled out during the first half of 2008 with a series of local events, at Cayton, Skipsea and Eastrington. The feedback from these events has also informed the development of the programme of activities.

Over 100 people attend the events, representing over 40 local community groups and organisations. Ideas, needs and opportunities for the Programme have been made under a number of thematic areas, the most common being:

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- Heritage – making best use of the unique aspects of the heritage of the area: Iron Age burials, history of seafaring people, wartime history.
- Water – coast, waterways, ponds, wetlands, offshore (underwater assets for diving etc) and flooding [protection].
- Castles, windmills, estates and lighthouses – make best use of the built heritage for tourism and local appreciation.
- Tourism – broadly improving publicity and marketing, but tourism is an aspect of many of the suggestions made.
- Arts – support and promotion for the artistic work in the area, to develop it further, to support existing and to enable more people to access and appreciate the art of the area – through workshops, courses, roving exhibitions, innovative use of community venues and local museums.
- Cultural trails linking arts and tourism.
- Local produce – support for local producers, links to biodiversity, food and agriculture and farmers’ markets, events and show grounds.
- Pride of place runs through many of the suggestions as people are proud of the history and legacy of the area, as well as the landscape.

Further analysis of community need and opportunity was undertaken by the HWRCC, Scarborough Borough Council and Ryedale District council in relation to community led planning documents, such as Parish Plans and Market Town Action Plans, Community Investment Prospecti and the Wolds Action Group.

Appendix 8.8 shows the total actions from all the Parish Plans in the East Riding mapped against the LSP. The highest number of actions arising can be attributed to the provision of quality environments, followed by quality towns and villages. Community led plans, such as the Parish

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Plans, provide an opportunity to target grass roots activity, focussing on the conservations and the upgrading of the rural heritage impacting on village renewal.

Broad analysis of the above supports the issues identified during the Stage 1 workup. The rurality of the Area is reflected in the community concern over dwindling services, in particular around access to health and financial services (related to recent post office closures and ongoing restructure of the delivery of our health services). There is a level of concern or rather an impetus to create and maintain community spirit, relating closely to perceptions of quality of life, the provision of quality environments and community safety in its widest sense.

It is clear that the communities of the Area have a level of understanding and awareness of the opportunities that the Area's heritage and landscape can offer. The Area's communities are keen to maximise these opportunities, focussing on the rural heritage impact on village renewal.

Cross-Cutting issues and opportunities

Whilst clearly focussing on the heritage / culture theme, the Programme will link, where appropriate, with the access to services and rural business themes. Some key issues in respect of rural services have been identified in above. Issues around a vibrant economy and strong businesses are also reflected in this section under indicators relating to employment, skills and income.

Opportunities to strengthen the viability of key rural services such as village shops, pubs, village halls and transport through environmental and heritage initiatives will be identified and developed as part of the programme of activity.

Similarly, elements of the Programme will be to build the capacity of the business community where appropriate, complementing activity under the main business support element of the RDPE.

Work undertaken through the Humber Rural Pathfinder will be utilised particularly in respect of connectivity, business and skills development and local food and energy crops, where they relate to the delivery of the Programme.

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Similarly there are elements of the East Riding of Yorkshire LEADER+ programme and activity that on evaluation will be implemented in the Programme:

- Strategic commissioning and strategy led focus
- Real engagement of local people and communities in project delivery
- Connecting people to their surroundings
- Stimulating and supporting enterprise, utilising and adding value to local resources.

Some key cross cutting opportunities can be found in the creative industries sector, tourism and land management:

Creative Industries Sector

The recent report, Experian Creative Countryside – Creative Industries Driving New Rural Economies, March 2007, provided a valuable statistical insight into the current extent and economic value of creative industries within East Riding of Yorkshire, but could well be extrapolated across the Area - although it is acknowledged that additional qualitative work is required to further assess the growth potential of the sector.

The creative sector is characterised by small, single-site businesses (typically employing fewer than five people), sole traders or freelancers. The Area is consistent with the national picture in this respect. Although these industries are established in the Area, their employment share is lower than within the Yorkshire & Humber region and substantially below the national average. Distribution of broadband coverage and the connection speeds demanded by business may be viewed as a current barrier within large parts of the Area.

The obvious economic potential in establishing new rural businesses and job creation is coupled with opportunities for agricultural diversification and a potentially enhanced tourism offer. However, the social outcomes in terms of adding to local vibrancy, helping to shape community 'sense of place' and providing additional leisure opportunities for residents offer significant 'added value' to rural communities.

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Tourism

Traditionally, the Area's tourism and hospitality sector has been based mainly on a coastal resort offer, linked to extensive caravan parks, good quality beaches and seaside towns serving (in the main) a regular clientele from other sub-regions of Yorkshire and the Midlands.

Two Area Tourism Partnerships have recently been created across the Area, one for Hull and the East Riding (Visit Hull and East Riding) and the other for the relevant parts of North Yorkshire (Moors & Coast). This should help to widen the area's visitor base, and exploit the largely untapped potential of the Area's culture and heritage, (in particular the Yorkshire Wolds) for sustainable tourism provision. The Area Tourism Partnership's provide opportunities for joint working and maximisation across the Programme and other LEADER area's. Along with the creative industries – the tourism sector is a growth industry.

Key opportunities across in the Programme are in the following areas:

- develop public transport networks and new 'visitor-based' services
- opportunities to improve facilities in villages (few cafes/pubs often closed weekday lunchtimes)
- provision of networks to improve access to training and workforce development in the hospitality sector
- improve signage, branding and interpretation facilities (being addressed in some areas)
- improve 'visibility' of some significant heritage assets (e.g. archaeological features)
- raise the profile of the assets to visitors and residents,
- stimulate grass roots activity and encourage the development of the product

Land Management

The East Riding of Yorkshire Rural Partnership commissioned a 'Review of Recent Trends in Farming and Land Management in the East Riding of Yorkshire'. Much of the conclusions from this report apply equally to the Area as a whole. It is important to record, retain and practise old and new land management skills, whilst enabling diversification where necessary.

The local food sector comprises a broad range of stakeholders at which local growers and producers lie at the heart. Outlets for the sale of local produce include farmers markets, farm

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shops, box schemes, 'Pick Your Own' and farm gate sales, community allotments, the local hospitality sector and other retail outlets. Within the last decade, the local food sector in the Area has grown steadily, with nine regular farmers markets now held.

Locally sourced produce has also become an important component of the hospitality and tourism offer (e.g. restaurant fayre, food & drink festivals and rural visitor attractions)

The Humber Rural Pathfinder supported a project, 'Adding Value to Local Food', in the East Riding of Yorkshire in 2006. The project built on the findings from a previous Local Food Mapping Study and sought to better understand the issues faced by the local food sector and identify the most appropriate mechanism for local delivery. Amongst the findings the project identified that a more planned, co-ordinated approach was needed to develop the local food sector, recommending the creation of a local food forum to bring stakeholders together and progress an integrated action plan

Summary of the Area's need and opportunity:

The overall rationale for the Programme is to link geographical areas of socio-economic deprivation with a broad contiguous area of environmental and socio-economic opportunity - Coast, Wolds, Wetlands & Waterways - with a programme focussed upon place-based rural development activity.

This activity will tackle deprivation and create wealth in the Area and contribute to the vibrancy of the region generally.

A programme of activity based on the environment, heritage and cultural opportunities has been developed. Cross cutting themes will maximise social and economic resources and capitalise community energy, including the business community, to develop small-scale, bottom-up activity and create vibrant and sustainable communities.

There is recognition within this programme of activity that there is some support already via, for example, the Renaissance Market Towns Programme and the Destination Management Organisations. This is seen as a positive opportunity and the programme therefore seeks to align priorities and work alongside these and other key delivery partners to add value and complementary activity and, in so doing, avoid duplication.

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The Programme will maximise opportunities for leveraging other funding from a range of sources including Heritage Lottery and local funds linked to energy-related developments in the area.

The LEADER approach to rural development has been successfully implemented in some parts of the area under the LEADER II and the LEADER+ programmes. The seven principles of the methodology are clearly demonstrated in the more recent LEADER+ Programme and have been endorsed by the LAG as being fundamental to the governance process.

The Programme will build-on and consolidate existing activity and disseminate best practice to the new areas as well as identifying new programmes and projects. The LAG believes that the Area, the scale and range of problems and opportunities and the programme of activity lend themselves well to the LEADER approach.

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Key regional and local strategies/priorities which relate to the Area:

The Government's commitment to a thriving, living, working countryside was introduced in the 2000 Rural White Paper and reinforced in the Rural Strategy 2004. This strategy set out three key priorities to create sustainable rural communities:

- Economic and social regeneration - supporting enterprise across rural England, but targeting greater resources at areas of greatest need;
- Social justice for all - tackling rural social exclusion wherever it occurs and providing fair access to services and opportunities for all rural people; and
- Enhancing the value of our countryside - protecting the natural environment for this and future generations.

In 2008, new public policy drivers are emerging. The Government is committed to devolving power and resources to local areas, and to encouraging local partnerships to take the lead in 'place-shaping' and service delivery. There is an ever-increasing emphasis on the importance of natural resource protection and sustainable development to address climate change. New agendas around the creation of City-Regions and partnership working across local authority boundaries are starting to take shape.

The Government's recent review of existing sub-national frameworks for economic development and regeneration heralds a period of substantive change in regional activity, presenting both challenges and opportunities for rural practitioners and their partners in Yorkshire and the Humber's City Regions.

Until very recently the region's overarching sustainable development framework was known as Advancing Together. Yorkshire and Humber Regional Assembly prepared this framework. Advancing Together aspired towards a region that was "recognisably world class and international" and where "the economic, environmental and social well being of... (the area) ..and its people advances rapidly and sustainably". The Advancing Together framework has now been replaced by a new Integrated Regional Framework Growing Together, which identifies ten key challenges for the region. These replace the six headline objectives in Advancing Together, and will form the basis for future measurement of progress
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in the region. Critically, the new framework has been geared towards a ‘challenge remit’ and aims to help regional and local bodies plan their work in a more integrated and joined up way.

The ten key challenges in Growing Together are:

- Sustainable Transport
- Climate Change Mitigation
- Climate Change Adaption
- Productivity and Innovation
- Higher Level Skills and Eductaion
- Housing Markets and Affordability
- Public Health and Obesity
- Violent Crime
- Diversity and Equality
- Regional Growth

The Advancing Together framework embraced several key regional strategies – the Regional Spatial (including Transport), Regional Economic Strategy and Regional Housing Strategy. All three recognised rural challenges and opportunities, within the general context of high-level regional aspirations. The Regional Economic Strategy for instance, presents a clear vision for the promotion of a vibrant and sustainable economic future for rural Yorkshire and the Humber. Its principal aims in this respect are focussed around increasing business start-up and growth, supporting adaptation and diversification of existing businesses in key clusters (particularly food and drink/agriculture), increasing entrepreneurship and focussing most economic development and support services in market towns. Market towns are additionally viewed as potentially sustainable service centres for their rural hinterlands, or put another way, as ‘rural capitals’.

The Regional Spatial Strategy (RSS) establishes the broad background for planning policy in Yorkshire and the Humber, and will eventually be underpinned by more detailed Local Development Frameworks (LDF’s). The RSS presents limited direction to guide development in rural locations and a potentially restrictive approach to the allocation of employment land. However core elements of the RSS include

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identification of key sustainability issues that affect rural areas in the region. These are also highlighted in the Regional Rural Framework. They are:

- Social inequalities – particularly small pockets of deprivation in rural areas
- Increased traffic and congestion with corresponding fall in use of public transport
- Climate change – transport remains a particular challenge for rural areas
- Protection of biodiversity – rural areas have a significant role to play
- Rural landscapes – protecting and enhancing unique assets
- Rural landscapes – particular challenges including coastal erosion and flooding

The Yorkshire and Humber Rural Framework (YHRF), developed in 2005/06, established a rural governance structure for the region and developed ten regional rural priorities for action.

Accordingly, the priorities outlined in the YHRF are the starting point for delivery of the RDPE. Six of the ten rural priorities are considered relevant to be delivered in whole or in part by RDPE Regional Implementation Plan, and these are;

- Rural Business Development - Encourage enterprise and innovation within new and established rural businesses, and to provide a co-ordinated support infrastructure that helps them adapt to change
- Sustainable Tourism – Develop, manage and promote rural Yorkshire and The Humber as a high quality 'sustainable tourism' destination
- Employment, Education and Skills Training - Develop and encourage participation in quality learning opportunities, and to support rural businesses in workforce development
- Rural Communities - To promote social cohesion, encourage and support the engagement of rural communities and the active roles that they can play
- A 'Functional Landscape' - Development draws on and sustains the natural, cultural and built heritage of the region's rural areas
- The Natural Environment – conserve and enhance the region's rural biodiversity, its distinctiveness, and the quality of its natural and built environment

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The LDS contribution to the RDPE regional objectives as identified in the Regional Implementation Plan is outlined in Table 3.

The Yorkshire and Humber Rural Evidence Base (updated 2007) produced by the Y& H Rural Observatory analyses and presents the progress of the region's rural areas with specific reference to the Advancing Together Framework indicators.

The Rural Strategy for the Hull and Humber Ports City-Region identifies key rural drivers and assets; these have been picked up in the analysis of the Area. The document also defines the city regions key rural sectors, listed below.

- Sustainable Agriculture
- Agricultural diversification and renewables
- Local food and drink
- Digital and creative industries
- Sustainable tourism and hospitality
- Rural social enterprise

At local authority level, principles to secure economic, social and environmental improvement broadly echo regional visions and priorities while adding a distinctively local dimension. The Sustainable Community Strategies prepared by the Area's local authorities all promote economic vibrancy – for example by supporting the survival and growth of small and medium sized businesses to enable a diverse and robust local economic base.

The area's Economic Development Strategies – prepared to link closely with the Sustainable Community Strategies within the overall framework provided by the three Local Strategic Partnerships - all refer to maximising the economic potential of market/small towns, creating and attracting more high value added businesses, stimulating entrepreneurship, enhancing skills. Distinctive aspirations include removing barriers for rural communities, organisations and businesses to enable better access to training and employment opportunities, encouraging rural communities to achieve their ambitions through the

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implementation of not-for-profit and community-based enterprise schemes, and increasing private sector involvement in local rural revival.

In the East Riding of Yorkshire the recently updated Economic Development Strategy recognises the government's three main priorities for rural development: namely supporting enterprise (while targeting resources to areas of greatest need), tackling rural social exclusion and providing fair access to services, and protecting/enhancing the value of the natural environment. Key objectives include encouraging business competitiveness, innovation and environmental stewardship, fostering an enterprise culture, matching workforce skills to business needs, removing barriers to employment, and promoting rural economic development.

The East Riding of Yorkshire Rural Strategy (2005) provides an agreed framework for collective action - based on evidence - to ensure wellbeing, sustainable communities and a sustainable countryside. Apart from the initiatives that have flowed from the Strategy and the differences these are making, the main legacy has come from the East Riding of Yorkshire Rural Partnership, a vibrant network of organisations and people who know and care about rural life. It is this pooling of knowledge and sharing of insights that helps foster improvement and development in ways that would not happen by acting individually. Often the effects are not the result of new money being spent but from influencing and modifying the use of existing resources and investment.

The East Riding of Yorkshire Rural Strategy sets an overarching goal to direct action on five main themes:

- enterprise
- sustainable food and farming,
- market towns
- vibrant and active communities and finally
- coast, rivers and lowlands.

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The three strategic aims are:

- Business Enterprise, Jobs and Wealth - to increase the rate of business births and growth in rural areas, helping all forms of enterprise to adapt in order to sustain and create jobs and wealth;
- Quality Services for Quality of Life - to provide access to a choice of housing, transport and quality modern services for people living in the Rural East Riding.
- Countryside, Environment and Agriculture - to protect and enhance the value of the environment of the Rural East Riding, recognising the critically important role of a viable agricultural industry, whilst at the same time making it more accessible for the benefit of residents and visitors.

The Strategy contains an important cross-cutting aim/principle, which is entirely consistent with the LEADER Principles: To work in inclusive partnerships, which engage active local communities, reflect rights, roles and responsibilities, and put the customer at the forefront.

Other relevant local strategic priorities are found in the Sustainable Community Strategies and related Local Area Agreements shaped by the Local Strategic Partnerships of East Riding and North Yorkshire. See Appendix 9 for Local Area Agreements for East Riding and North Yorkshire with alignment to their Sustainable Community Strategies.

Table 3 - The LDS contribution to the RDPE regional objectives as identified in the Regional Implementation Plan.	
Regional Objectives	LDS Priorities
Rural Business Development Encourage enterprise and innovation within new and established rural businesses, and to provide a co-ordinated support infrastructure that helps them adapt to change	<ul style="list-style-type: none"> • To maximise business opportunities throughout the delivery of the programme that lead to the development of new and existing local enterprises. • To stimulate the growth of the cultural and creative sectors through the development of creative space and capacity.
Sustainable Tourism Develop, manage and promote rural Yorkshire and The Humber as a high quality 'sustainable tourism' destination	<ul style="list-style-type: none"> • To build capacity and empower rural communities by drawing on the potential of the Area's natural and cultural heritage. • To stimulate the growth of the cultural and creative sectors through the development of creative space and capacity. • Develop facilities and networks of activity that create a focus and enable understanding and connectivity to local heritage and landscape.
Employment, Education and Skills Training Develop and encourage participation in quality learning opportunities, and to support rural businesses in workforce development	<ul style="list-style-type: none"> • To build into the programme of activities opportunities to increase access to facilities and services. • To build capacity and empower rural communities by drawing on the potential of the Area's natural and cultural heritage.
Rural Communities To promote social cohesion, encourage and support the engagement of rural communities and the active roles that they can play	<ul style="list-style-type: none"> • Develop facilities and networks of activity that create a focus and enable understanding and connectivity to local heritage and landscape. • To stimulate the growth of the cultural and creative sectors through the development of creative space and capacity.
A 'Functional Landscape' Development draws on and sustains the natural, cultural and built heritage of the region's rural areas	<ul style="list-style-type: none"> • Develop facilities and networks of activity that create a focus and enable understanding and connectivity to local heritage and landscape. • Building on the potential of the Area's natural heritage opportunities, develop local ownership of and participation in environmental management, planning and interpretation.
The Natural Environment Conserve and enhance the region's rural biodiversity, its distinctiveness, and the quality of its natural and built environment	<ul style="list-style-type: none"> • Develop facilities and networks of activity that create a focus and enable understanding and connectivity to local heritage and landscape. • Building on the potential of the Area's natural heritage opportunities, develop local ownership of and participation in environmental management, planning and interpretation.

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Relevant forms of assistance available within the Area and how the LEADER approach will be used to complement (where appropriate), rather than duplicate, activities funded from other sources.

The East Riding of Yorkshire LEADER + Programme has an excellent track record of aligning itself to add value to mainstream priorities as well as the priorities of other regeneration programme funding streams.

The original application for LEADER + in the East Riding was specifically designed to be strategy-led. This meant a deliberate decision was taken to deliver a programme of integrated activity that was aligned to both the priorities of the overall LEADER + programme and the rural strategy for East Riding.

The view of the LAG is that this ‘bottom-up meets top-down’ approach means that regenerative activity can be delivered in a sustainable way that will maximise impact and the reach of programme to its target beneficiary groups. It also helps to create strong links between the LAG, sub-regional rural partnership and the four local authorities, further strengthening the integrated nature of this programme.

It is because of this strategy-led design that activity will not be implemented in isolation and will inevitably work alongside other programmes and funding streams to improve reach and impact. Examples of other rural programmes and funding streams are in Table 4:

Table 4 - Other programmes and funding sources which may be used to deliver the Programmes of Activity
Big Lottery Fund <ul style="list-style-type: none"> • Community Sustainable Energy programme • People and Places • (current East Riding Play Partnership)
Business Link
East riding of Yorkshire Council, North Yorkshire County Council, Ryedale District Council and Scarborough Borough Council
Environment Agency
European Fisheries Fund 2007 – 2013 AXIS 4 Sustainable Development and Quality of Life in Fisheries Area's
Forestry Commission – English Woodland Grant Scheme
Grass Roots Grants
Groundwork
Lantra – the Sector Skills Council for the environmental and land-based sector
Natural England– Environmental Stewardship, Biodiversity Action Fund, Access to Nature, etc.,
Pub is the Hub
Renaissance Market Town Partnerships
Sport England – Community Investment Fund
SusTrans
The Area Tourism Partnerships
The Arts Council
The Heritage Lottery Fund – Heritage Grants, Your Heritage
The wider RDPE
Various Energy company related funds - Easington Parish Enhancement Fund, Langed Rural Community Fund, Aldborogh/East Garton and other possibilities arising from wind farm developments.
WREN - Waste Recycling Environmental Limited
Yorkshire Forward's Modernising Rural Delivery Programme.

The East Riding Rural Delivery Pathfinder has also helped to create the legacy of a cohesive sub-regional partnership of rural stakeholders which means a network of rural champions now exists who understand and can support the implementation of a new programme of activity. Through this sub regional working, links with the Northern Lincolnshire LEADER will be maintained.

In line with the Sub National Review of Economic Development, all upper tier local authorities in Yorkshire and the Humber are currently in the process of negotiating Geographic Programmes with Yorkshire Forward which deliver from April 2009. The LDS Programmes of Activity are being taken into account during the negotiation process to ensure the two programmes complement each other rather than duplicating activity.

East Riding of Yorkshire Council is an active member of a trans-national partnership working to submit an application to the third call of the Interreg IVb North Sea Region programme which aims to attract entrepreneurial adults to rural North Sea Europe. The availability of LEADER to enable local actions which can compliment the trans-national activities would add considerably to the strength of the Interreg proposal.

The distribution of LEADER funding will also be tracked and monitored using East Riding of Yorkshire Council's GRANTracker system. The system brings together all other sources of external funding being sought and used in the Area. This will enable easy analysis of activities to ensure complementarity, avoid duplication and add value.

An outline of the programmes of activity already implemented under LEADER+ and their outcomes:

The Strategy for the area was based on the theme ‘Improving the Quality of Life in Rural Areas’ and linked closely to the theme ‘Making the Best use of Natural and Cultural Resources’. The LAG objectives were:

- To build capacity and empower rural communities, and encourage collaborative working between communities so that they can exchange best practice and jointly tackle issues.
- To support and develop new local enterprises, drawing on the potential of the natural and cultural heritage, to create employment for local people.
- To develop a skilled and flexible workforce which can respond to local employment opportunities.
- To increase the use of vital rural services and enhance their viability.
- To enhance and conserve the natural and built heritage so that it meets the economic, social and environmental needs of today and the future.
- To support and underpin the strengthening of market towns as a nucleus for rural restructuring.

Two distinct programmes of activity were developed under these themes as described below:

The theme, ‘Making the best use of Natural and Cultural Resources’, yielded 25 projects. There were a number of projects concerned with the natural environment and covered sustainable woodlands, RSPB (Royal Society for the Protection of Birds) volunteer and farmer alliance, wetland mammals and their habitats, the Spurn Ranger and the Millennium Volunteer Award winning rural beaches project.

A significant amount of activity was seen around developing and marketing the built heritage in the rural East Riding and projects came forward to create a Wolds Heritage Centre from a redundant church along with restoration and feasibility work on the Hedon and Drifffield Navigations, the Hornsea Transpennine Trail and the fabulously renovated Major Stewarts Museum at Burnby Hall Gardens.

Resources were also provided for capacity building and networks for the heritage, tourism and food sectors.

The trans national element of the LEADER+ programme was a project between Tipperary, North Northumberland AONB and the East Riding LAG looking at roadscares. In addition a co-operation celebration project between the three Yorkshire LAGs was supported.

Under the 'Quality of life' theme the LAG approved 19 projects. These projects started with the 3 LAG commissioned infra-structure projects:

- Community Involvement and Capacity building, providing baseline information and support for voluntary and community groups particularly around local heritage and community lead planning.
- Market Towns Network, providing support and resource for developing a Market Towns Network and building capacity.
- COMBINE, the third strand of support, in this case for the rural business and enterprise sector. The project has focussed on building business networks and capacity for rural businesses through for example farm diversification, cycle tourism, local food.

There were many LEADER+ funded projects that emerged as a result of the above 3 infra-structure projects or supported the aims of the infra-structure projects and the programmes key aims and objectives. The subsequent projects come from the LAG and the community and covered local producers markets, local communication strategies, cycle tourism action plans, baseline visitor studies, parish plans, the Enterprise Village at the Drifffield Show, Country House Estates, artists networks, festivals and events. Some of this activity was delivered through delegated grants schemes..

The community access to transport and services agenda also produced a range of projects that all proved to be invaluable for the trial material used in Humber Rural Pathfinder programme and also included the jointly funded Pathfinder trial around community empowerment.

An evaluation of the Revitalising the Riding LEADER+ programme is currently being undertaken by consultants Rural Innovation. The full report is scheduled for the end of September 2008; however, some of their initial findings are below:

The LAG

The LAG was identified by stakeholders as being one of the key assets to the LEADER + Programme. The range of organisations represented, breadth of expertise of individual members, and the integration with the existing rural network added significant value to the programme.

Much of this added value was created by LAG members taking an active involvement in the design and improvement of project proposals to increase their reach and impact to target groups.

A specific example was the Hidden Treasures sustainable transport project. The objective of this project was to promote the use of sustainable transport to local visitor attractions and events, by linking attractions with bus and rail services, special transport provision, cycling and walking routes. Further value was added by the LAG by ensuring this project linked directly with relevant tourism projects within the programme including the Country House Estates and Hornsea Museum projects. The integration of these projects, as directed by the LAG increased the impact and performance of all projects involved.

Purpose

The LAG has demonstrated an ability to get things done, to direct public money efficiently and effectively to local projects, and to generate a substantial level of additional local activity and capacity with a relatively small amount of money.

Stakeholders, interviewed as part of this research, felt that this clear sense of purpose has helped to give clarity to the role of the LAG (which both members and non-members understand) and maintained good levels of attendance.

In contrast, other LAGs have found difficulty in establishing a clear role for themselves. A specific example is the LAG for the Peak, Dales and Moorlands whose evaluation report identified weaknesses

in the LAG around clarity of purpose, getting bogged down in bureaucracy and a need to focus on the work of projects.

Project examples

The Small Initiatives Fund (SIF) has supported a range of local enterprises, for example by assisting the relocation of a developing micro business that subsequently was able to increase its local workforce.

SIF funds have also helped to strengthen organisations promoting and conserving local heritage, for example through supporting the creation of a charitable trust to oversee a museum commemorating the contribution of local people during the First World War; and the development of training and support for the management and protection of chalk rivers. The Churches Tourism Initiative has also helped to make more of the area's local heritage by funding marketing products that have supported a campaign to open up more local churches to visitors and tourists.

The education workshops undertaken as part of the Sculpture Trail project were designed to up-skill employees at each of the participating Country Houses, in the provenance of their respective sculpture collections. This activity is a specific example of developing a skilled and flexible workforce as well as using. The overall impact of the project was such that it significantly enhanced the built heritage offer to meet the economic, social and environmental needs of today and the future.

Another specific example was the Hidden Treasures sustainable transport project. The objective of this project was to promote the use of sustainable transport to local visitor attractions and events, by linking attractions with bus and rail services, special transport provision, cycling and walking routes. Further value was added by the LAG by ensuring this project linked directly with relevant tourism projects within the programme including the Country House Estates and Hornsea Museum projects. The integration of these projects, as direct by the LAG increased the impact and performance of all projects involved.

INTO MİTOWN delivered a collaborative, partnership approach to solving transport and access issues, with a specific focus on the area's market towns and links with their hinterlands. Market town partnerships successfully identified and sourced solutions to specific transport needs.

Financial

When analysing actual project delivery the emphasis, in terms of LEADER + funding, is consistent with the programme's original intentions.

Support

The East Riding Programme Management Team has an excellent track record and reputation for delivering high levels of support and guidance to potential applicants and existing beneficiaries. It is recommended that the new team is permitted to work in the same focused way and support is given through the marketing and communications strategy to improve the promotion of projects to the wider community.

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

To utilise the unrealised potential of the area's heritage and culture to stimulate local vibrancy, encourage enhanced pride in place, and thereby improve the area's economic performance and social sustainability

The LAG will deliver the programme against priorities that have been identified to utilise the opportunities and to address the needs identified throughout the analysis.

- To maximise business opportunities throughout the delivery of the programme that lead to the development of new and existing local enterprises.
- To build capacity and empower rural communities (by drawing on the potential of the Area's natural and cultural heritage).
- To stimulate the growth of the cultural and creative sectors through the development of creative space and capacity.
- Building on the potential of the Area's natural heritage opportunities, develop local ownership of and participation in environmental management, planning and interpretation.
- To develop facilities and networks of activity that create a focus and enable understanding and connectivity to local heritage and landscape.

The following key programmes of activity 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, 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.

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To maximise business opportunities through out the delivery of the programme that lead to the development of new and existing local enterprises

Programmes of Activity

To develop connectivity through the Area’s cultural and heritage opportunities, to encourage growth in creative industries, sustainable tourism sector, and in rural social enterprise activity, along with sustainable agriculture and agricultural diversification/renewables.

To deliver specific smaller-scale actions and interventions to increase entrepreneurial activity, facilitating local networks, and interconnectivity between activities to maximise the business opportunities and add value to the benefits of the Programme.

Opportunities to strengthen the viability of key rural services such as village shops, pubs, village halls and transport through environmental and heritage initiatives will be identified and developed as part of the programme of activity.

Leader funded activity	RDPE Non Leader funded activity	Other funded activity
<ul style="list-style-type: none"> • Connectivity, networking and capacity building. Develop mentoring programmes aimed at encouraging rural enterprise and entrepreneurial spirit. • Support and encourage the development of strong rural business networks and ensure availability of accessible and specialised rural business advice. For example; a co ordinated approach to the development of the local food sector. • For example, work with key creative venues and 	<ul style="list-style-type: none"> • Business Link • Lantra 	<ul style="list-style-type: none"> • the Area Tourism Partnerships. • Renaissance Market Town Partnerships

<p>networks to develop an improved cultural offer and extend opportunities for utilising existing rural village infrastructure for creative activity and events.</p> <ul style="list-style-type: none"> • Consider potential joint interventions to improve rural broadband coverage and speeds. • Utilise village infrastructure, for example to provide outreach training and skills development opportunities. • Promoting and supporting the development of community buildings for business and social enterprise development • Consider potential joint interventions to improve rural broadband coverage and speeds. • Maximise impact and potentiality of RDPE/LEADER programmes. 		
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To build capacity, train and empower rural communities (by drawing on the potential of the areas natural and cultural heritage)		
Programmes of Activity		
Hand holding, support and capacity building in relation to project development – communication, business planning, environmental impact assessment, cash flow, forecasting, outputs, claims and monitoring, including continuation, sustainability and exit strategies.		
Leader funded activity	Non Leader funded activity	Other funded activity
As above		

To stimulate the growth of the cultural and creative sectors through the development of creative space and capacity

Programmes of Activity

Festivals and events, art week, art in the garden and other ‘open studio’ type events, including local music festivals, sculpture and culture trails

Creative space for exhibitions, festivals, workspace and retail facilities.

Creative capacity (creatives and audience development) mentoring and skills development for the arts and creative industry sectors, events co ordination, network support, audience development and participation.

Leader funded activity

- Co ordination and network support.
- Sector and community development and participation.
Engagement of business and communities.
- Infrastructure for creative activity and events.
- Maximise impact and potentiality of other RDPE programmes

Non Leader funded activity

- Business Link – business support

Other funded activity

- VHEY and the Moors and Coast Area Transport Partnership – business support, product development, marketing.
Business Engagement Business and Workforce support and development:
- Arts Council - various
- Renaissance Market Towns (festivals and exhibition/performance space)

Building on the potential of the Area’s natural heritage opportunities, develop local ownership of and participation in environmental management, planning and interpretation.

Programmes of Activity

Community and business engagement in: Wetland management, management of water quality, pond restoration and protection of biodiversity, restoration of wetland habitats and flood management. Mapping & surveys.

Develop the pilot Rural Environment Forums as means of improving two-way communication and consensus building between key agencies and communities on critical environmental management issues.

Expansion of the Country Mile pilot.

Investigate AONB Status for the Yorkshire Wolds.

Mapping of ancient woodland, trees and orchards. Development of community woodland and indigenous tree planting. Development of hedgerows and naturalised field margins in co-operation with the farming community.

Securing the heritage/landscape asset and improving the visitor/educational experience, habitat interpretation.

Identification and protection of settlement character and pride of place.

Leader funded activity	Non Leader funded activity	Other funded activity
<ul style="list-style-type: none"> • Interventions to assess and promote the contribution of sustainable agriculture to economic prosperity and environmental stability • Community and business engagement. • Interpretation and orientation. • Community participation, training and capacity building. • Interconnectivity through the Rural Environment Forums. 	<ul style="list-style-type: none"> • Forestry Commission – English Woodland Grant Scheme • Stewardship Schemes 	<ul style="list-style-type: none"> • Statutory elements • Environment Agency • Natural England

<ul style="list-style-type: none"> • Engage with and assist the development of strong agricultural networks. • Transnational investigations into wetland management and mitigation against climate change/flood management. • Maximise impact and potentiality of RDPE/LEADER programmes 		
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<p>Develop facilities and networks of activity that create a focus and enable understanding and connectivity to local heritage and landscape</p>
<p>Programmes of Activity</p> <p>Capturing and utilising skills (including traditional land management and maritime skills), customs and traditions. Recording and celebrating local customs and traditions. Support for the local food sector.</p> <p>Audits of village provision, geology & archaeology, coastal and maritime heritage/coastal and marine environment - interpretation and orientation, making best use of technology</p> <p>Heritage Hubs & Discovery Centres, (Churches, Country Houses)</p> <p>Support for the rural Heritage sector.</p> <p>Improve opportunities for cycling, walking and horse riding, through route continuity, community transport initiatives, networks of verge paths and rights of way, developing the potential of access land, through interpretation, orientation.</p> <p>Trans-national – research and pilot rural ‘shared space’.</p> <p>Development of local tourism partnerships and ‘ambassador’ schemes</p> <p>Develop a strategic approach to the restoration and development of the Area’s inland waterways</p>

The development of a local food forum to bring stakeholders together and progress an integrated action plan Sustainable development of fisheries communities.		
Leader funded activity	Non Leader funded activity	Other funded activity
<ul style="list-style-type: none"> • Pump priming and networking element. • Interventions to increase the Area’s sustainable tourism offer and strengthen networks and supply chains in the local food sector, Engage with and assist the development of strong agricultural networks. • Continue to foster Biomass network development and link this to regional programmes/funding opportunities • Maximise the impact and uptake of funding opportunities through the Rural Development Plan for England. • Inter-territorial – Coastal maritime heritage (Spurn – Staithes) • Maximise impact and potentiality of RDPE/LEADER programmes 	<ul style="list-style-type: none"> • Business opportunities and development (food sector, cycling, walking, horse riding etc,) • Skills development • Develop targeted workforce training and development programmes for the rural hospitality sector. 	<ul style="list-style-type: none"> • Energy related funds – community projects • the Area Tourism Partnership • English Heritage <p>European Fisheries Fund 2007 – 2013 AXIS 4</p> <p>Sustainable Development and Quality of Life in Fisheries Area’s</p> <p>Through the implementation of a local strategy for the diversification of activities, the development of fishing tourism, the enhancement of the environmental and cultural heritage, all based on a bottom-up approach.</p>

Strategy

Targets, results and outputs

The main output indicators for the Programmes of activity are under Measure 323, 'Conservation and upgrading of the rural heritage'. There are however, a number of outputs predicted under the Measures of 'Basic services for the economy and rural population, 321' and 'Village renewal and development, 322' as a result of actions taken under Measure 323. In addition, a number of other local outputs will be collected and reported under Measure 323, Conservation and upgrading the rural heritage, are shown as 323.1 to 323.10 in Table 3 below.

For the purposes of this document and for measuring activity under Measure 323, the question of 'what is heritage?' can be answered by the following description.

Heritage provides the context for our everyday lives, has shaped and influenced our identity and ultimately contributes to our quality of life. For some people heritage is about physical objects, places and buildings in which we live or work. For others it's much more, the stories, traditions and customs of generations of people and their influence on the way in which we live today. Whatever it is, heritage provides up with a record of our evolution and a resource we should manage carefully to pass on to future generations.

In formal terms our historic environment includes listed buildings, historic parks and gardens, scheduled ancient monuments, historic conservation areas and registered battlefields. However, heritage is not just about buildings or places which have been recognised through designation or listing. Our countryside, cities, towns and villages are all the result of people living on the land for centuries. So our heritage also includes the wider landscape of our countryside, the walls, hedgerows, and footpaths; the street patterns and layout of our towns and the numerous things that adorn our streets like finger posts and milestones, post boxes and telephone kiosks. But heritage is also about people, their stories, photographs and memories, the collections of bits and pieces that created the environment in which we live. This 'heritage' includes everything that has been, and can be passed on from one generation to another.

Coast, Wolds, Wetlands & Waterways

LEADER Local Action Group

Table 3 - Output Indicators									
Code	Measure	Output indicator	Year	Year	Year	Year	Year	Year	Total
			1	2	3	4	5	6	
321	Basic services for the economy and rural population	Number of supported actions		3	3	2	1	1	10
		Total volume of investments	0	0	0	0	0	0	0
322	Village renewal and development	Number of villages where actions took place	0	5	5	5	1	1	17
		Total volume of investments	0	0	0	0	0	0	0
323	Conservation and upgrading of the rural heritage	Number of rural heritage actions supported	0	15	15	15	6	4	55
		Total volume of investments	8	10	6	5	4	0	33
323.1		Number of training/ advice days delivered	4	24	24	24	14	10	100
323.2		Number of local networks established/ created	0	4	5	5	4		18
323.3		Information provided (research, mapping, reports, feasibility)	1	4	4	3	2	0	14
323.4		Number of cultural/ heritage events supported	0	4	4	4	3	2	17
323.5		Number of community services established/ assisted	0	5	5	5	5	0	20
323.6		Number of groups/ trusts/ forums established/ assisted	1	15	15	14	10	5	60
323.7		Number of community environmental activities established/ assisted	0	8	8	8	8	0	32
323.8		Number of businesses receiving environmental advice	0	5	5	5	5	0	20
323.9		Number of jobs created	2	3	2	2	0	0	9
323.10		Number of projects signposted to wider RDPE		6	6	6	4	2	24

The over arching aim of the LDS is To utilise the unrealised potential of the areas heritage and culture to stimulate local vibrancy, encourage enhanced pride in place, and thereby improve the areas economic performance and social sustainability. The LAG believes it is implicit throughout the Programme of Activities and the programme administration that the LDS will support and increase the social economic and environmental sustainability of the Area.

To ensure that this is the case a three fold plan is in place, which ensures the administration, the programme and the activities delivered under it support and increase social, economic and environmental sustainability of the area

- The Communications and Publicity Strategy and Governance Framework both make a fundamental commitment to employing new technologies that will reduce our environmental footprint. For example:
 - The LAG will seek to reduce travel to meetings by empowering LAG members to utilise conference call facilities throughout the Area.
 - The LAG will seek to reduce paper consumption by designing an informative, interactive website which will host all current documentation, including agendas and minutes of meetings etc., including a LAG members and projects arena, with online forms.
 - The LAG administration will seek to provide links to documents, rather than attachments where possible, reducing the server capacity required throughout the programme.

- The LAG has designed a set of infrastructure programmes primarily to build community capacity and to maximise business/enterprise opportunities. The capacity building will enable the communities to sustain and deliver activities beyond the lifetime of the Programmes

- A rigorous project appraisal process seeks support and increase the social, economic and environmental impact, whilst mitigating against any negative impact.

- Projects will need to consider the rising cost of fuel and other energy sources, in their long term plans
- The creation of a network of verge paths will take into consideration those verges with a significance to biodiversity and seek to utilise opportunities where the impact on biodiversity will be less severe.

The LAG have adopted East Riding of Yorkshire Council's Environmental Policy (Appendix 11) East Riding of Yorkshire Council is committed to promoting an improved quality of life and it adopted the national shared priority 'Sustainable Communities' under the Council Plan. Part of this commitment entails instigating and maintaining an Environmental Management System. As accountable body, East Riding of Yorkshire Council will include LAG staff, the Programme and its administration in its considerations for accreditation to the Eco-Management Accreditation Scheme.

The Community and Sustainable Development Department of the East Riding of Yorkshire Council will support the LAG in its assessment of environmental impacts with mitigations or enhancements.

The LAG is committed to undertaking co operation activity, based upon shared principles, encouraging shared learning and promoting the efficient use of resources.

Four co operation activities have been identified and fall under the following priorities:

- **To stimulate the growth of the cultural and creative sectors through the development of creative space and capacity**
 - Coastal Development - of cultural and heritage opportunities along the entire Yorkshire and Humber coast and estuary. Across 3 RDPE LEADER areas. Encouraging shared learning and efficient use of resources, building opportunities presented by SeaChange, to develop the underutilised cultural and heritage aspects of the Yorkshire and Humber coast and estuary.

- **Building on the potential of the Area's natural heritage opportunities, develop local ownership of and participation in environmental management, planning and interpretation.**
 - Wetland Management - Working with the Yorkshire Wildlife Trust as lead on an initiative to develop with land managers from France and Holland and the Area to manage wetland to mitigate against climate change, for example flooding, carbon sequestration and energy crops. Preliminary work around this activity is already established. Potential partners have been identified and initial dialogue has taken place.

 - Food Sector Support – working with Hull University, the East Riding of Yorkshire Rural Partnership recently sponsored a PhD project. The project aims to evaluate the most effective policy interventions for promoting sustainable rural development through support for local food systems; to examine the opportunities and barriers facing producers in establishing and sustaining local food enterprises; to examine

consumers' knowledge of sustainable rural development strategies and local food systems; and with specific reference to LEADER, to develop an international comparison with an Italian LAG to evaluate the effectiveness of this policy intervention for the international exchange of knowledge and best practice between member regions.

- **Develop facilities and networks of activity that create a focus and enable understanding and connectivity to local heritage and landscape**

- **Shared space**

'shared space', is a radically different approach to street design, traffic flow and road safety. Combining a greater understanding of behavioural psychology with a changing perception of risk and safety, shared space offers a set of principles that suggest new and radically different possibilities for successfully combining movement with the other civic function of shared spaces. Shared space has evolved most rapidly in the Denmark, Germany, Sweden and the northern part of Holland. However there is a growing range of examples in France, Spain, the UK and other member states.

Whilst our contemporaries are piloting the concept in an urban context, the LAG would like to explore the concept in a rural context – supporting our activities around cycling, horse riding and walking, quiet lanes and verge paths, waterways and local ownership of environmental management etc.,

Other opportunities for co operation projects may well emerge as we go through the programme.

Administration

Selection and appraisal procedures

Stage 1 marketing & promotion.

A Communications and Publicity Strategy has been produced and is attached as an Appendix 12. It includes more detailed information on the headings shown below:

- awareness raising
- how local people are empowered to become involved in all aspects of the programme
- seeking maximum benefit from the opportunity

To compliment the strategy, an information pack is being produced and will be distributed to interested parties and potential project sponsors as well as being available on line. Drafts where available are attached as appendices.

Resource for project activity development and support for potential applicants will be provided by a mixture of LAG commissioned capacity building and training projects and/or by LAG staff or by other key RDPE delivery partners, as appropriate to the activity/group needs and to ensure that financial profiles, contractual obligations and outputs are met.

In order to provide effective programme management it has been agreed by the LAG that a strategic approach be adopted:-

- Transitional call
- Full open call
- Targeted call later on in order to fill gaps.

The exact timings of these to be managed by the LAG staff and the LAG to ensure that any build up of demand is managed and that programme objectives can be met.

Stage 2 – Eligibility, expression of interest

Resource for assisting groups with project development to stage 1 Expression of Interest will be provided by a mixture LAG commissioned capacity building and training projects and/or by LAG staff or by other key RDPE delivery partners, as appropriate to the activity/group needs.

LAG staff will use the selection criteria shown in Table 6 (and on the Expression of Interest Form Appendix 10.1 and Guidance Notes 10.2) for selecting projects to take forward to stage 2 and for informing the DMB of potential activity being worked up. This is also to build in the right support mechanisms throughout the work up stage. Projects *must* be marked “Yes” on all parts of the Eligibility Form (Table 5) in order to proceed to full project application and business plan.

Table 5 – Eligibility Form
<i>LAG staff will use the following criteria for assessing whether your project may be eligible to be presented to the Decision Making Panel of the Local Action Group, where it will be considered for RDPE LEADER funding. Please self complete the boxes below and discuss with staff any questions that you cannot reply with a yes.</i>
1. Is the project’s matched-funding from non-EU sources?
2. Is the project located in the Coast, Wolds, Wetlands & Waterways geographic LEADER area? *
3. Does the project relate to the one or all of the themes of Landscape (natural, cultural & biodiversity), built heritage, customs & traditions, arts & creative industries, place based/sense of pride - economic rural development?
4. Does the project relate to one or all of the RDPE CWWW LEADER measures; Conservation and upgrading of the rural heritage or, Encouragement of tourism activities or, Basic services for the rural population or, Village renewal & development?
5. Does the project contribute to the Local Development Strategy’s objectives?
6. Does the project contribute to the local development strategy’s targets?
7. Does the project complement other programmes?
8. Does the project contribute to the sustainability of the area?
9. Does it meet the current call for applications?

The Expression of Interest Form and Guidance notes along with the selection criteria, will all assist with ensuring that Key Control 3 and Ancillary Control 1.1 and 1.9 are complied with.

Stage 3 – Project Proposal

Resource for assisting groups with project development to stage 2 and the completion of a business plan will be provided by a mixture of LAG commissioned capacity building and training projects and/or by

LAG staff or by other key RDPE delivery partners and/or LAG members, as appropriate to the activity/group needs.

An outline of the information to be collected on the application form is in Appendix 10.6. A printed and appropriately branded application form will be finalised shortly. Full guidance notes including the headings recommended for the business plan are also in Appendix 10.7. All forms and literature will be available electronically.

The application form and business plan will be appraised by LAG staff using the appraisal form and guidance in Appendix 10.8 and 10.9. A copy of the selection criteria is also shown below:

Table 6 - Selection Criteria
<p><i>The criteria below are judged from the information provided in the forms you will have completed.</i></p> <p><i>The Local Action Group (LAG) will use the following key elements to carry out a full project quality evaluation / appraisal and rank each as “high”, “medium” or “low” quality.</i></p>
<p>1. Need for the project</p> <ul style="list-style-type: none"> 1.1. Does the project address identified needs? 1.2. Is it appropriately targeted within the context of the Development Plan? 1.3. Does it have a rural community focus? 1.4. Does the project meet the current call for applications? <p>2. Project objectives, indicators and milestones</p> <ul style="list-style-type: none"> 2.1. Is there a clear and logical description of the project’s objectives, outputs and milestones? 2.2. How do the project’s objectives relate to those of the Development Plan? 2.3. Are the project’s outputs quantified and SMART? (specific, measurable, achievable, relevant and time-bound) 2.4. Are the milestones realistic? <p>3. Sustainability</p>

What is the project's contribution to sustainable development? How does it meet, as appropriate, the following aims?

Good quality employment opportunities which are available to everyone

Conditions which enable business success, economic growth and investment

Education and training opportunities which build the skills and capacity of the population

Safety and security for people and property

Conditions and services which engender good health

Culture, leisure and recreation opportunities available to all

Vibrant communities which participate in decision-making

Local needs met locally

A transport network which maximises access whilst minimising detrimental impacts

A quality built environment and efficient land use patterns that make good use of derelict sites, minimise travel and promote balanced development

A bio-diverse and attractive natural environment

Minimal pollution levels

Minimal greenhouse gas emissions and a managed response to the effects of climate change

Prudent and efficient use of energy and natural resources with minimal production of waste

How will the project build local resilience? Are there elements of the project that rely heavily on fuel use?

Does the project encourage local problem solving? Does the project aim to re-skill the community to provide something for itself that currently has to travel long distances to be consumed?

4. Key policy themes and innovation

Does the project integrate with or complement, where appropriate, activities covered by other initiatives in the area?

How innovative is the project?

5. Financial viability

Is the proposed funding package sound?

Are the project costs reasonable?

Do the costs represent value for money?

Is the applicant financially stable?

Is there evidence of firm commitment to support the identified match funding?

Are there any state aid implications?

Have all obligatory standards or public procurement issues that need to be considered that are required in order to be compliant with applicable national and EU rules?

6. Additionality and displacement

To what extent is the proposed activity genuinely additional to the status quo?

Is the project likely to substitute or displace existing activity in the area?

Has the applicant demonstrated that the grant is critical to the project going ahead?

7. Project management and delivery

Has the applicant provided a clear statement about how the project will be managed?

Is there evidence of appropriate skills, experience or track record?

Are there any state aid implications?

Have all obligatory standards or public procurement issues that need to be considered that are required in order to be compliant with applicable national and EU rules?

8. Risk assessment

8.2. Has the applicant considered factors that might influence the delivery of the project and the impact of significant change?

8.3. Have the projected benefits been balanced with the risks?

9. Other documents

Have all appropriate supporting documents been submitted? Check for signed constitution, last audited accounts, research and feasibility not already assessed above and any letters of support.

As mentioned above, project activity will be scored as:-

High

Medium

Low

Where a heading cannot be marked, n/a will be allocated. It is expected that not all projects will achieve a 'high' score on all values. LAG staff are not responsible for making recommendations to the DMB. A copy of the application form, business plan and completed project selection sheet will be emailed to the DMB at least one week prior to the next meeting.

Applicants will be asked to present their project activity to the DMB and be prepared for a questions and answers session. The full operation of the DMB is covered in the Governance Framework (Appendix 2), but in outline:-

- DMB members will be asked to declare interests and will be asked to leave the room during discussions and decision making.
- LAG staff may not vote on funded activity, but be called on to contribute to discussions and may make recommendations for clauses and conditions to be included in funding agreements.
- There is no appeals procedure for applicants. The DMB decision is final. Applicants can however, resubmit applications for further consideration if appropriate after reviewing DMB comments and requirements.

Administration

Claims and payments

Claims

The Accountable Body is experienced in checking and authorising claims, making payments, and auditing. Procedures will be based on existing practice and lessons learnt from the evaluation of the Revitalising the Riding LEADER+ programme. Full procedures will be worked up as soon as the full contractual requirements are known but the intentions are shown below.

Resource for assisting groups with the completion of claims, financial profiling and outputs/results will be provided by a mixture of LAG commissioned capacity building and training projects and/or by LAG staff or by other key RDPE delivery partners, as appropriate to the activity/group needs.

A clear separation of roles and duties is maintained in that all activity/project development and ongoing support is provided as stated above but all claims processing and verification is provided by the Rural Programmes Finance and Monitoring Officer (key control 4.3).

All funded activity will be required to submit claims for payment of eligible expenditure defrayed. Project variations will be required in writing and will generally need to be agreed or endorsed by the DMB and or the Rural Development and Programmes Manager, as appropriate. Claims cannot be paid without a fully completed claim form and supporting evidence of expenditure (copies of invoices, timesheets etc.).

Upon receipt of claims, they are recorded and a full internal check for eligibility is undertaken by LAG staff (Rural Programmes Finance and Monitoring Officer) and a suggested claims check list is in Appendix 10.10 (key control 4). The check-sheet has been drawn up using information from existing systems and input and recommendations from Yorkshire Forward.

A written progress report will be required to be submitted with each claim. A template will be developed as soon as the full contractual and Yorkshire Forward reporting requirements are known. Evidence of outputs/results and project milestones will also be required to be submitted along with progress reports.

It is expected that claims will be submitted by projects each quarter for payment in arrears of expenditure defrayed. However, in the case of cash flow problems, the accountable body can provide sufficient funding up front to allow expenditure to be defrayed or can pay suppliers direct, whichever assists the project delivery the best.

The East Riding of Yorkshire Council's finance department offers a dedicated, named support service to the LAG and LAG staff as part of the accountable body role. They manage the claim process at programme level to strict local authority guidelines and procedures.

The Rural Development and Programmes Manager is responsible for signing off claims to grant recipients as soon as all internal checks have been successfully completed and for signing off the programme level claim to Yorkshire Forward as soon as the finance department have completed their checks and processes. This system allows grant payments to be made speedily to grant recipients without having to wait until the payment has been made from Yorkshire Forward and is another advantage of the Local Authority role as accountable body.

Stage 5 -Monitoring Arrangements

The Accountable Body is experienced in monitoring projects for a variety of funding programmes and will ensure that formal monitoring requirements are fulfilled. Independent evaluation of the LAG performance will be carried out as directed by Yorkshire Forward and contractual requirements. The Common Monitoring Evaluation Framework contains information that requires annual reports on the ongoing evaluation activities, along with a mid-term evaluation in 2010 and in 2015, ongoing evaluation shall take the form of a separate ex post evaluation report that the LAG will fully prepare for and comply with.

Evaluation of and lessons learnt from the delivery of the Revitalising the Riding LEADER+ programme has shown that Programmes assets, such as ITC equipment can become outdated, inefficient or simply break before the end of the Programme. The LAG will build into its Annual Review an assessment of its assets to ensure that replacements are timely and cost efficient.

An annual Wider LAG development event will be held at which the group will consider its performance in order to inform the requirements above and enable focussed activity for the following year.

Full and detailed management information concerning financial spend and profiling, outputs and targets and programmes of activity will be prepared by LAG staff and will be presented to the DMB to assist with decision making and to the LAG to assist with programme delivery priorities.

Resource for assisting groups with project monitoring preparation will be provided by a mixture of LAG commissioned capacity building and training projects and/or by LAG staff or by other key RDPE delivery partners, as appropriate to the activity/group needs. A clear separation of roles and duties is maintained in that all activity/project development and ongoing support is provided as stated above but all monitoring is the responsibility of the Programmes Finance and Monitoring Officer (key control 4).

All projects will require as a minimum at least one full site monitoring visit during the activity lifetime. As soon as full contractual obligations are known, these will be incorporated into the monitoring arrangements.

The Programme will also be subject to a number of internal and external local authority checks and audits as required by the accountable body.

Administration

Communications and publicity strategy

The LAG, recognising that in the context of publically funded programmes, effective communication is critical to successful delivery, established a Communications sub group. The Communications sub group underwent a facilitated workshop to prepare a draft communications strategy for the LAG. This workshop was informed by recommendations from the evaluation of the LEADER + programme that was specifically asked to evaluate the effectiveness of the LEADER + partnership's communications and relationships between its members, and with non partner organisations in the programme area and to grant recipients and the wider community.

The LAG have developed a Communications and Publicity Strategy (Appendix 12) that through a strong customer focus, creates opportunities for engagement, connectivity and added value throughout the delivery of the Programme.

The objectives of the Communications and Publicity Strategy are set out below:

- To publicise the local action group.
- To raise awareness of the programme.
- To encourage applications that deliver programme activity.
- To inform the public of results and to celebrate the impact and success of specific actions.
- To set out channels of communication between the constituent parts of the LAG the wider community and stakeholders, inclusive of geography and theme.
- To ensure that all communications are accessible, clear, easy to understand, and up to date.
- To ensure that all communications adhere to a particular style and are recognisable as originating from the LAG, acknowledging key partners where appropriate
- To deliver capacity building techniques and training opportunities, (in media communications and related skills) to ensure that the Wider LAG is animated and has the competencies required for true partnership working.
- To research and implement resource efficient and appropriate methods of communication that make best use of available technologies.

The LAG staff are responsible for 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 Yorkshire Forward and Defra requirements.

Administration

Budget

The financial plan for the Programme is in Appendix 13.