



Cronfa Amaethyddol Ewrop ar gyfer Datblygu  
Gwledig: Ewrop yn Buddsoddi  
mewn Ardaloedd Gwledig  
The European Agricultural Fund for  
Rural Development: Europe Investing in  
Rural Areas



Llywodraeth Cynulliad Cymru  
Welsh Assembly Government

## **LEADER 2014-2020**

# **GWYNEDD LOCAL DEVELOPMENT STRATEGY**

VERSION: 7  
DATE: 17<sup>th</sup> of June, 2016

## **NAME OF LAG AND CONTACT DETAILS**

<b>Name of Local Action Group</b>	Gwynedd Local Action Group.
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## **LOCAL DEVELOPMENT STRATEGY IMPLEMENTATION TIMESCALES**

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

## SECTION 1 – STRATEGIC FIT

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

### 1.1 Definition of the area and population covered by the strategy

#### **Snapshot:**

Gwynedd is located in North West Wales and is the second largest county in Wales in terms of land area covering 2,548 square kilometres. Gwynedd is noted for its unique linguistic and cultural heritage and its exceptional landscape and natural environment. 67.5% of the area of Gwynedd is designated as part of a National Park, the highest proportion of any unitary authority in Wales. With 301 kilometres of coastline, Gwynedd is also the largest coastal authority in Wales. 88 kilometres of its coastline, along the Llŷn Peninsula, has been designated a Heritage Coast.

The main settlements in Gwynedd are Caernarfon, Bangor, Porthmadog, Pwllheli and Dolgellau. Gwynedd adjoins Anglesey to the north, Conwy and Denbighshire to the east, Powys to the South east and Ceredigion to the south. Caernarfon is the County's main administrative centre, a historic town on the Menai Straits. Gwynedd has the highest mountain in Wales – Yr Wyddfa (Snowdon), which is 1,085 m high.

According to the 2013 Census the County has a population of 121,911. The overall population density is 46 persons per km<sup>2</sup>, however outside the larger settlements the density reduces to 25 persons per km<sup>2</sup>. The area is characterised by small settlements of between 100 and 1,000 inhabitants scattered over a wide geographic area.

Gwynedd is made up of 71 wards of which 8 are designated as service wards and all located in Bangor. The Service Centre wards have a population of **15,141** (12% of Gwynedd total population) in comparison to **106,770** of rural wards (88% of Gwynedd's total population). . Please view appended file "Data2013\_poblogaeth wardiau Gwynedd" for ward level population figures

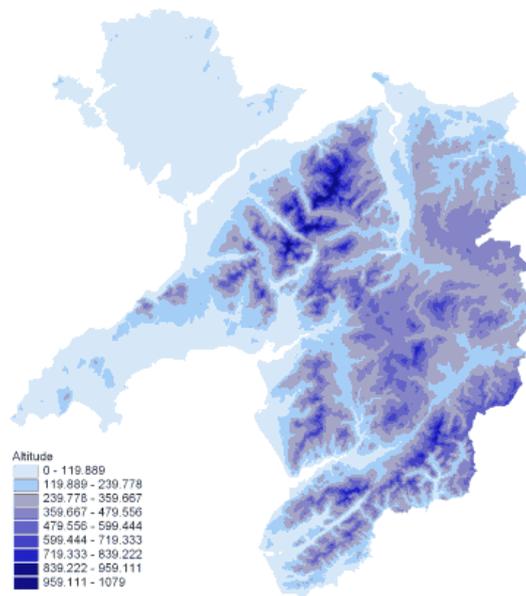
The black outline of the map below indicates the boundaries of the LAG area.



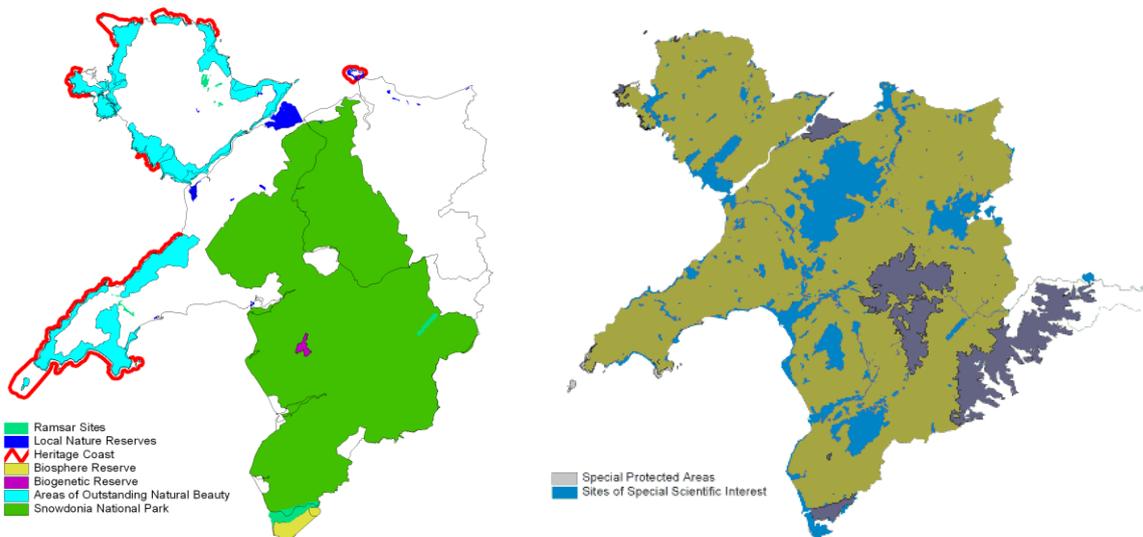
**Physical Characteristics:**

Gwynedd is characterised by a mountainous upland landscape, wide areas of high open countryside and a long coastline; the quality of which are demonstrated by the presence of the Snowdonia National Park and Areas of Outstanding Natural Beauty such as the Llŷn Peninsula and globally designated areas like the Dyfi Biosphere. The area is sparsely populated with its inhabitants living in small settlements scattered over a wide geographic area.

North West Wales' topography:



*Environmental designations in North West Wales:*



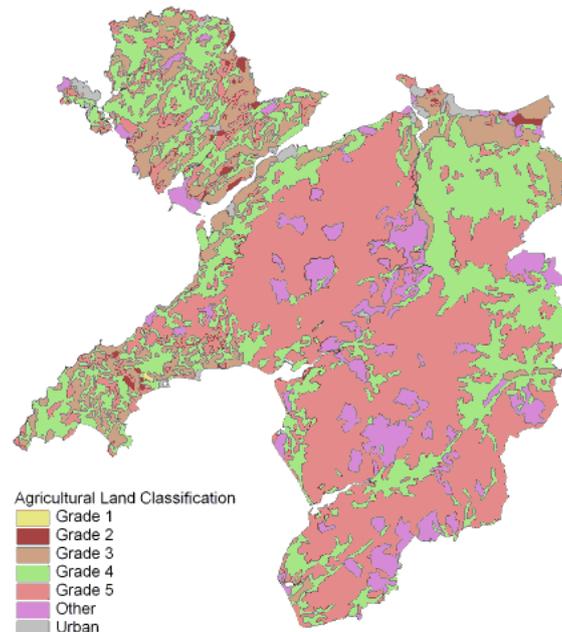
Rurality:

The whole of Gwynedd has been designated as rural by the Welsh Government for the purposes of the Rural Development Plan for Wales, with only the central area of the city of Bangor designated as a service wards for a wider rural area. As such this Local Development Strategy is applicable to the whole of Gwynedd; however, particular emphasis will be placed upon activities regenerating those areas outside the more developed Menai Straits coastal area (including Bangor and Caernarfon). This more rural area of Gwynedd is mainly characterised by a wide area of open countryside, rugged mountain terrain and scattered villages.

The rurality of the area is underlined by:

- the nature of the terrain
- the quality of the landscape
- the sparse population and the scattered pattern of small settlements
- the continued significance of land based industries and the agrarian economy

The quantity, nature and quality of the agricultural land in Gwynedd further testifies to the rurality of the area. The prevalence of poor quality agricultural land also illustrates the marginal nature of the rural economy:



#### Agricultural land classification in North West Wales:

The rural and peripheral nature of Gwynedd is also evident in the conclusions of the 2008 Welsh Index of Multiple Deprivation, in which a high proportion of the county is defined as being among the most deprived in Wales in relation to access to services.

Furthermore, in terms of gross disposable household income across Wales, Gwynedd is consistently near the bottom of the incomes league. In 2012 Gwynedd was third lowest of all Welsh areas at £13,874 per head – with only Gwent and Central valley's being lower. A large proportion of the most rural wards in Gwynedd are in the lowest income category (Wales Rural Observatory 2003), with most of the wards displaying the lowest household incomes being in the most rural peripheral areas where the cost of living is above average.

#### Demographic Characteristics:

The population of Gwynedd according to the 2011 census was 121,874. The population structure in Gwynedd shows a population peak in the 45-59 age bracket (19.2%), closely followed by the 30-44 age bracket (17.0%). A substantial percentage is also present in the aged 59 and over bracket. The lowest proportion of population by far is in the 25-29, 10-14 and 15-19 age groups respectively, and this in spite of the presence of a substantial student population.

## **Local Coherence**

Delivering programmes across a large county can bring many practical challenges e.g. travel times from one end of the county to the next can be significant. However careful planning and awareness that every community should have an equitable opportunity to participate has ensured success in the past.

In view of the requirements and ethos of the 2014-2020 RDPW the Gwynedd LEADER programme will be delivered by a single administrative body (Menter Môn), as opposed to previous RDP programmes which were divided into separate contracts and put out to tender. A single delivery organisation will improve coherence and strengthen the links between activities and communities. Further details regarding the delivery mechanism is provided in this document.

It is anticipated that the delivery team will primarily work from a location on the High Street in Porthmadog which has the following advantages:

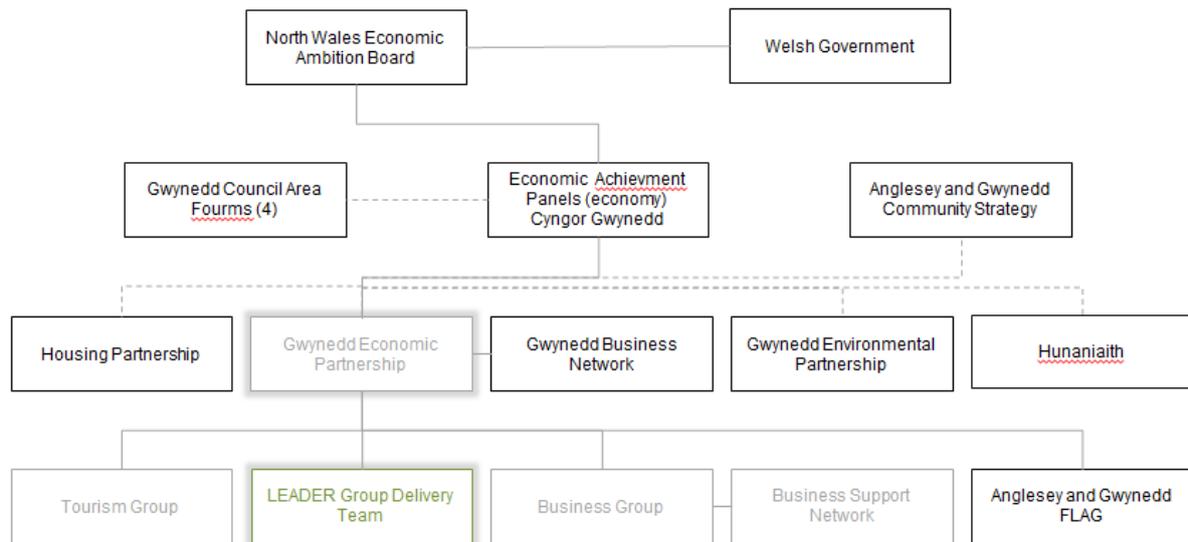
- It is centrally located and no more than 45 minutes to any community in Gwynedd.
- High visibility as the office has a shop front on the High Street.
- High accessibility with people being able to drop in without prior appointments.

Having a single recognised location will improve coherence and the profile of the programme in Gwynedd.

LEADER has the greatest impact where communities, whether defined by geography or interest, collaborate in order to respond to a common challenge or threat. The inhabitants relate to “Gwynedd” and communities are closely aligned in terms of challenges they face and the opportunities they seek to exploit. This sense of unity lends itself to a single coherent LEADER region that can deliver activities across the area, but which will provide an opportunity for communities to develop responses to their individual challenges and opportunities.

A new strategic structure to be detailed in this document will also ensure coherence. The new Gwynedd LAG will sit within a county structure while maintaining the autonomy important to deliver innovative activities. The diagram below outlines the relationship between the various groups and organisations on a local, regional and national level.

## New Strategic Structure



## Cross County Coherence

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

- Administrative efficiencies in having a single financial team in one location.
- Potential animation efficiencies in being able to share human resources across both counties where a specific or specialist need arises.
- Delivery efficiencies where similar activities are identified in both regions.
- Wider added value opportunities achieved from having single delivery body across 2 counties.

Menter Môn will act as the Administrative Body for both Gwynedd and Anglesey LAGs; a precedent which was established in 2012 with the creation of a single FLAG (Fisheries Local Action Group) across both counties. The organisation is familiar with implementing the RDP activities in Gwynedd; it's commercial arm Annog Cyf having delivered a significant portion of the current RDP programme on a third party contractor basis. It also collaborated on several Cooperation Activities across the region including Discover Anglesey and Gwynedd, APPrentis and Mentergarwch yr Ifanc.

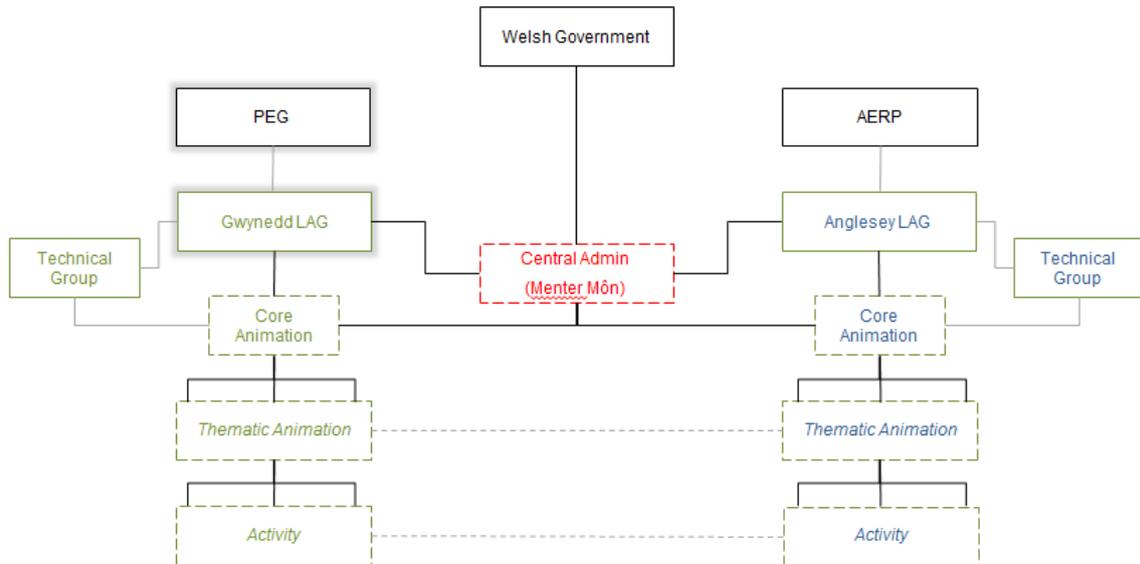
1. Other activities also currently delivered in Gwynedd by Menter Môn include:

- Shaping the Future – retraining for workers from the nuclear industry
- Cyfenter – Grant support for social enterprises (also Conwy and Denbigh)
- Glastir Common Land – Support for common land grazing associations (the majority of which is on the upland)
- Business Support Contracts (various)

As the primary delivery body for community level social economic activities in North West Wales; greater regional coherence will be achieved by appointing Menter Môn as the administrative body for both Counties. This will further strengthen their ability to link activities, add value where possible and identify opportunities which would otherwise be overlooked.

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

**New Delivery Structure (cross county)**



**Coherence and consistency between local strategies and existing national, regional and sub-regional strategies**

Menter Môn has regional reach and is closely connected to a range of regional strategies e.g. a member of the **Enterprise Zone**; a deliverer of New Business Starts support and sponsor of ERDF and ESF projects across the four counties of North West Wales. It communicates regularly with the **North Wales Economic Ambition Board**, engaging with its strategic view of North Wales’ strategy for the next five years. We heavily involved in the development of marine renewable energy in North Wales. The LDS has been set up to be the **laboratory of innovation operating beneath what we expect to be mainstream EU programmes** over the next five years. In implementing themes we will also have full cognizance of **Welsh Government’s Economic Renewal Plan**. See Integration section 1.2 for Welsh Government policy consistency

**Cross boundary co-operation**

The relationship between Anglesey and Gwynedd is rooted in the LDS of both counties. In order to facilitate consistency both documents will follow a similar structure. Complementarities can provide efficiency savings through in tandem development and implementation where appropriate. It is important to emphasise that there is no intention to compromise the integrity of either LDS in taking this approach.

It is not possible to identify within which themes there will be cross county cooperation at this juncture. However we would expect that activities benefitting communities of interest rather than geographic of interest would lend themselves to a cross county approach. This would be especially true in a situation where a community of interest would only possess the critical mass required to deliver a project by drawing upon the resources of two counties.

An example of this would be the local food producers that attend the same farmers markets regardless of which county they are based and often cooperate on numerous activities.

Examples of anticipated opportunities to develop and deliver on a cross-boundary co-operative basis include specific activities addressing the need / opportunities of communities within the area of the Snowdonia National Park (Conwy) and the area of the UNESCO designated Dyfi Biosphere (Powys and Ceredigion).

## **1.2 Description of the Integration**

### **Integration in the Gwynedd LDS**

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

### **How LEADER will complement other structures**

We have sought to secure integration by the following methods:

a. Integration and links between actions within and between themes 1 – 5 as set by Welsh Government – there are extensive opportunities to integrate e.g. digital proposals into the innovations of themes 1-4

b. The complementarity of actions and the rationale behind those actions to European Union, Welsh Government and local government policies and statements. LDS activities relate closely to aims and objectives shared by government strategies at all levels. e.g.

- innovation in business (Economic Prioritisation Framework EPF)

- cross sector collaborative research (EPF)

- emerging clusters of business and community seeking to innovate (EPF)

- Microgeneration advisory support (EPF) also included in the LDS

- Food and Farming is highlighted in the EPF also and the LDS indicates that LEADER will help fuel further diversity and growth in this sector through new recipes linked to local identity for others to commercialise. Similarly emphasis is placed on developing innovative methods of adding value to farm business products through cooperative innovation.

- the contribution of the LDS to climate change is self evident through the Logic Table

- c. Non duplication – the Gwynedd partnership will hold to the twin rules of using LEADER to trial genuine innovation, and to concentrate its expenditure on pre commercial activity in the business sector and on piloting innovation in others. This will avoid duplication with mainstream interventions arising from ESI programmes and projects currently under development for ERDF or ESF. Commercial activity can be undertaken in order to commission genuinely innovative pilots carried out within existing businesses or for a start up where set up costs may be included, but no LEADER support will be given beyond that.
- d. Experience of working with the LEADER methodology affords the Partnership and its Administrative body the ability to ensure that integration is applied at each of the following levels
- Intra theme integration
  - Inter theme integration
  - Inter county integration
  - Cross county integration between Gwynedd and Ynys Mon
  - Regional integration across North Wales

**Partners in the counties of Gwynedd and Ynys Mon have taken seriously the guidance toward cross county cooperation with a view to reducing administration costs and promoting integrative actions across borders. Following Gwynedd Council, Ynys Mon County Council and Menter Môn's considerable efforts to promote the cause of integration, a close working relationship has ensued which has led to the production of complementary LDS plans for the two counties.**

#### **An explanation of the coherence and consistency between local strategies and existing national, regional or sub-regional strategies**

Please note that in Gwynedd, the majority of ESI and LEADER funds administration and delivery in the past has been undertaken by the local authority or a handful of delivery partners, including Annog Cyf (Menter Môn's trading arm). It's also important to note that Menter Mon itself has been one of the main local deliverers in Anglesey along with the local authority. With several EU and non EU interventions managed locally, the level of integration between actions, regardless of their funding source, has been high in the county. It is not an overstatement to point out that it has been left to deliverers on the ground to make integrative sense of diverse funding initiatives over the years.

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

#### **Policy integration**

##### **Welsh Government Policies**

The following policies and statements are directly relevant to the Gwynedd LDS, with specific objectives cross referenced

**Theme 1: Adding Value to local identity and natural and cultural resources**  
**Specific Objectives SO1 to SO8** and their associated actions in response (covering areas related to sense of place, tourism, heritage and identity) specifically complement the following:-

### **1. Sustainable Tourism Policy**

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

### **2. Coastal Tourism Strategy 2012**

- a. To ensure that sustainable tourism is making an increasing contribution to the local economy of coastal communities
- b. To improve the quality of the visitor experience
- c. To achieve an integrated approach to the development and management of coastal tourism
- d. To safeguard and protect the environment and cultural heritage as a Key resource for coastal tourism

### **3. Welsh Language Strategy 2012 to 2017**

- a. To encourage and support the use of the Welsh language within families
- b. To increase the provision of Welsh-medium activities for children and young people and to increase their awareness of the value of the language
- c. To strengthen the position of the Welsh language in the community
- d. To increase opportunities for people to use Welsh in the workplace
- e. To improve Welsh language services to citizens
- f. To strengthen the infrastructure for the language, including digital technology

The actions in theme 1 related to coastal entrepreneurship and employment, connections to inland areas, sense of place development, heritage, the USP potential of the Welsh language and its value in the community closely relate to the relevant policies.

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

documents

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

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

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

### **Theme 3: Exploring new ways of providing non-statutory local services Specific Objectives SO18 to SO21**

The actions included in the Gwynedd Intervention Logic document and the Action Plan are designed to concur with the following Welsh Government guidance documents:

*Procurement and the third sector* document produced by Welsh Government 2008 specifies the following guidance for promoting the externalisation of public to third sector service transfer:-

- a. Open contract opportunities with third sector organisations by providing information about how to become a supplier, wide publication of contracts in accessible media, training and support.
- b. Consult early
- c. Focus procurement on outputs / outcomes
- d. Keep it simple and proportionate

Welsh Government's *Tackling Poverty Action Plan* underlines the following three objectives

It focuses on three actions:

- a. Preventing poverty
- b. Helping people into work
- c. Improving the lives of people living in poverty

Welsh Government's *Final Proposals for the Rural Development Plan* cite among one of its three aims as follows:-

- a. The balanced territorial development of rural economies and communities including the creation and maintenance of employment

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

#### **Theme 4: Renewable energy at Community level SO22 to SO24**

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

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

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

#### **Theme 5: Exploitation of digital technology SO25 to SO29**

The following statements are directly linked to each of the actions to be undertaken under the Gwynedd LDS. The actions indicated are direct implementations of the aspirations included here:

- a. We want Wales to be a more inclusive, sustainable and prosperous society. Making sure everyone can enjoy the benefits of technology is a key part of that.
- b. Skills: Beyond schools, we will ensure that everyone in Wales can acquire the basic skills and confidence to get online and use digital technologies.
- c. Economy: We will support Welsh companies to network to create and commercialise new digital technologies. We will help more Welsh companies to exploit these developments to innovate, grow and access new markets, especially in the creative industries, ICT and tourism sectors.
- d. Public services: We will make more public and government services

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

### **Policy Integration**

#### **Local Authority policies for Gwynedd**

The aims of the *Single Integrated Plan for Anglesey and Gwynedd* are stated as follows

- a. Improving economic performance and skills to create/and sustain jobs focussing on lifelong learning opportunities ( links to each of the 5 themes)
- b. Enabling communities and individuals to maintain and develop their independence (theme 3; theme 5)
- c. Ensuring opportunities exist for young people to remain in the county to live and work (themes 1,2 and 5)
- d. Meeting the needs of individuals and communities with less available public money (themes 3, 4 and 5)
- e. Reducing poverty and providing effective services that meet the needs of vulnerable groups (theme 3)
- f. Promoting and sustaining our environment and rich culture (theme 1)

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

Theme 1 will follow the strategy of the *Gwynedd Destination Management Plan 2013-2020*, particularly the following objectives which complement SO1-SO8 of the LDS

- a) To extend the tourism season,
- b) To increase visitor spend,
- c) To improve the quality of the visitor experience,
- d) To improve integration of tourism with other aspects of life,
- e) To enhance the natural, built and cultural environment,
- f) To build and maintain quality public infrastructure and amenities,
- g) To provide well paid, year-round quality jobs and skills development.

Theme 1 is relates closely to each of these, in extending the season, utilising digital media, increasing good quality sense of place.

### **Policy Integration**

#### **Complementarity with the remainder of the Rural Development Plan for Wales**

LEADER has been a consistent links between the headline aims of the new RDP and the contents of the Gwynedd LDS intervention logic analysis

- a. Increase the productivity, diversity and efficiency of Welsh farming and forestry businesses, improving their competitiveness and resilience, reducing their reliance on subsidies (LDS Theme 2- partnership innovation for animal breeding and animal health. LDS Theme 5 - digital inter farm cooperation)
- b. Improve the Welsh environment, encouraging sustainable land

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

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

It is the earnest hope of the Gwynedd Local Action Group that Welsh Government's Rural Fund will provide progression funding to scale up activities piloted through LEADER in the community and business spheres.

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

#### **Integration with wider RDP Knowledge transfer and innovation**

The horizontality of the innovation emphasis in the RDP is widely reflected in the Gwynedd LDS' emphasis on piloting new approaches and trialling new ideas. We will bring together farming communities of interest in order to identify pre commercial trialling, linking into other parts of the RDP. Where trials are successful we will refer the work on to the Knowledge Transfer service or to the Cooperation service for further development.

#### **Integration with wider RDP Advisory services.**

In its work with farmer groups and supply chain components, every effort will be made to refer individual land based businesses with advisory needs to the Advisory services – this will be particularly important where trialling for the common good is then taken up by individual farms for implementation. At this point the individual needs of the farmer / land base operator will be passed onto the appropriate service. LEADER in its role within the RDP will be the local PRECURSOR to much that subsequently happens in the RDP. This is our aim, and we will know when to release an activity and forward it on to more appropriate provisions within the RDP.

#### **Integration with the Food and Drink Action Plan**

LEADER will seek innovative pilots which inform and feed into the Food and Drink Action Plan. Much of the Gwynedd LDS' work in this sector will be in bringing new economic actors into the field and working with them as communities of interest, As common interest becomes committed individual interest the work will be passed on to the Food Innovation Centre at Llangefni and to the Business Wales service for business planning and implementation. The role of LEADER will be to raise awareness, to inspire, to raise economic participation in the food sector - to seek to develop human resources on the ground so that they become more economically active

### **Integration with Forestry Policy or initiatives**

Menter Mon will aim for Forestry Policy integration within the Gwynedd LDS in the following manner:

- a. By assembling a Forestry community of interest charged with identifying needs and opportunities which can be applied to the natural and commercial woodlands of Gwynedd and to the associated commercial supply chain
- b. Use its extensive network of business connections in the county to promote linkages into the wider RDP 2014-20 Forestry aims and objectives in terms of improved forestry management and increase in value added innovation and production
- c. Work with the Glastir Woodland Management Scheme (previously known as Better Woodland Wales) and the Tregynon workshops as we have done under previous programmes, promoting technology transfer opportunities and partnership working
- d. Develop our Forestry communities of interest so that they can participate in the forthcoming EIP and cooperation elements of the RDP, further enhancing their capacities to develop productively. LEADER will provide the local basis for many of these developments in Gwynedd
- e. Seek out farm units wishing to start up new forestry plantations on their farms, again using our extensive connective networks, and referring them on to relevant provisions within the remainder of the RDP.
- f. Integrate the Woodlands for Wales Action Plan (running until 31 March 2020) into any forestry projects which arise through the LEADER programme.

### **Integration with Cooperation**

The new emphasis on the creation of Operational Groups in the 2014-20 RDP **provides** an excellent progression route from LEADER. In the first instance it provides opportunities for land based communities of interest working within LEADER to elevate to formalised Operational Groups with a defined route to implementation of a concept which brings common good – the precursive work will be trialled under LEADER. The Gwynedd LDS sees many opportunities for development in supply chains, improving the links between farmers and wider rural development and farmers and communities as important aspects of this in e.g. food, energy, and added value products.

### **Integration with the EIP**

We expect LEADER activity to provide specific issues and practitioners to contribute to the work and the focus group activity of the new EIP structure. We hope to be able to contribute in particular on Gwynedd to HNV farming profitability and the profitability of permanent grassland and fertiliser efficiency issues

### **Integration with the wider RDP investment measures**

Wherever possible and appropriate the lines of progression through to investment measures within the RDP will be made clear to potential beneficiaries and to supply chain, non agri diversification and forestry aspirants and practitioners. Much of the linkages will depend upon the issue being developed but we can state that our work with the land management community is extensive and will result in trials being undertaken which can feed into the investment measures, in particular in the

business modelling of generational renewal for farms of different sizes and in different circumstance. These theoretical models under LEADER will help identify individual farms wishing to pursue the model with the Farm Advisory service and into investments available under RDP programmes e.g. a non agri diversification as part of a generational change – this will always be referred on. LEADER will certainly have a role to play in creating intersectoral communities of interest to seek pilot trials in issues such as non agri diversification opportunities and to refer clients onto test marketing provisions under investment measures. Similarly plant health and woodland restoration issues as they arise can be referred on. In order to make sure that these investment measures are well used and taken up it is crucial that LAGs set up communities of interest to gauge interest and assist referral to such provisions

### **Integration with other LAGs and bodies**

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

### **Achieving Integration with other LAGs through Co-operation projects**

Indicative projects are indicatively earmarked as having cooperation potential across two or more LAG areas in the **Intervention Logic Table marked in yellow**. It must be acknowledged that these are indicative and that they may change both in specific objective and in the nature of the activity or trial undertaken. In order to demonstrate that we will select these cooperative projects thoroughly and rationally, we have set out below the criteria we will employ for selecting projects set for cross LAG integration, as follows:-

- a. Degree of geographical neutrality so e.g. digital projects will score more highly than a village project
- b. Degree of financial efficiency achieved by the integration i.e. can the project be shown to be cheaper if it's implemented cooperatively.
- c. Degree of additional benefit arising from economies of scale – this in terms of inputs (spend) and in terms of outputs (does doing it cooperatively result in higher target outputs).
- d. Degree of bilateral expertise and economic actors i.e. are there people in both counties who will marshal the progress of the project with the same enthusiasm and effort.
- e. Degree of willingness to integrate actions across borders by the respective communities of interest.

### **Wales Rural Network**

We will aim to ensure that one third of all project are integrative across two or more LAG areas but it must be acknowledged that this does depend upon the issues in LAG areas being commonly identified and commonly and independently developed by the LAGs to a cooperative juncture. Then the criteria are applied. This is crucial to avoid lead bodies engineering cooperative projects. The role of the **Wales Rural Network** is critical in this. We will work closely to contribute information and to make linkages with other LAGs through the mechanisms and services offered by the Wales Rural Network.

### **Integration with other EU funds**

As Administrative body, Menter Mon is a seasoned sponsor and implementer of structural fund projects and LEADER since their early introduction in the 90s. We have run RDP, ERDF and ESF projects concurrently and believes that we have been at the forefront of securing INTEGRATION between them. Indeed Menter Mon was used as a case study by the EU in its Community Led Local Delivery guidance as part of the preparation of this round of EU programming, in recognition of the integrated nature of its work and method.

As we currently have no foreknowledge of the projects which will emerge from the ESI funds, we base the following on assumptions of the means we have secured integration in the past

- a. Many an innovative business start up is first identified through LEADER. These individuals will be referred onto the Business Wales provision funded through ERDF
- b. Many existing businesses with innovative ideas or plans for growth engage with LEADER. These will also be referred onto Business Wales provision, funded through ERDF.
- c. Individual businesses seeking finance for the development of an idea trialled as a collective project through LEADER will be referred on to Finance Wales, who are holders of equity and debt funding mechanisms part funded through ERDF
- d. Individuals and businesses who have training needs identified through LEADER communities of interest and similar bottom up development work will be referred onto ESF projects which emerge.
- e. Every effort will be made to link eligible and appropriate beneficiaries to the Apprenticeship programme will be made. Again the ground level role of LEADER engagement encounters individuals who are appropriate. If individual emerging from short term LEADER employability trials need further progression to employment they will be referred to apprenticeship schemes. LEADER will not recruit an individual onto a trial project if the apprenticeship scheme offers a better route into employment. Indeed, any LEADER pilot in the employability sector will only be for those who are not appropriate for vocational apprenticeship.

Menter Mon as Lead Accountable Body for the Gwynedd LDS will keep a database of the services available through mainstream ESI programmes. All staff will be made aware of these as part of their toolkit training so that LEADER does NOT ENCROACH on mainstream services. All staff will be instructed in the LEADER process and will know the limits of its intervention capacity, allied to all progression routes as they arise.

### **Integration with Jobs Growth Wales and National Minimum Wage**

Menter Mon has been an employer of 50+ staff for over 15 years and is a fully compliant employer. If it undertakes the Internship trial noted indicatively in the Intervention Logic Table, it will of course ensure that Minimum Wage Laws are fully observed. As a contractor of provision of Jobs Growth Wales in the past we can state with certainty that internships, if they are identified by the LAG as a priority and are implemented, will not duplicate the JGW provision in any way. It has always been our policy as a company and as an employer with altruistic purpose, that

clients who come into our sphere from whatever programme are INVARIABLY directed to the option which is of greatest benefit to them whether in terms of pay, quality of experience or degree of fulfilment of the client's aspirations. If internships are implemented, their purpose will be to match the technological needs of a business to the technological capacity of a client individual, more with a view to a business based sustainability rather than employer / employee relationship as is the case for JGW.

## SECTION 2 – FINANCIAL & COMPLIANCE

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

### 2.1 Management and Administration

#### The Gwynedd Local Action Group.

There are currently two steering groups in Gwynedd that coordinate the RDP Axis 3 and 4 activities, which include the Local Partnership (Gwynedd Economic Partnership and the Local Action Group (Sub Group of the Partnership). With the current RDP programme drawing to a close there was a need to interrogate this structure as both functions would no longer be required for the purpose of implementing the RDP.

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

- **Existing LAG:** The existing Axis LAG 4 continues in its current format and with existing membership until the end of the programme (2015) with Gwynedd Council continuing to provide the Administrative body function. This will ensure all current Axis 4 projects are completed as necessary. Adapting the current LAG to meet the requirements of the new programme (with new staff and activities) is not seen as feasible or practical.
- **New Gwynedd LAG:** Parallel to the existing LAG a new group will be established for the purposes of the new LEADER Programme for the period 2014 – 2020. The title under which the LAG will operate will be chosen by the members however one option is to use “Llwyddo yng Ngwynedd” ; under

which all previous Axis 3 and 4 activities were delivered. Menter Môn will be responsible for recruitment for the new LAG and the first meeting would be expected to be held in October 2014 with a view to becoming operational in January 2015.

- **Gwynedd Economic Partnership:** The format of the Partnership meetings was amended with the completion of the Axis 3 and it now assumes a more strategic role. For those members eager to keep abreast of developments with regards to the new LEADER programme they were invited to attend the existing LAG as observers. They will also be informed of the recruitment process for the new Gwynedd LAG once it has been confirmed by the Administrative body.

The new Gwynedd Local Action Group (LAG) will be made up of a cross –section of the Gwynedd community. The LAG’s main role will have an enhanced role in the delivery of the Gwynedd Local Development Strategy then previously, and will be responsible for the successful delivery of the LDS. Part of this delivery role will include powers to bring forward and fund activities in line with the agreed Gwynedd LDS and Wales Rural Development Programme (RDP) objectives. The Gwynedd LAG will be supported by the Administrative Body, Menter Môn.

The constitution and terms of reference (included in appendix 1) outlines the representation that will be required on the LAG. We would be looking for 6 members to represent the 3 sectors, those being Public sector, Enterprise sector (private or social) and Community sector (including voluntary organisations). The membership will encompass individual and institutional (e.g. representative bodies and public sector institutions) members.

The maximum number of LAG members initially would be 20, however this could change as the LDS develops and requires more informed / expert based members. A balance must be sought in terms of sectors, target groups, thematic knowledge and geography. It is possible that some applicants may not be invited to become members of the group if there is an over representation from any single sector, target group etc.

The LAG will appoint a Chair and Vice-Chair during the LAG’s first meeting, as outlined in the Terms of Reference. Provision of establishing sub-groups will also be in place to ensure swift development of LDS delivery.

All operations undertaken by the LAG will adhere to the Rural Development Programme Wales 2014-2020 LEADER Guidance Notes (Draft 1 issues on 12/08/14). Annex 4 of the LEADER 2014-2020 Local Development Strategy Guidance specified the LAG’s main functions as follows:

- Build the capacity of local people to develop and implement activities
- Draw up a non-discriminatory and transparent selection procedure and objective criteria for the selection of operations, which avoid conflicts of interest, ensure that at least 51% of the votes in selection decisions are cast by partners which are not public authorities, and allow selection by written procedure,

- Ensures coherence with the LDS when selecting operations, by prioritising those operations according to their contribution to meeting the LDS's objectives and strategies,
- Prepare and publish calls for proposals or an ongoing project submission procedure, including defining selection criteria,
- Receive and assess applications for support,
- Select operations and fixing the amount of support and, where relevant, presenting the proposals to the Welsh government (through the administrative body) for final verification of eligibility before approval.

### **LAG Membership Recruitment**

The recruitment for members of the new LAG started with the LDS consultation exercise. Everybody involved in that process received background information about the programme and were invited to register an interest in becoming LAG members. The process of creating the new LAG will start in earnest in October 2014 with a view to conducting the first meeting in March 2015. The process will involve the following steps:

- Publish draft constitution and terms of reference
- Create application form and "job description" to become LAG member
- Create selection criteria which will be used to select members (details included in the terms of reference)
- Run recruitment campaign using existing networks, social media and media in general
- Menter Môn to facilitate selection process with representation from Gwynedd Council and Gwynedd Economic Partnership (as the existing RDP LAG / Partnership).
- Inform applicants of decision
- Arrange introductory meeting which will introduce LEADER, outline role of the LAG and appoint Chairman and Vice Chairman ( March 2015)
- Arrange first operational meeting of the LAG (March 2015)

Please note that 106 individuals expressed 'YES' in our online consultation questionnaire when asked whether they would like to be involved in developing or implementing the Gwynedd LDS, and these individuals will be contacted when the LAG membership invitation is distributed.

A highly important element of the LAG membership is its flexibility. As the LDS is a 'living' document, the membership will grow and change as changes occur during the programme period.

The following table denotes the actual Gwynedd LAG members as appointed and attended the 1<sup>st</sup> Gwynedd LAG meeting on the 26<sup>th</sup> of March, 2015:

	<b>LAG Members' name:</b>	<b>Organisation represented</b>	<b>Sector</b>
1	Ceri Cunnington	Antur Stiniog	Enterprise
2	Gwenan Williams	Bwyty Lleu	Enterprise
3	Gwion Llwyd	Dioni	Enterprise

4	Ian Nellist	Federation of Small Businesses	Enterprise
5	Llywelyn Rhys	Fflam Cyf	Enterprise
6	Menna Jones	Antur Waunfawr	Enterprise
7	Stewart Jones (resigned)	7aross Ltd/ Geosho Cyf	Enterprise
8	Alun Wyn Evans	NFU / FUW	Enterprise
9	Anwen Jones	PEG Tourism sub-group	Enterprise
10	Arwel Jones	Partneriaeth Llŷn	Voluntary
11	Craig ab Iago	Dyffryn Nantlle 2020	Voluntary
12	David Ingham	Community Hydro Schemes project manager	Voluntary
13	Delyth Vaughan	Mantell Gwynedd	Voluntary
14	Owen Gwilym Thomas	Un Llais Cymru	Voluntary
15	Robert Lowe	Plas Heli Cyf	Voluntary
16	Sian Tomos	GISDA Cyf	Voluntary
17	Aled Jones-Griffith	Grŵp Llandrillo Menai – Coleg Meirion Dwyfor	Public
18	Dr Einir M Young	Bangor University	Public
19	Ifer Gwyn	Snowdonia National Park	Public
20	Mandy Williams-Davies	Gwynedd Council	Public

The recruitment process will be coordinated by Menter Môn as the Administrative Body. Having operated as a LAG for almost 20 years themselves and recently established the Gwynedd and Anglesey FLAG they are accustomed to the process and potential pitfalls. An open and transparent approach is essential to ensure that all those who participate, whether or not they become members, are able to understand the process and appreciate why decisions are made.

### ***Administrative Body***

Menter Môn is the nominated Administrative Body in Anglesey and Gwynedd and therefore this section will be largely replicated in the Anglesey LDS. The most significant changes to the structure from the existing one are as follows:

- Menter Môn will relinquish its status as the Anglesey Leader LAG
- Menter Môn will act as the Administrative body for the new Anglesey and Gwynedd LAGs
- New LAGs will be created in Gwynedd and Anglesey

Menter Môn has demonstrated that it has the capacity and the ability to act as the Administrative Body for the Gwynedd and Anglesey LAGs. The following activities and achievements support this assertion.

- Menter Môn has delivered LEADER on Anglesey since 1995 and is well versed in the programme and the methodology.
- Menter Môn is the Lead Body for the joint Anglesey and Gwynedd FLAG Project (Fisheries Local Action Group)
- Menter Môn coordinates the Glastir Commons Project in Gwynedd, Anglesey, Conwy and Ceredigion.
- Menter Môn currently delivers a range of EU funded projects in partnership with Anglesey, Gwynedd, Conwy and Denbigh local authorities. These include Cyfenter and Shaping the Future (both ERDF funded).

- Menter Môn through its commercial arm Annog Cyf has delivered several large RDP projects (Axis 3 and 4) in Gwynedd over the last 6 years.
- Menter Môn has developed an experienced team of officers based in their Porthmadog office.
- Menter Môn has developed a productive relationship with both Anglesey and Gwynedd Local Authorities founded on their ability to deliver.

Due to this vast experience, Menter Môn has the capacity to run local development programmes, as well as the experience of financially administrating public funds and animating in the local community.

**Cooperative roles and responsibilities.**

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

County	LAG	Local Authority	Administrative Body
Gwynedd	Gwynedd Leader Group	Gwynedd Council	Menter Môn
Anglesey	Anglesey Leader Group	Anglesey County Council	Menter Môn

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

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

Each LAG would also be free to define its own identity under which the project activity would be delivered e.g. ‘Llwyddo yng Ngwynedd’ in Gwynedd. Menter Môn will merely provide the vehicle for delivery.

**Local Authorities:** The role and liability of the Local Authorities will reduce under this new model. Their role would be to primarily work in partnership with the LAG to ensure strategic fit and integration, and supporting the LAG in monitoring the performance of the Administrative body. Anglesey and Gwynedd Councils have both undertaken a due diligence process to assess Menter Môn’s suitability and financial stability to assume the Administrative Body function.

They would not be responsible for the financial administration of the activities i.e. making payments, preparing quarterly claims etc. However a monitoring procedure will be established whereby Gwynedd and Anglesey Councils can interrogate the performance of activities and progress against the LDS.

The local authorities will also be a key partner in realising a range of the actions identified in the LDS, and animation activity to facilitate interaction between

communities / communities of interest will be required to ensure the successful realisation of LEADER activities in many cases.

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

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

<b>Body</b>	<b>Role and responsibility</b>
Local Action Groups	<ul style="list-style-type: none"> <li>• Prepare the Local Development Strategy with support of the existing RDP Team &amp; Local Authorities</li> <li>• Prepare the RDP LEADER application (this document) with the support of the existing County RDP Team</li> <li>• Appoint Chairperson and Vice Chairperson</li> <li>• Consider and approve / reject requests for LEADER activity presented by Menter Môn on behalf of communities / Cofl's.</li> <li>• Monitor the delivery of the activities against agreed outputs and spend profile with the support of the Compliance Officer.</li> <li>• Provide overall strategic direction</li> </ul>
Local Authorities (Gwynedd and Anglesey)	<ul style="list-style-type: none"> <li>• Attend and contribute to the Local Action Group</li> <li>• Provide regional context and ensure strategic fit to LEADER activity.</li> <li>• Establish and implement monitoring procedures to support the LAG.</li> <li>• Participate in LEADER activity.</li> </ul>
Administrative Body (Menter Môn)	<ul style="list-style-type: none"> <li>• Facilitate the work of the LAG e.g. organise meetings, prepare reports, provide guidance and identify training requirements.</li> <li>• Support the procurement and / or delivery of the LEADER activity.</li> <li>• Provide the Compliance Officer with all relevant financial information e.g. spending profile, information for PAF</li> <li>• Prepare Quarterly Report to be agreed by the LAG and presented to WG.</li> <li>• Establish and administer financial systems and procedures in line with WG and EU requirements</li> <li>• Establish and administer a standard output collection system</li> <li>• Contribute all relevant information required for the LDS and applications e.g. policies, template application forms.</li> <li>• Receive letters confirming project match funding</li> <li>• Prepare and issue contracts with 3<sup>rd</sup> party delivery partners</li> </ul>

	<p>with full agreement of the relevant LAG.</p> <ul style="list-style-type: none"> <li>• Present quarterly claims to WG</li> <li>• Prepare and present PAFs to WG</li> <li>• Respond to all enquiries from WG with input from LAG and Local Authority if relevant</li> <li>• Prepare and present financial updates at each LAG meeting</li> <li>• Arrange monthly meetings with Compliance Officer to discuss progress and identify areas for improvement.</li> <li>• Provide cash flow support to facilitate the delivery of the LDS</li> <li>• Appoint qualified and experienced staff to be located in both Counties (Porthmadog and Llangefni)</li> <li>• Identify and pursue opportunities for cooperation on activities relevant to both Counties.</li> </ul>
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**Project Selection Process**

The Local Development Strategy will provide guidance on the type of activity that will be supported by the Gwynedd LAG and what outcomes are expected. However it is important to emphasise that the LDS does not seek to dictate how those outcomes are achieved. This is where the LAG will seek innovative solutions from the rural communities.

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

Alternatively the LAG may develop and implement its own activities where it is deemed to be the best solution or response to a particular strategic objective. An example would be a “rural interns” activity which would not otherwise be developed by a community of interest. Applications for these LAG lead activities would require the same level of scrutiny as others e.g. EOI and full application.

<p><b>Animation</b></p>	<p>The LDS defines the areas / communities in which the LAG will seek to animate with the aim of addressing a specific challenge or opportunity. The role of the animators will be to engage with individuals and groups in order to develop ideas.</p> <p>This will be a process rather than a single meeting and will require the project officers to engage widely. It is possible that the animation phase will not lead to a project idea where there is a lack of interest or appetite. Experience has informed us that LEADER animation is far more effective when working with willing, committed and informed individuals who are challenged to change a particular status quo through innovation.</p> <p>Where the animation process leads to the project ideas the officer will work with the community (geographical or interest) to develop it further. An important role will be to challenge the group where</p>
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	<p>appropriate.</p> <p>Several methods will be used to generate projects with an emphasis on proactivity throughout. It is important to emphasise that these will be used in varying degrees according to the level of success.</p>
<p><b>Project Generation Activity</b></p>	<ol style="list-style-type: none"> <li>1. <b>Targeting sectors.</b> Many individuals and groups will have pre-determined ideas regarding support available (based on previous RDP projects) and will have project ideas. Our priority will be to educate them regarding the Leader methodology and provide an overview of the Local Development Strategy. The main aim of the initial engagement process will be to raise awareness and initiate dialogue, which in turn will lead to project ideas.</li> <li>2. <b>Targeting and establishing communities of interest:</b> Challenges or opportunities as identified in the LDS may require a response from a “community of interest” that do not currently exist as a group. For example tackling outward migration among young people could benefit from a broad range of interested parties that have not previously collaborated. The role of the LAG will be to identify the community of interest and seek to bring them together in order to identify new solutions. Establishing new networks and creating fresh dynamics can support creativity.</li> <li>3. <b>Open Call / Community Challenge:</b> The open call approach will be very precise. The LDS identifies opportunities and challenges; however the solutions may not be forthcoming through the approaches previously detailed. It is therefore proposed that the LAG poses a series “community challenges” which is widely distributed through various channels (including social media, YouTube, the press). <p>This approach is increasingly used by the private sector which recognises that innovation often comes from the external and unexpected sources. An example of a challenge would be “What use could be made of empty shops located on the high street?” Responses to the challenges would be varied and they may require additional support in order to develop a feasible project proposal.</p> </li> <li>4. <b>Open Door:</b> There must always be an opportunity for groups and individuals to engage in the process and offer ideas. However we will endeavour to ensure that they have access to as much information in a range of formats e.g. short videos, infographics, social media presence and printed material. This will inform interested parties and help reduce resources being overly diverted towards activity which may have little relevance to Leader. Information will also be provided on eligibility.</li> </ol>

**5. General networking and referrals:** Menter Môn is in a position of strength as it is delivering a number of other projects and contracts in Gwynedd and Anglesey. This provides opportunity to refer ideas / proposals into the Leader programme.

**6. LAG Project:** The LAG may elect to develop and submit its own projects for delivery. This would be required to undergo the same scrutiny as all other applications and would still require the involvement of a community of interest, albeit the LAG would be the lead delivery body.

There are 3 circumstances whereby this may happen:

- a. The LAG decides to support small scale “pump priming” activity which would serve to generate interest and encourage engagement within an identified sector.
- b. The LAG identifies that several projects may require a common infrastructure to enable them to progress. An example could be network of “digital beacons” that could be used by different groups to trial a range of marketing activities. In this instance the LAG may deliver the common element to enable the groups to progress their own activities. It is important to note that this would not involve large capital infrastructure.
- c. The LAG identifies that a lack of project ideas are forthcoming within a given theme or against LDS priorities and therefore progresses its own project proposals. As previously stated these will still be required to meet with the criteria and broad involvement beyond the LAG will be important.

It is also important to note that the LAG will seek to ensure that there is diversity in the approach adopted in implementing projects. This in itself could provide an important learning process. During the LEADER project lifetime we would seek diversity in terms of:

- Level of risk – The projects delivered should range in their risk profile.
- Delivery approach – There should be a range of delivery entities including geographical communities, communities of interest, sector groups etc.
- Size of projects – It is possible that some project will develop over time and it is important that LEADER allows for, and capitalises on, serendipity i.e. lucky accidents. LEADER

	<p>should seek small quick wins as well some larger flagship activities within its portfolio.</p> <ul style="list-style-type: none"> <li>• Delivery partners – Efforts will be made to engage with a range of audiences, some of which do not traditionally get involved with delivering projects. Animation will naturally gravitate towards traditional groups, however the Leader approach (with no direct grant support) reduces the requirements on groups to formalise structures, open bank accounts etc. This should enable the process to involve a more diverse audience.</li> </ul>
<p><b>Initial Project Proposal</b></p>	<p>Projects are presented to AGW staff who will provide an informed opinion on whether a project is a LEADER activity, or has the potential to be developed into a LEADER activity. Menter Môn are presented with many project ideas and staff are expected to filter suitable projects that fit with the LEADER criteria and the Local Development Strategy. If the activity is deemed unsuitable AGW staff will attempt to identify alternative sources of funding or support. There are three possible outcomes at this stage:</p> <ul style="list-style-type: none"> <li>• Reject on grounds of eligibility, fit with LDS, state aids etc. Where possible direct to alternative sources of support.</li> <li>• Advise how project can be strengthened and encourage group / individual to undertake further work to develop project idea e.g. develop community of interest,</li> <li>• Work with group to develop project idea for presentation to the relevant Sub Group. This will be presented on the enquiry form along with relevant documents if necessary.</li> </ul> <p>Projects outlines are presented to the relevant Thematic Sub Group for scrutiny. This allows projects to be discussed in detail by a smaller group prior to being presented to the full LAG (if they are presented). The Sub Group can either recommend that the project is not progressed (with rational) or can be progressed with recommendations and amendments. The Sub Group will provide a recommendation against the following set of key criteria:</p> <ul style="list-style-type: none"> <li>• Fit with LDS</li> <li>• Is it LEADER</li> <li>• Value for Money</li> <li>• Community of Interest</li> <li>• State Aids</li> <li>• Procurement</li> <li>• Eligibility</li> </ul> <p>Projects that receive Sub Group support are developed into full LEADER project proposals and presented to the LAG technical</p>

	<p>group for technical scoring to ensure compliance e.g. State Aids, procurement, declaration of interest etc.</p>
<p><b>Full Project Proposal Stage</b></p>	<p>Once the Initial Proposal has received the support of the relevant Thematic Group and the Technical Group <b>a full project proposal</b> will be submitted to the GWYNEDD LAG. Again it is important to emphasise that projects should be seen as a joint endeavour and will require the input of the LAG and the sponsoring group to ensure success.</p> <p>The full proposal will be completed in partnership between the project officer and the sponsoring group. While it is important that the group have ownership they should not feel overburdened by the process. Alternatively the LAG may also progress its own projects which will develop the community of interest post approval.</p> <p>Due to the innovative nature of projects groups will be encouraged <b>to adopt a phased approach with key milestones</b> which will act as opportunities to monitor success prior to progressing. The LAG will reserve the right to approve each individual stage and allow the group to amend the project proposal based on the success or otherwise.</p> <p>The full application will include the following information:</p> <ul style="list-style-type: none"> <li>• <b>What type of project is this</b> e.g. Pilot, Pump priming;</li> <li>• <b>What is the project trying to demonstrate;</b></li> <li>• <b>How does the project fit with LDS;</b></li> <li>• <b>Evidence of previous work;</b></li> <li>• <b>Overview of the project;</b></li> <li>• <b>Project partners;</b></li> <li>• <b>Evidence of broader engagement with relevant parties;</b></li> <li>• <b>Declaration of Interest;</b></li> <li>• <b>Project Delivery</b> e.g. fit with the Leader Methodology;</li> <li>• <b>Is the project relevant to Anglesey and if so can it replicated / developed;</b></li> <li>• <b>How does the project contribute to:</b> <ol style="list-style-type: none"> <li>a. Cross cutting themes</li> <li>b. Local Development Strategy</li> <li>c. National and regional strategies</li> </ol> </li> <li>• <b>If successful how will the project be mainstreamed?</b></li> <li>• <b>How will the lessons learnt be distributed?</b></li> <li>• <b>Project timetable</b> inc milestones and achievements;</li> <li>• <b>Outputs;</b></li> <li>• <b>Costs</b></li> <li>• <b>State Aids Consideration</b></li> <li>• <b>Sub group comments</b></li> </ul> <p>The <b>full proposal will be presented to the full LAG</b>, together with</p>

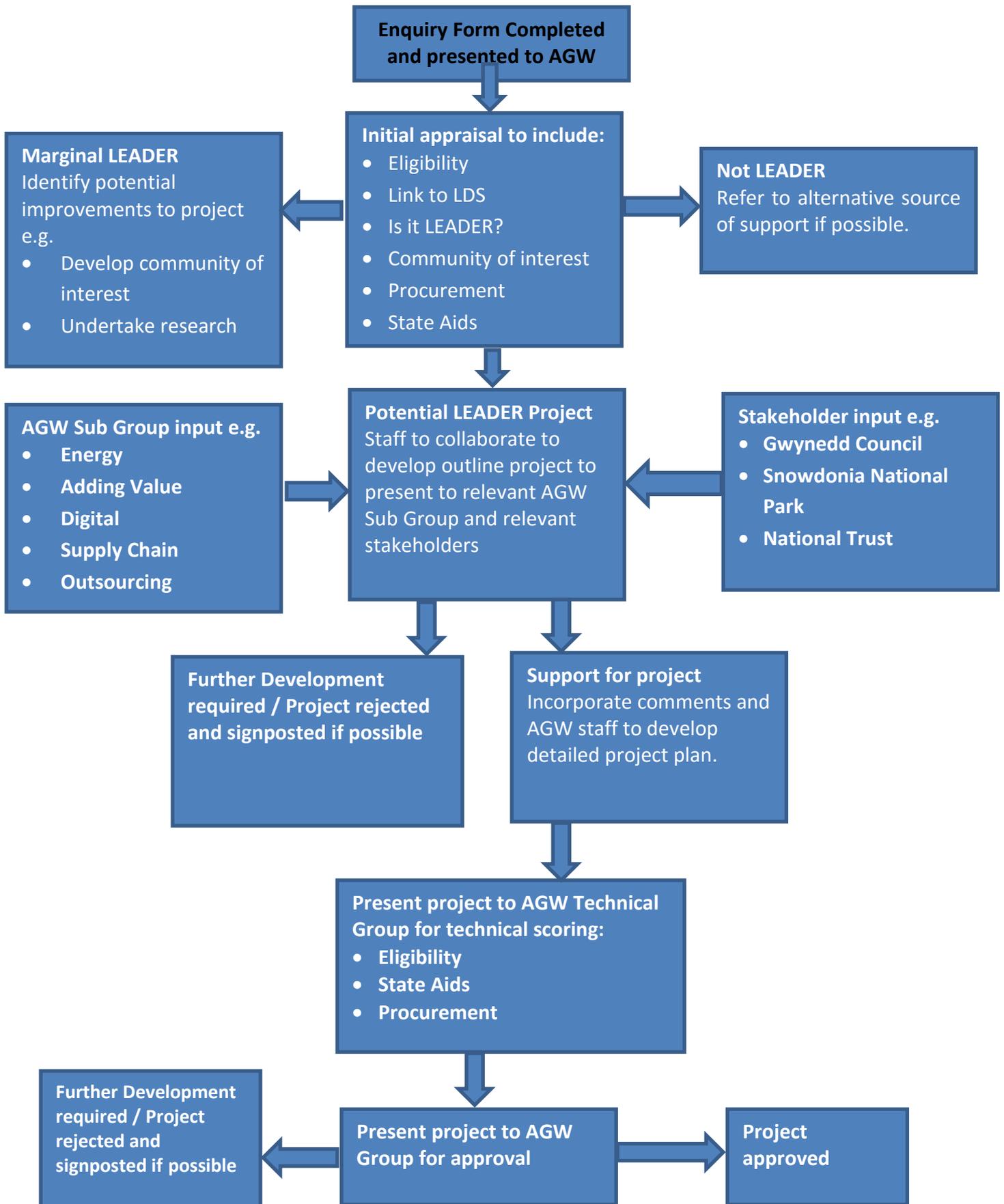
	<p>the technical group's scoring sheet and Thematic Group's recommendation. Where possible this will be done by the Senior Animateur / thematic group member. The officer who has assisted a community of interest to present a proposal can be on hand to answer LAG queries.</p> <p>On receiving all the information the LAG will make a decision on whether or not to ratify the scoring assessment and recommendation of the thematic group.</p>
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<b>Leader Project Selection Criteria</b>									
10	9	8	7	6	5	4	3	2	1
<b>High Score</b>			<b>Criteria</b>				<b>Low Score</b>		
The activity complements the aims and objectives of the LDS and fits within one or more of the themes			<b>Relevance to the LDS and link with themes</b>				The activity does not complement the aims and objectives of the LDS and does not fit within the five themes.		
The activity complements relevant strategies and initiatives			<b>Broader strategic fit</b>				The activity does not complement strategies and initiatives		
There is demonstrable and evidenced need for the activity and for Leader intervention (as opposed to alternative support mechanism)			<b>Evidence of need</b>				There is no obvious evidenced need for the activity and / or alternative support mechanisms could be accessed.		
There are no similar activities currently in operation in the county or the neighbouring counties.			<b>Innovation</b> (see 3.3 for detailed description of innovation)				Similar activities are already operating in the County, or have operated under similar conditions in the recent past (10 years)		
The activities detailed in the project proposals are SMART			<b>SMART (linked with milestones, targets and PIs)</b>				The activities detailed in the project proposal are not SMART		
It is a highly appropriate activity, and there are opportunities to replicate it within the County if the pilot is successful.			<b>Local relevance, appropriateness and repeatability</b>				It is not appropriate, and it would not be possible to replicate in the County regardless of the success of the pilot.		
A broad community of interested parties involved in the delivery of a project which has the potential to benefit a wide audience.			<b>Breadth and depth of community of interest</b>				A very narrow community of interest that are interested in an activity that will benefit a limited audience		

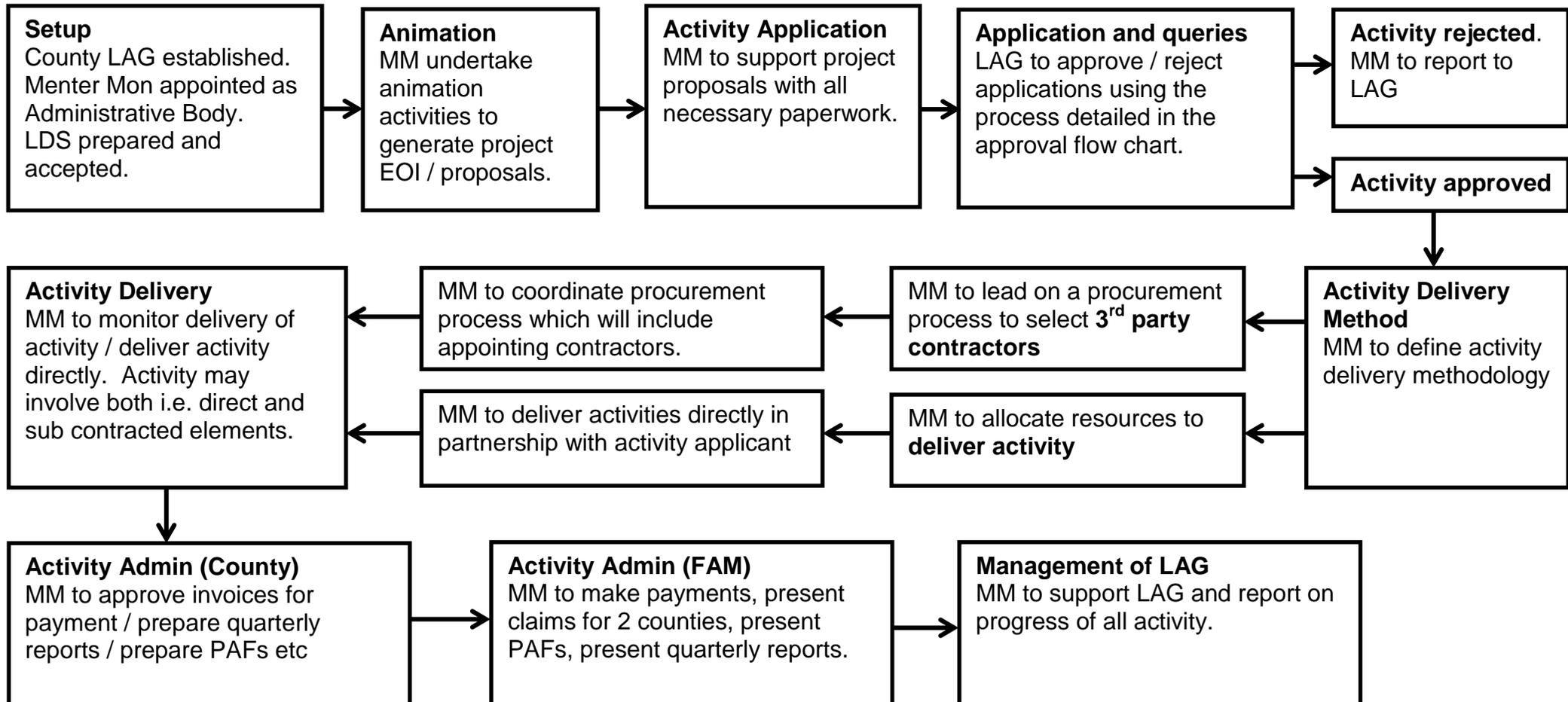
The project can be implemented in several stages which will allow the LAG to monitor success against key milestones. This will allow the LAG to amend implementation and control exposure to risk.	<b>Ability to stage delivery</b>	The project cannot be delivered in stages and therefore the exposure to risk is increased i.e. the project must be delivered in full.
If successful the project will provide good value in terms of potential outcomes against the size of investment.	<b>Value for money</b>	Even if successful the project will provide poor value for money in terms of outcomes against the value of investment.
The project is deemed deliverable with the resources made available. This includes Leader support, demonstrable capability of the group, clear support of external third parties etc.	<b>Deliverability</b>	Delivery of the project is deemed challenging due to the resources available. This may include insufficient available support through Leader, lack of skills within the group and lack of support among third parties.
If successful there are identified opportunities to attract mainstream funding support to progress the activity without Leader support. Alternatively there activity could be fully commercial.	<b>Exit Strategy</b>	There are no identified mainstream funding opportunities even if the activity were to be successful. The activity would also not be commercially viable without additional support.
<b>Scoring of Projects</b>	<p>The criteria proposed will develop to reflect how effective it is in evaluating projects.</p> <p>A straight scoring process whereby projects need to achieve a predetermined score is a blunt and often ineffective instrument. An example would be a project that scores well against all of the criteria apart from innovation – a key element of Leader.</p> <p>It is therefore proposed that a minimum score of 5 (out of 10) must be achieved against each of the criteria and an overall score of 70 (out of 110) must be achieved. However the LAG will retain the right to request further work on proposals even if they do achieve a score of 70 or more. It is obviously in the interest of the LAG to ensure projects achieve their potential and there may be opportunities to strengthen them.</p> <p>In certain circumstances the LAG may decide to approve project that do not achieve an overall score of 70. Rather than introduce a weighting system (which can be contrived) it is proposed that the LAG provide a justification for the approval and it is recorded in the</p>	

	<p>minutes. Examples would include the following:</p> <ul style="list-style-type: none"> <li>• A small “quick win” project that seeks to prompt further activity.</li> <li>• Projects that will serve to provide infrastructure for other activities</li> </ul> <p>The LAG will also be able to approve projects in stages with key milestones, thereby reducing exposure to risk. Only when a stage has been delivered to the satisfaction of the LAG would they approve the second stage.</p> <p>Based on the above the LAG will decide on four potential outcomes. These are:</p> <ol style="list-style-type: none"> <li>1. Approval and project progresses</li> <li>2. Phased approval linked to achieving key milestones</li> <li>3. Recommendations for further development and group invited to submit amended application at later date.</li> <li>4. Rejection / referral to other sources of support</li> </ol> <p>Again it is hoped that no application will be refused support at this stage as it is a partnership approach throughout.</p> <p>An overview of the project approval process and delivery chart is provided below.</p>
<p><b>Transparency of selection process.</b></p>	<p>To ensure adherence to the LEADER measure fiche, the following will occur:</p> <ul style="list-style-type: none"> <li>• All potential projects will be assessed using the same selection criteria as noted above to ensure soundness and fairness of the decision in terms of consistent and relevant criteria. All scores will be fully documented in the minutes, and copies of each LAG member scoring form will be filed.</li> <li>• To ensure transparency of the selection process to the general public, a Gwynedd LEADER website will be created where all LAG meeting minutes will be displayed throughout the LEADER scheme. In addition, a specific page on the website will be dedicated to explaining the selection process and include the eligibility criteria and selection criteria.</li> </ul>

### AGW PROJECT FLOW CHART



## LEADER Activity Delivery Chart



### **Conflict of Interest management.**

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

The Gwynedd LAG must therefore be aware, design and employ a robust and transparent procedure to manage and record its decision-making processes and thereby avoid any actual conflicts of interest arising.

### **Conflict of interest procedures**

The project selection procedure sets out the decision-making process and the decision-making criteria to be employed. This clearly identifies the sequence of events and who is involved at each stage of the process.

Adequate separation of responsibilities will be maintained between the different elements of the process to ensure transparency in decision-making and to avoid any potential conflict of interests. The Gwynedd LAG will adopt the following steps.

- Individuals involved in project development will not be involved in any way in project selection.
- Staff will only undertake technical appraisals or offer technical advice on a project.
- Anyone involved in project assessment or selection with an interest in a project should declare that interest and withdraw from any involvement in the LAG's consideration of the project and the decision-making process.
- A register of LAG members' interests will be prepared; this should record the nature of any link between a member of the selection committee and a project or any applicant. All LAG members will be required to complete a register prior to their appointment and will be asked at each LAG meeting if it requires updating.
- In a case of uncertainty whether a conflict of interest arises or not, we will request advice from the Technical Advice Group, as they would understand local issues more in-depth and their previous experience of managing Conflict of Interest during the RDP 2007-2013 programme will be of support.

## SECTION 3 - DELIVERY

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

### 3.1 Description of the strategy and hierarchy of objectives

#### **How the LAG can improve and develop the area.**

The LEADER LAG is an important influencing force and provider of resource in Gwynedd because it provides the intelligence and capacity to:

#### **a. Assess and address rural socio economic needs**

Many of the most pressing of these needs are chronic and persistent. The LAG can CHALLENGE the status quo to co-design and implement new methods which lead to PROGRESSIVE CHANGE. The Intervention Logic Table lists the indicative NEEDS in the first column. LEADER will pilot or test new and innovative solutions to these needs from which mainstream stakeholders can learn. LEADER thus has a SPECIFIC ROLE in trying out new ways of meeting these needs.

#### **b. Pursue rural economic opportunities**

Provide the organisation, conditions and resources necessary to help realise potential in existing or emerging economic growth markets. The LAG can harness appropriate INTELLIGENCE (information, people), PHASING (pre commercial testing, laboratorial), SUBJECT (e.g. renewable energy, digital technology) and LEVERAGE (adding value). Again this hypothesis relates to the OPPORTUNITIES identified in the left hand column of the Intervention Logic Table. These opportunities are the precursors for the STRATEGIC OBJECTIVES column. Reading across from the identified opportunities and their related strategic objective, we find indicative actions which explain what types of undertakings we may pursue in order to pilot projects which harness the economic opportunities and thereby inform the private sector of business start-up options. In effect the LEADER process works on the ground uncovering economic growth seeds, testing them out and then passing them onto the private sector.

- c. **Make rural socio economic development participative and contributory, shaped by actors on the ground.** This refers to the fact that innovation in responding to needs and in harnessing opportunities will be fuelled through practitioner based stakeholders on the ground, i.e. in a bottom up manner, not in a top down manner. This is the purpose of LEADER.
- d. **Take a medium term area based view of nurturing new futures.** The LAG should not duplicate the shorter term interventions of others. Over the past twenty years LEADER has shown that its activities twenty years ago e.g. rural cycling, community run services, artisan foods, though highly innovative then, are commonplace today. It is LEADER's task to continue to draw out added value for the economy through seeking out new directions for local rural economies.

### **Identified hierarchy of objectives**

Our extensive consultation exercise produced an accumulative SWOT analysis. From this SWOT, weaknesses and threats were rationalised into NEEDS, whilst strengths and opportunities were combined as OPPORTUNITIES. These were then extruded into a series of Strategic Objectives. These objectives were then rationalised into **HEADLINE OBJECTIVES for Gwynedd 2015-2020**

- a. **By 2020, Gwynedd realises new economic potential with more and better employment opportunities for its people provided by harnessing economic intelligence, pre developing small enterprises, new jobs and an improved skills base.**
- b. **By 2020, people living and working in Gwynedd are better connected physically, digitally and socially and are able to access the amenities and services they need.**
- c. **By 2020 Gwynedd's people better capitalise on the area's cultural, historical, recreational and natural assets to improve the visitor experience, visitor numbers & spend, and local skills & employment in tourism.**
- d. **By 2020, Ynys Mon and Gwynedd will have established THREE inter-territorial cooperation activities and ONE transnational cooperation project that, through innovation, networking and knowledge exchange, contribute to meeting the objectives of the LDS themes and associated priorities.**

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

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

<b>NEED / OPPORTUNITY</b> <b>Drawn from</b> <b>consultation SWOT and</b> <b>standard SWOT</b>	<b>SPECIFIC OBJECTIVE</b>
<p><i>The need to extend the value and economic benefit of the Gwynedd coastline</i></p> <p><i>The opportunity to add value to the Gwynedd Coastal Path and its associated settlements</i></p>	<p><b>SO1</b> Secure greater local economic value for local operators from the Gwynedd Coastal Path</p> <p><b>SO2</b> Develop new and more employment and business opportunities for local people through the diversification and integration of coastal economy factors.</p>
<p><i>To add economic value to the tourism potential of deeper rural (upland and lowland) Gwynedd.</i></p> <p><i>Opportunities for creative responses to off season and poor weather weaknesses</i></p>	<p><b>SO3</b> Engender greater participation and exploitation of new and existing heritage and tourism markets in upland areas of the county</p> <p><b>SO4</b> Generate greater participation and exploitation of off season tourism markets by new and existing businesses working in conjunction with communities of interest</p> <p><b>SO5</b> Increase engagement with, participation by and benefit to tourism businesses by adding value to existing digital application provisions</p> <p><b>SO6</b> Increase the number of businesses utilising the Sense of Place toolkit in the county.</p>
<p><i>Opportunities to use the Welsh language as an economic resource, a contributor to diversity and identity, an attractant to new markets</i></p> <p><i>A need to combat inertia amongst young people towards the Welsh language at secondary school levels</i></p>	<p><b>SO7</b> To elevate the harnessing of Welsh as an USP rooted in the region – to set the language in its European, Celtic and local context by deepening appreciation and knowledge of its wider significance in European heritage and Celtic persistence</p> <p><b>SO8</b> To ensure the Welsh language is heard in the community and in the workplace as well as seen</p>
<p><i>A need for supply chain processing capacity in the food sector</i></p> <p><i>The opportunity for food as an elevator of economic development retains a strong opportunity set in Gwynedd.</i></p>	<p><b>SO9</b> Increase the opportunities for start up entrepreneurship and added value local supply and processing dynamics in the food sector.</p> <p><b>SO10</b> Drive up the artisan food agenda in Gwynedd, linking particularly to adding value to primary produce and speciality foods</p>
<p><i>A pressing need to increase the number, volume and extent of products from Gwynedd with enterprise and employment potential</i></p>	<p><b>SO11</b> Drive forth the development of products which add value to Gwynedd's economy, diversify its product range and provide reach into extended markets</p>

<p><i>An urgent need to provide young people from Gwynedd with opportunities for career development in the county economy.</i></p> <p><i>An urgent need to raise the aspirations of disaffected young people and help young people into worthwhile activity</i></p>	<p><b>SO12</b> Provide employment opportunities for high achieving young people in their home county</p> <p><b>SO13</b> Provide an opportunity for young people to have access to support and equipment which facilitates creativity and entrepreneurship</p>
<p><i>A need to expand and extend the narrow market reach of local businesses, and improve their capacity to compete at higher value levels and markets</i></p> <p><i>Opportunities, in relevant sectors where economies of scale are barriers to advancement, business partnerships can be engines for innovation</i></p> <p><i>University spin outs present an important opportunity for Gwynedd. There is a pressing need to be proactive in harnessing the potential of these in rural Gwynedd</i></p>	<p><b>SO14</b> Co-ordinate local businesses consortiums to access assistance and engage more successfully with formal procurement procedures</p> <p><b>SO15</b> Facilitate new or innovative community and/or business partnerships that create new product development opportunities</p> <p><b>SO16</b> Exploit growth in the digital sector as a cross cutting driver of economic growth</p> <p><b>SO17</b> Exploit the City of Learning deeper into its diaspora in Gwynedd</p>
<p><i>Rural transport innovations based on market town linkages / coast to inland links – improve the capacity of people in need to access markets and services</i></p> <p><i>A need to address poor access to personal development services for inhabitants living in deeper rural settlements</i></p>	<p><b>SO18</b> To implement a community based rural transport initiative</p> <p><b>SO19</b> The need to pilot and develop new community based models of service delivery using time limited methodologies with a view to roll out.</p> <p><b>SO20</b> Improve the use of community hubs as service delivery mechanisms</p>
<p><i>Service transfer opportunities from local authority to third sector</i></p>	<p><b>SO21</b> Mitigate the effects of service cutbacks through intelligent transfer piloting</p>
<p><i>Embracing the future of energy supply and demand at community level for the benefit of communities</i></p> <p><i>Opportunities to utilise renewable resources to secure energy and income benefits for businesses and</i></p>	<p><b>SO22</b> Make substantial inroads into inhabitants understanding of the Carbon agenda, their role and participation in it, and the incremental development of their ownership of it.</p> <p><b>SO23</b> Exploit kiln dried timber added value options</p>

<i>communities</i>	<b>SO24</b> Promote renewable energy for local use in Gwynedd businesses
<i>A need to target digital exclusion. There is considerable inequitable access to services in rural areas. Without intervention, polarisation of service access and quality of delivery for people living in rural areas will continue.</i>	<b>SO25</b> Pilot not spots solutions <b>SO26</b> Trial the head on tackling of digital exclusion by targeting those hardest to reach
<p><i>Opportunities to turn the affinity of young people for digital technology into economic benefit for seed enterprise</i></p> <p><i>Opportunities to take full advantage of superfast broadband exploitation, for both businesses and communities</i></p> <p><i>Develop use and promotion of the Welsh language as an attractant and economic resource in digital technology</i></p>	<p><b>SO27</b> Create a digital academy mindset in Gwynedd with the most able young people in order to develop digital entrepreneurs</p> <p><b>SO28</b> Extend mainstream provisions into deep rural and areas through proactive programming. Emphasis on land based businesses</p> <p><b>SO29</b> To bring Gwynedd to the forefront of Welsh medium digital developments</p>

**How earlier activity has influenced the strategy**

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

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

**Theme 1 SO4,5,6**

**Theme 2 SO7,10,12,14,15,17**

**Theme 3 SO20**

**Theme 4 SO22,**

**Theme 5 SO27,29**

**Nb These are subject to change if the LAG's wish otherwise.**

This would not have been as extensively possible under previous programmes. For the 2007 – 13 programme, Menter Mon were contracted to work on Gwynedd's RDP and were able to identify areas of commonality in needs and opportunities which could result in greater sub regional added value.

With a requirement to undertake cooperation projects, we will use the Anglesey /

Gwynedd link as a base for wider cooperation. There is no intention to prescribe what these projects might be, nor to pursue cooperation projects for the sake of reducing costs. We will cooperate in the above Themes and Strategic Objectives in order to produce greater benefit in what we learn.

If we take for example SO4,5 and 6 – these relate to the need to address persistent weaknesses in the tourism industry e.g. seasonality. These problems are common to Anglesey and Gwynedd, and possibly to Ceredigion also. We will seek to reach agreement on a project which addresses the seasonality issue and which can be applied across the three LAG areas. The project may be a component of the wider need, or it may feature several discrete components across three strategic objectives ( to be determined by negotiation; this cannot be prescribed)

### **How previous implementation of LEADER or other programmes has influenced the approach**

LEADER is hard work. It requires committed staff and it requires out of hours working. It is a participative programme, at its most effective when finding and harnessing people within the economy who see the benefit of cooperation and knowledge sharing.

This was lost during the 2007-13 programme with its emphasis on the administration of grant schemes which resulted in LEADER losing its proactive hallmarks, reducing it almost to a reactive service. There is a need for the programme to reach out proactively to nurture creativity and new innovations.

### **Baseline data**

The sources of baseline data currently being gathered are as follows

- a. Qualitative and quantitative assessments of innovation levels from among new Business Starts data which we have access to.
- b. Economic Inactivity data which is an area we are seeking to target. Job centre plus data is useful in this respect and is being collated.
- c. We have access to and knowledge of the extent to which the externalisation of local authority services is progressing and where opportunities lie. Menter Mon has been investing in this sector through previous programmes and is able to provide quantitative data
- d. The levels of community energy development in the county are also known to Menter Mon as it has been appointed by the Energy Island programme to develop this sector. It is in its early manifestations at present but ideally suited to LEADER activity
- e. We will work with Communities First groups in the county to help establish links to data regarding the Tackling Poverty agenda. This data will form part of our baseline construction.
- f. We will commission the first phase of our cumulative evaluation as soon as we have final approval where all data will be gathered together to provide a baseline for the programme

### 3.2 Co-Operation and Networking

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

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

We have developed a set of criteria which will assist in identifying opportunities for cooperation. In the first instance these will be used to seek benefits between Anglesey and Gwynedd. Where agreement is reached, the invitation to other LAGs will be disseminated directly and/or through the Wales Rural Network.

The criteria are as follows and will be used by the Gwynedd LAG to confirm the appropriateness of a project for cooperative development, in partnership with other LAGs.

Indicative projects are indicatively earmarked as having cooperation potential across two or more LAG areas **in the Intervention Logic Table marked in yellow**. It must be acknowledged that these are indicative and that they may change both in specific objective and in the nature of the activity or trial undertaken. In order to demonstrate that we will select these cooperative projects thoroughly and rationally, we have set out below the criteria we will employ for selecting projects set for cross LAG integration, as follows:-

- a. Degree of geographical neutrality so e.g. digital projects will score more highly than a village project
- b. Degree of financial efficiency achieved by the integration i.e. can the project be shown to be cheaper if it's implemented cooperatively.
- c. Degree of additional benefit arising from economies of scale – this in terms of inputs (spend) and in terms of outputs (does doing it cooperatively result in higher target outputs).
- d. Degree of bilateral expertise and economic actors i.e. are there people in both counties who will marshal the progress of the project with the same enthusiasm and effort.
- e. Degree of willingness to integrate actions across borders by the respective communities of interest.

Type of cooperation	Partners	Activity
Exchange of experience, transfer of practice, common action	Anglesey LAG	<p>The Anglesey and Gwynedd relationship through a single Administrative body will provide the best opportunity to ensure close cooperation, from exchange of experience to common action. Where action plans for both Counties complement each other we will seek a common approach to ensure that maximum benefit for both areas. Where practical and mutually beneficial this will involve a common action.</p>
Exchange of experience, transfer of practice, common action	Conwy, Denbigh, Powys and Ceredigion LAGs	<p>The four Counties (excluding Anglesey) bordering Gwynedd will also offer excellent opportunities to cooperate on all levels. This could operate where LAGs are working with a community (geographical or interest) across borders, or where a project has synergies across borders (see criteria above).</p> <p>Given that each of the four county LAGs are supported by different Administrative Bodies an early discussion will need to be convened to define the cooperative process.</p> <p>We would like to propose the following approach however this would need to be endorsed by the neighbouring LAGs / Administrative Bodies.</p> <ul style="list-style-type: none"> <li>• On approval copies of all County LDS's are shared between the 4 Administrative Bodies.</li> <li>• A workshop is arranged early in 2015 in order to identify where the LDS's complement each other.</li> <li>• Where relevant and practical thematic working groups may be proposed to examine cooperation potential as it arises from each</li> </ul>

		<p>LAG's selection policy.</p> <ul style="list-style-type: none"> <li>All five neighbouring LAG's receive information detailed in section 14 (Promotional Activity)</li> </ul>
Exchange of experience, transfer of practice	Welsh LAGs	<p>The exchange of experience and transfer of practice should be encouraged and facilitated by the Wales Rural Network. In the past this has involved conferences / events in LAG area's which seek to promote good practice, as well as provide officers with an opportunity to network on an informal basis.</p> <p>We will also seek to provide information produced as part of the promotion activity through to the Wales Leader Network and encourage others to do the same.</p> <p>Common action is possible however it is important that there is strong link via a common community of interest. A common action involving similar activities in two LAGs may not in itself justify a cooperation project as it can be time consuming. It requires a common purpose which benefits from the critical mass and the expertise provided by two or more LAG areas which may not be neighbours.</p>
Exchange of Experience	UK and EU LAGs	<p>Experience informs us that there needs to be a compelling reason to develop and implement a UK or EU cooperation activity. Again it can be very time consuming and results rarely justify the resources allocated.</p> <p>This however does not preclude the Gwynedd LAG from identifying and pursuing opportunities if they arise. The rational for progressing would be the same as above i.e. a common purpose which benefits from the critical mass and the expertise provided by two or more LAG areas.</p> <p>Opportunities to exchange experiences would actively be pursued especially within identified themes. The European Network for Rural Development is the obvious portal through which to feed and receive information.</p>

### 3.3 Description of Innovation

#### **INNOVATION PROCESS AND PROOFING**

The Gwynedd LDS acknowledges that there needs to be a shift in emphasis so that practitioner communities in Gwynedd have a genuine opportunity to steer innovation in their respective sectors,

The Gwynedd LDS will secure innovation by the following means:

- a. **The LEADER PROCESS is fully and meaningfully implemented to a high standard of quality** – assured by the consistent application of LEADER methodology by experienced staff setting challenges, guiding trajectories and securing deliverable targets
- b. **The LAG is knowledgeable and actively engaged representatives of socio economic and community based interest** in the county. It is essential that LAG members are intelligent, empathetic, non partisan and with a capable perspective on the purpose and Specific Objectives of the LDS
- c. **Actions are devised to respond to the Specific Objectives within each of the five themes.** Actions are NEW methods and / or NEW undertakings tackling difficult socio economic challenges or forging paths to harnessing agreed socio economic opportunities. Actions are deliverable within the LDS timescale in order to proof their innovative quality, are managed effectively so that they produce outputs and an informed judgement on sustainability and viability, have progression routes to roll out and are disseminated appropriately

#### **INNOVATION CONTENT**

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

##### **THEME 1 – what's innovative?**

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

**THEME 2 – Innovative in:**

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

**THEME 3 – Innovative in:-**

- a. Actually implementing a community based low Carbon pilot rural transport solution
- b. Providing practical and tangible undertakings of transfer taking place, breaking through barriers to widely held but rarely implemented socioeconomic solutions to public service problems
- c. Giving a solid business basis to social enterprise undertakings and in modelling transfers using business principles

**THEME 4 – Innovative in:-**

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

**THEME 5 – Innovative in:-**

- a. Making digital media an important integrative tool for the whole LDS, making cross cutting connections
- b. Taking digital communication out to the hardest to reach in society and the most isolated
- c. Its attempts to put digital coding and the design and implementation of bespoke apps linked to real Gwynedd businesses in the hands of local

young people via the Apprentis scheme

**There is a need to highlight overarching principles in consideration of the means by which innovation is threaded through this LDS**

- a. The LDS took a view from the wider community during the consultation process. Where possible it sought specialist views from within practitioner communities. **These alone do not produce a definitive syllabus of activities** over six years
- b. The real innovation of the LEADER methodology **is in the way it empowers practitioners, producers, service users and consumers to innovate**. The LDS should not be a list of activities worked out in advance. It should describe how conditions will be created and challenges set which facilitate creativity in people, which develop and excite people, and which make them eager to see things through and succeed. LEADER has survived over five EU programming periods because it is seen as the only development tool from the ground level upwards

As it is not meant therefore to be a prescriptive document, the LDS does not detail exact innovations. **The Action Plan below indicates what we expect to be forthcoming from communities of interest or advocacy – some of it came through the consultation but it has to be recognised that the LEADER methodology does not expect advance certainties**, It needs to be assured that the outcomes are innovative, representing new methods and new approaches steered by knowledgeable people who live, work and struggle in the economy they aspire to improve.

### 3.4 Action Plan

#### **ACTION PLANNING PROCESS**

As an experienced Lead Body, Menter Mon Is conscious of the need to **retain balance between prescriptiveness (top down force) and aspirational flexibility (bottom up force)** which is crucial in LEADER. It has extensive experience of harnessing ground practitioner experience and meeting stakeholder expectations within an Action Plan framework. In terms of this Gwynedd LDS, the framework is represented by the middle column of the **appended Intervention Logic Table, which also indicates the Action Plan**.

The following passages explain what kinds of work will be undertaken, and by whom.

#### **TYPES OF ACTIONS**

##### **Animation, Engagement, Innovation Groups**

For all themes animation of the actors within relevant sectors will be an important priority. This work will be undertaken by senior animators prior to transferring delivery development and implementation to relevant delivery officers.

Within each theme, **PROACTIVE methodology is critical i.e. taking the innovation challenge out** into communities of interest. A proportion, as yet unknown, of the actions undertaken will be **REACTIVE, where the innovation**

## **comes to the LAG.**

The proactive work will require assembling knowledgeable communities of interest who are widely representative of all agendae within a sector.

Within each theme, these Communities of Interest become the innovation vehicle that meets the challenge for change by devising new methods which LEADER can test, implement or find progression for.

As an example, the eight Specific Objectives in Theme 1 as set out in the Logic Table will require the establishment of the following C of Is, or Innovation Driver Groups:-

**SO1** Coastal Path Innovation Group

**SO2** Gweithio'r Arfordir – Working the Coast Innovation Group

**SO3** New tourism products Innovation Group

**SO4/5** Off season / digital Innovation Group

**SO6** Sense of Place Innovation Group

**SO7** Welsh language innovation Group

A similar arrangement will occur to fuel proactive innovation to cover other themes and Specific Objectives. The stakeholder communities from which the Innovation Groups will be drawn are listed in the Intervention Logic Table for each theme, but these are not exhaustive. Innovation groups will welcome hitherto unknown but positive contributors.

### **Interventions and responsibilities**

A range of indicative interventions are described in the Intervention Logic Table. Day to day delivery of this work will be the responsibility of Delivery Officers under the guidance of the Senior Animation Managers. They will work closely with the Innovation Groups to drive forward the innovations to completion and beyond to further progression where applicable and appropriate.

The types of undertaking which will circumscribe the actions included in The Intervention Logic Table can be summarised under the following headings.

### **Research and Justification for a course of Action**

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

### **Implementation of Undertakings**

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

innovation group stakeholders.

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

**Who will do it and How will it be done?**

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

Where undertakings require a specific vehicle to carry them out, a commissioning / procurement process will be followed e.g. in theme 2 where a new product field is devised and designed by a business sector innovation group which requires production of a prototype costing in excess of £5,000, a commissioning brief will be produced (similar to a procurement tender brief) which existing businesses in Gwynedd with appropriate skills can compete for. Only on occasions where the skills or equipment cannot be found locally will there be a need to seek out of county assistance.

Commissioning therefore has the same meaning as procuring except that it applies to the realisation of a new product or artefact.

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

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

**3.5 Promotional Activity**

***Communication Plan***

LEADER should provide a laboratory to pilot new approaches and it is therefore essential share results on a local, regional and European level. It therefore important to integrate an effective communication plan into each element of the project; from the initial consultation phase through to completion in 2020.

The three phases to the communication plan are as follows:

<b>Phase</b>	<b>Details</b>
Awareness raising	Raising awareness of the LEADER programme and the opportunities / benefits that it offers participants. There will be an emphasis on this element during the initial period however this will continue throughout the programme period.
Ongoing	Ongoing engagement with beneficiaries, partners and

engagement	interested parties to provide continuous feedback on project developments.
Evaluation and feedback	Information on the success of a project with supporting evidence which can be used by others.
<b>For the benefit of the communication plan we have also identified two types of audiences which are:</b>	
<b>Audience Type</b>	<b>Details</b>
General	This is the wider audience which have no direct interest or involvement in an activity or project. They may however be interested in the general progress of the programme and may get others involved. General publicity is also crucial in achieving the broader shift in culture / perceptions in rural Gwynedd.
Interested parties	This is a more specific audience that have an interest in the activity. They may range from delivery partners or direct beneficiaries, to those who have no direct involvement but have an interest in the activity none the less. Interested parties can be local, regional or European.

Phase	General Audience	Interested Parties
Awareness Raising	<p>The aim is to inform as many individuals and groups in Gwynedd of LEADER and the basic principles of the programme. The message must be kept simple and should merely serve to ensure that potential beneficiaries consider it as relevant if an opportunity arises. As the programme develops examples of good practice will be used to support key messages but will not seek to provide detailed information. The methods that will be (or have been) used include the following:</p> <ul style="list-style-type: none"> <li>• <b>The LDS consolation exercise</b> is an important first step in engaging with a variety of groups and individuals. One to one meetings and group workshops provide an opportunity to promote LEADER. These will provide an important network on which to develop future activities.</li> <li>• <b>Gwynedd LEADER Roadshow</b> (towns and villages) will be organised early in 2015 to take the message to geographic communities. The LDS will have been approved by this point and therefore discussions will be better informed. Having previously undertaken a similar exercise in 2009 it is expected to require 2 months of fairly intense community engagement.</li> <li>• <b>Media and social media</b> will also be used to communicate key messages regarding the</li> </ul>	<p>Certain individuals, groups and organisations will have an interest in particular themes e.g. social enterprises will have an interest in outsourcing non-essential services. As a result there is an opportunity to tailor the initial approach to ensure that the information is relevant. The methods that will be (or have been) used include the following:</p> <ul style="list-style-type: none"> <li>• <b>The LDS consultation exercise</b> will serve as an opportunity to discuss the programme in general, however it will also serve as an opportunity to interrogate certain themes where relevant. These can further developed once the LDS has been approved however it will serve as an excellent opportunity to explore ideas.</li> <li>• <b>Gwynedd LEADER Roadshow</b> (Communities of interest) will be run in parallel with the towns and villages Roadshow. The main difference is that the message can be tailored to focus on themes which have particular relevance to a community of interest.</li> </ul>

	<p>LEADER programme however this element will be strengthened once there is tangible project activity. Experience has informed us that being able to refer to activity and the people involved provides far more PR traction.</p> <ul style="list-style-type: none"> <li>• <b>General information</b> (e.g. flyers) circulated through established networks and support services e.g. Business Wales and other business advice provisions.</li> </ul>	
Ongoing Engagement	<p>On gaining momentum it is important that general information on the progress of the LEADER programme in Gwynedd is circulated through various channels. The aim of the exercise is to demonstrate the progress being made by the programme in the County and serve ensure a level of awareness remains. The methods that will be used include the following:</p> <ul style="list-style-type: none"> <li>• <b>Bi-annual e newsletter</b> that will provide an overview of LEADER in Gwynedd and provide snapshot case studies. These will be circulated as widely as possible through e mail, as well as through social media links. A print copy may be produced depending on cost and likely impact.</li> <li>• <b>Social Media</b> is playing an increasingly important role in community level engagement. We would seek to make full use of this medium to maintain the profile of LEADER</li> </ul>	<p>The most important audience with regards to LEADER are the interested parties, whether they are local, regional or European. They need to know what has happened, has it worked and can it be replicated. Providing information at the end is useful, but of most value would be to take them on the development journey. The methods that will be (or have been) used include the following:</p> <ul style="list-style-type: none"> <li>• <b>Project visits</b> will be arranged wherever practical and useful to enable interested parties to learn about the project and the progress made between each stage. These will be included in the project plans and arranged in liaison with the project officers.</li> <li>• <b>Project update video interviews</b> will be recorded at predetermined intervals with project leaders. These will be relatively short “camera phone” type videos that will seek to capture the activities progression from beginning to end. The</li> </ul>

	<p>activities and develop an active dialogue with activities via twitter, Facebook etc.</p> <ul style="list-style-type: none"> <li>• <b>A Gwynedd LEADER Website</b> would provide a hub for information which would include links to the e-newsletter, social media accounts, as well as any relevant case studies.</li> <li>• <b>An Annual Gwynedd LEADER Conference</b> will be an open event which can be attended by anybody that either lives or works in Gwynedd.</li> <li>• <b>The general media</b> would continue to provide an outlet for good stories however this has to be used wisely if an activity is deemed to be interesting and a good example of LEADER activity. All press releases would also be sent to the WG communications team.</li> <li>• <b>Continued general engagement</b> either at events or at the office in Porthmadog. The aim would be to discuss the programme in general and identify new opportunities.</li> </ul>	<p>end result will be available on the Gwynedd LEADER YouTube channel.</p> <ul style="list-style-type: none"> <li>• <b>Project Updates</b> will be circulated at pre-determined intervals to registered interested parties. These will go beyond the updates provided as part of the quarterly reports and offer greater technical insight where appropriate. Any person, group or organisation will be able to register for project updates.</li> <li>• <b>Wales Rural Network</b> will provide a good conduit through which to disseminate information and establish links to and from the website.</li> </ul>
Evaluation and Feedback	Following each pilot project, we aim to undertake specific dissemination activities to ensure that the lessons learnt are shared with all. Exactly which activity is undertaken depends upon the nature of	In order to replicate success or possibly avoid repeating mistakes it is important that detailed information is provided. Therefore it is important to provide accurate and honest feedback. This will be

	<p>the pilot project itself. The following methods will be used throughout the LEADER programme:</p> <ul style="list-style-type: none"> <li>• 1 page case studies (these will be useful as quick glance summaries of pilot project which can easily be shared on social media. Each case study will end with an invitation to contact the office or look at our website for more detailed information.</li> <li>• Each pilot project will create a case study and all case studies will be displayed on our Gwynedd LEADER programme website. This archive of case studies will be an useful tool to refer enquiries to old projects over the 6 year programme.</li> <li>• Tool-kit guides: Some pilot projects will have useful information for other communities of interest looking to replicate, and as such a 'how to' tool-kit will be created if relevant.</li> <li>• Explanatory videos: Documentary style videos talking in depth about the project and the lessons learnt will be more relevant than a report or tool-kit. It will also depend upon the nature of the pilot project and the audience most likely to be interested.</li> <li>• Infographics: Useful diagrams to share</li> </ul>	<p>done using the following methods:</p> <ul style="list-style-type: none"> <li>• <b>Thematic feedback workshops</b> will give those involved in delivery or merely interested bystanders an opportunity to discuss the success of the activities.</li> <li>• <b>Film overview of the Gwynedd LEADER Programme</b> will collect the progression "snapshots" and complement them with footage of the activities.</li> <li>• <b>Project Portfolio</b> with individual fact sheets on all activities. These can be presented in a single folder, distributed individually or downloaded.</li> </ul>
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	<p>statistics and facts from pilot projects.</p> <ul style="list-style-type: none"> <li>• Dissemination events: These will be held with communities of interest and allow a dialogue and possibly further ideas to be initiated.</li> </ul> <p>The LEADER Gwynedd programme will have engaged directly and indirectly with thousands of individuals over the course of 6 years. It will have raised awareness and hopefully expectations. It is therefore important that there is an opportunity to feedback on what was achieved. The methods that will be used include the following:</p> <ul style="list-style-type: none"> <li>• <b>A booklet</b> (rather than report) detailing the activity undertaken throughout the programme along with the impact. It will focus on activity and the change it has delivered (or not).</li> <li>• <b>A Feedback Roadshow</b> that will seek to gather together everything that has been learnt over the programme and present it to the communities across Gwynedd (and possible Anglesey).</li> <li>• <b>A short video</b> providing highlights of the best examples from the Gwynedd LEADER programme. This is likely to be watched by more than would otherwise read a report.</li> </ul>	
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### ***EU Acknowledgement***

As the administrative body Menter Môn is familiar with the publicity rules that govern EU funds and will ensure that support is acknowledged clearly on all material and publications published. This will be achieved by undertaking the following:

- Establishing a “sign off” procedure whereby any material or publication is required to be checked against a publicity checklist prior to being approved.
- The “sign off” will be required to be signed by a project officer and a senior manager.
- Prior to final project approval all partners will be required to attend a compliance workshop which outlines their responsibilities in terms of funding, eligible activity and publicity.
- All partners will be required to sign that they understand the requirements and accept that penalties may be imposed for lack of compliance.

### ***Fly the FLAG week***

Activities to celebrate EU support would need to be based on project activity and therefore it is difficult to predict at this early stage. However activities could include the following:

- Create an EU window display on Porthmadog High Street, the office of the Gwynedd LEADER team.
- Run a social media campaign e.g. encouraging partners / stakeholders to use a hashtag “#eufunds to raise awareness of how the EU has funded their project.
- Run a campaign in schools in partnership with other organisations to raise awareness of how EU money is spent locally.

## SECTION 4 – MANAGEMENT OF OPERATION

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

### 4.1 Management and Administration

#### **Evidence of efforts to collaborate with other LAG areas to produce more cost effective structures**

Anglesey and Gwynedd have formally agreed to work in partnership in response to the Welsh Government’s appeal for LAGs to identify opportunities for cross county cooperation. This will achieve the following:

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

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

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

**The staffing structure for the Lead Body in its Management, Deliver and Monitoring of LEADER in Anglesey and Gwynedd is described in the following table**

Staffing	Anglesey	Gwynedd
<p><b>Joint Finance and Administration Team Anglesey and Gwynedd</b></p>	<p><b>Finance and Administration Manager</b>  With an accountancy practice background the Finance Manager has worked with a range of LEADER, other RDP projects, Objective 5b, Objective 1 and Convergence projects since the start of Leader II in 1996.</p> <p><b>Finance and Administration Middle Manager</b>  <b>4 Finance Officers</b>  A single FAM unit located at Llangefni comprised of existing Menter Mon staff that has 20 years collective experience of compliance systems and desk procedures relating to the management of EU funds. The costs associated with this team will vary annually according to the nature of other work they undertake in Menter Mon. For the purpose of this LDS, it has been set indicatively at 70% of their total salary costs based upon historical precedent. In reality however, and to be verified by timesheets, the actual sum drawn from LEADER will be on a cost recovery basis based on hours worked on LEADER in Anglesey and Gwynedd for each of these staff.</p>	
<p><b>Joint Animation Team Anglesey and Gwynedd</b></p>	<p><b>Managing Director Menter Mon – Senior Animateur</b>  <b>Business Manager Menter Mon – Senior Animateur</b>  A Single Animation and Senior Management team across both counties, working from Llangefni and Porthmadog. Both individuals have worked on LEADER since its inception in Wales, have composed and delivered three LEADER programmes and share a breadth and depth of delivery experience which is rare. The two animateurs will play a critical role in all animation activities, in managing stakeholders and delivery staff in both counties. For the purpose of this LDS, it has been set indicatively that 60% of their time, and therefore of their total salary costs will be charged based upon historical precedent. In reality however, and verifiable by timesheets, the actual sum drawn from LEADER will be on a cost recovery basis based on hours worked on LEADER in Anglesey and Gwynedd for each of these staff.</p>	
<p><b>Separated County based Animation</b></p>	<p><b>Anglesey Animateur</b>  The role of the County animateur will be to ensure that LAG priorities are being met, and to ensure that top down perspectives on LEADER are being accounted for. They will work closely with senior animateurs and delivery staff.</p>	<p><b>Gwynedd Animateur</b>  The role of the County animateur will be to ensure that LAG priorities are being met, and to ensure that top down perspectives on LEADER are being accounted for. They will work closely with senior animateurs and delivery staff.</p>

<b>Separated Delivery Staff</b>	<b>Anglesey Delivery Team</b> Based in Llangefni 4 existing staff members at FTE responsible for delivering 5 themes. With a smaller indicative allocation and a much less challenging geography	<b>Gwynedd Delivery Team</b> Based in Porthmadog 5 delivery staff at FTE responsible for delivering 5 themes and 2 assistant staff members at FTE providing assistance to delivery officers. Gwynedd has a larger indicative allocation for delivery because of its larger population and its more challenging geography over a much larger land area, much of which is upland.
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## **RUNNING COST STRUCTURE AND CALCULATIONS**

### **Running costs associated with FINANCE AND ADMINISTRATION staff**

**Indirect costs** (the percentage of total costs chargeable to LEADER)

Accommodation, energy, services and communications will be drawn down using space based calculations as follows

#### **Joint Finance and Administration team**

Based in Llangefni only.

Finance and Administration team costs will be charged according to the following calculation.

<b>Variable</b>	<b>symbol</b>	<b>measurement</b>
<b>Total Area of Space at Llangefni</b>	= <b>A</b>	(m <sup>2</sup> )
<b>Total Annual Eligible costs of accommodation, energy, services and communications for the Total Area</b>	= <b>X</b>	(£)
<b>Unit cost of space at Llangefni</b>	= <b>(X÷A)</b>	(£/m <sup>2</sup> /annum)
<b>Cost of space occupied by 6 staff (m<sup>2</sup>)</b>	= <b>6(X÷A)</b>	(£/m <sup>2</sup> /annum)
<b>Cost of space for 6 staff at 70% of FTE</b>	= <b>6(X÷A) * 70%</b>	(£/m <sup>2</sup> /annum)

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

### **Running costs associated with ANIMATION staff**

**Indirect costs** (the percentage costs chargeable to LEADER)

Accommodation, energy, services and communications related to Animation staff will be drawn down using space based calculations as follows:-

#### **Joint and County Animation Team**

Based in Llangefni and Porthmadog.

**Animation running costs will be charged according to the following calculation.**

Variable	symbol	measurement
Total Area of Space at Llangefni	= A	(m <sup>2</sup> )
Total Area of Space at Porthmadog	= B	(m <sup>2</sup> )
Total Annual Eligible costs of accommodation, energy, services and communications for the Total Area at Llangefni	= X	(£)
Total Annual Eligible costs of accommodation, energy, services and communications for the Total Area at Porthmadog	= Y	(£)
Unit cost of space at Llangefni	= (X÷A)	(£/m <sup>2</sup> /annum)
Unit cost of space at Porthmadog	= (Y÷B)	(£/m <sup>2</sup> /annum)
Cost of space occupied per animation staff at Llangefni	=per(X÷A)	(£/m <sup>2</sup> /annum)
Cost of space occupied per animation staff at Porthmadog	=per(Y÷B)	(£/m <sup>2</sup> /annum)
Cost of space per staff at pc% of FTE	=per(X÷A) * pc% + per(Y÷B) * pc%	(£/m <sup>2</sup> /annum)

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

#### Running costs associated with DELIVERY STAFF

All Delivery Staff will work 100% of their time on LEADER

Indirect costs (chargeable to LEADER)

Accommodation, energy, services and communications related to Delivery staff will be drawn down using space based calculations as follows:

#### Delivery teams

Based in Llangefni and Porthmadog.

Delivery staff running costs will be charged according to the following calculation.

Variable	symbol	measurement
Total Area of Space at Llangefni	= A	(m <sup>2</sup> )
Total Area of Space at Porthmadog	= B	(m <sup>2</sup> )
Total Annual Eligible costs of accommodation, energy, services and communications for the Total Area at Llangefni	= X	(£)
Total Annual Eligible costs of accommodation, energy, services and communications for the Total Area at Llangefni	= Y	(£)
Unit cost of space at Llangefni	= (X÷A)	(£/m <sup>2</sup> /annum)
Unit cost of space at Porthmadog	= (Y÷B)	(£/m <sup>2</sup> /annum)
Cost of space occupied per Delivery	=per(X÷A)	(£/m <sup>2</sup> /annum)

<b>staff at Llangefni (dependent upon m2 occupied)</b>		
<b>Cost of space occupied per Delivery staff at Porthmadog (dependent on m2 occupied)</b>	<b>=per(Y÷B)</b>	(£/m2/annum)

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

### **LAG members' skills and capacity.**

**Please see section 2 on recruitment of LAG members, on roles and responsibilities of the LAG, on project selection criteria processes for LAG deployment.**

It is acknowledged that LAG members must have the capacity to contribute and participate productively in delivery of the LDS. To this end a training course will be provided for LAG members which will focus upon the following skills:

- Innovation – its function in socio economics
- LEADER – as a programme and as a process
- Working with communities of interest and innovation groups
- What constitutes a typical LEADER activity
- How to assess projects

### **Staff training**

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

<b>Course Title</b>	<b>Aim of the Course</b>
An understanding of LEADER	For all members of the LAG, and staff that have not directly worked within a LEADER project before.
An understanding of the role of the LAG	For all members the LAG, and staff that have not directly worked within a LEADER project before.
LAG Members induction	Once LAG members are in place, an induction will give a general overview so that members can participate fully in the LAG's activities as soon as possible. This would cover elements such as Aims and objectives of the LAG, the representation on the LAG, introducing animation, project selection process and so forth.
Understanding and assessing activities	To give LAG members and staff the skills to recognise which activities contribute most to achieving the LDS objectives, and understand the factors that affect success or failure.
Project monitoring techniques	Give LAG members and staff the skills and techniques to monitor activities in order to develop the activities further, and ensure that they encompass LEADER and testing new ways of developing their territory.

Facilitation skills	To improve staff facilitation skills in order to allow them to ensure full participation and engagement of members in the LAG's activities.
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This indicative training plan will be revised once all LAG members and new staff members will have been appointed and an assessment of the LAG members and staff skills and knowledge has been made.

### **Additional Opportunities to Collaborate and Reduce Costs**

As well as efficiencies gained through finance and admin, other opportunities will also be sought to reduce costs whilst retaining each LAGs independence. Examples could include the following:

- **Newsletter:** Publishing a single Anglesey and Gwynedd LEADER newsletter with separate Gwynedd and Anglesey sections. This would provide cost savings and circulate relevant information across wider area.
- **Brand / LAG Name:** The LEADER LAG's / Activities in both Counties will require a brand identity. It will be proposed that a single designer is appointed to develop both in order to ensure that there are synergies between them.
- **Communication:** There will be opportunities to run campaigns e.g. community consultations in tandem across both counties. Adopting the same approach, preparing the same supporting material, will ensure efficiency savings. This could also extend to the presence on Social Media.
- **LAG Training:** The training requirements for the LAG are likely to be similar across both Counties. Where relevant and practical these will be arranged and delivered across both regions. Alternatively it might be more practical for LAG members from North Gwynedd to attend Anglesey training sessions, allowing the Gwynedd training sessions to be held in the South of the County.
- **LAG Study Visits:** LAG members will be encouraged to attend study visits to other UK or EU regions to learn and share experiences. Coordinating this on a two County basis will offer efficiency savings.

The above are options for the new LAGs to consider on the basis that savings made would release funding and project officer for front end animation. It would be emphasised that the collaboration would not seek to merge the Action Plans. However there should be a recognition that LEADER is being run across two counties by the same Administrative body and duplication of effort should be avoided where the objectives are identical.

Another possible collaboration which will be pursued in the coming months will be joint collaboration with Ceredigion and Powys LAGs within the Dyfi Biosphere area and with Conwy LAG in relation to the Snowdonia National Park. There could be opportunities to collaborate on animation and administration aspects of implementing activities in this area. This collaboration is in very early stages and will be updated following further discussions.

## SECTION 5 – VALUE FOR MONEY

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

### 5.1 Financial Delivery Profiles

*Please find the Gwynedd Financial Delivery Profile attached.*

## SECTION 6 – INDICATORS & OUTCOMES

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

### 6.1 Monitoring and Results

The following table denotes the distribution of outputs between themes.  
*(Please note that these will be changed upon receipt of final outputs)*

Theme Target	1	2	3	4	5	Cooperation	Total
No of feasibility studies:	1	4	3	1	1	2	12
No of networks established	4	5	2	3	3	7	24
No of jobs safeguarded:	4	3	0	1	1	0	9
No of pilot activities undertaken/ supported:	24	19	14	9	12	7	85
No of community hubs:	5	2	8	2	3	0	20
No of information dissemination actions	42	37	26	18	25	15	163

No of stakeholders engaged	<b>69</b>	<b>57</b>	<b>36</b>	<b>27</b>	<b>55</b>	<b>25</b>	<b>269</b>
No of participants supported	<b>75</b>	<b>59</b>	<b>35</b>	<b>25</b>	<b>35</b>	<b>14</b>	<b>243</b>

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

### **Theme 1**

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

- Seven new themed loops emanating from the Gwynedd Coastal Path route network, complementary to off season walking interest
- Thirty various sector tourism businesses cooperating to make inroads into off season sales with targeted innovations in previously untested markets
- A series of twelve events, exhibitions and collective innovation seminars establishing the coastal resource of Gwynedd as a platform for young entrepreneurs establishing five new businesses.
- Establishing a crowd funding venture in Gwynedd via a digital platform, to include the cloud sourcing of innovative ideas and innovative solutions to problems.
- In deeper rural areas, help establish new green tourism / natural environment / environmental services based businesses among young people in those communities.
- Produce a database of all that is made or manufactured by people in deep rural areas which have marketable potential. Produce a database of services and equipment available for aspiring producers to access.
- Commission five new private activity ventures in land based businesses operated by farming families as activity pilots.
- New products which build upon Gwynedd's important role at the bosom of the Welsh language.

### **Theme 2**

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

- Three projects related to red meat retention in the county
- Commission five new speciality food products which help brand the County or possibly regions within the County e.g. Penllyn, Snowdonia
- Assist six new farm based start-ups in innovative food products

- Establish ten new products from Gwynedd with high standards of design and craft to kick start a nouveau craft tradition
- Over six years to retain 30 graduates in the local economy working in or establishing businesses in digital technology or energy sectors
- Over 6 years to assist 20 disadvantaged young people into economic activity through fablabs and the entrepreneurship club.
- Foster cooperation between 25 self employed businesses to collaborate in order to access contracts
- Secure cooperative innovation between businesses to bring forth three new products to market readiness
- Develop five research products from Bangor University to ready them for market exploitation

### **Theme 3**

Menter Mon has been instrumental in facilitating two service transfers and four asset transfers from Anglesey County Council to the third sector over the past four years. Indications are that Gwynedd Council are equally eager to explore similar opportunities. The following is achievable:-

- Implement a rural transport community pilot
- Produce a range of business models for new methods of service provision in stressed sectors
- Implement three of these models for trial periods
- Mainstream the innovations
- Work with seven voluntary sector providers to increase their business capacity
- Convert five existing ad hoc voluntary service providers into trading businesses.
- Establish two service models to help those hardest to reach via formalised hubs
- Producing examples of twenty individuals whose lives have been changed by LEADER intervention in deep rural villages

### **Theme 4**

We are on the cusp of enormous change in renewable energy and energy savings at community level. The 2014-20 LEADER programme in Gwynedd will be at the forefront of the revolution in energy which lies ahead.

- Establish a renewable energy one-stop shop in Porthmadog to share knowledge on energy efficiencies, local renewable energy production and the local use of renewable energy, serving 150 enquiries a month.
- Appoint 12 Energy Champions across the county
- Demand Side Actions
- Undertake and implement five community Carbon reduction campaigns, utilising monitoring and efficiency technology, and behaviour change and community energy production as tools to reduce community carbon footprints. This work will include:-
- Engaging, assessing and selecting 4 beneficiary communities for 20% Carbon footprint reductions by 2020
- Procure and support locally produced consumption monitoring technology in

participating homes and businesses

- Undertake simple behaviour change activities re energy use in 5000 homes
- Negotiate with equipment and materials suppliers to produce 12 discounted energy saving devices for widespread deployment in 1500 Gwynedd homes and businesses
- Progress the programme of Gwynedd Werdd – a Council lead project that has explored renewable energy opportunities by making the most of the regions natural resources to include:-
- Assess and progress all current community energy projects in development and catalyse their progress through barriers
- Promote benefits of private land owners renting land for community renewable energy production.
- By the end of the six year period, LEADER will have played a substantial role in establishing eight community renewable energy production.

### **Theme 5**

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

- Select and trial 3 innovative responses to not spots – specifically for the digitally excluded.
- Establish and administer IT support courses in five deprived rural areas of Gwynedd targeted at over 50s and the disadvantaged working with suppliers to provide discounted equipment and ourselves providing financial assistance in cases of proven hardship
- Design and implement 4 modules of bilingual instruction in accessing services over the internet; combating loneliness and communicating with other networks of interest
- The digital theme is typically difficult to pre specify with much dependent upon progress of the Welsh Government's superfast broadband rollout. The outcomes above are minimum expectations

## 6.2 Evaluation Plan

Menter Môn's evaluation plan for the Gwynedd LAG will have two main components:

### **a) Internal Cumulative Marshalling of Progress**

Internal Monitoring of quantitative and qualitative evaluation will have the following profile of delivery:

1. Establishing Baseline Indicators for each theme. To be completed by end of June 2015. To include:
  - a) Identifying parameters and indicators relevant to each theme
  - b) Identifying sources of data for these parameters and indicator
  - c) Garnering the data for each theme
  - d) Collating and presenting baseline grids
2. Establishing data gathering system for collation of progress against each indicator.
3. Merging of indicators for all cross cutting themes (CCT). To be completed by July 2015.
4. Merging of RDP Common indicators – to be completed by end July 2015.
5. Apportioning responsibilities for ensuring access to system data entry is understood and is updated weekly – to be complete by end of July 2015.
6. Establish qualitative systems for assessing performance in engagement and participation – to be complete by end of September 2015.
7. Set up systems for quarterly evaluation team meeting and annual reporting of cumulative evaluation – to be completed by end of July 2015.

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

### **b) External Independent Evaluation**

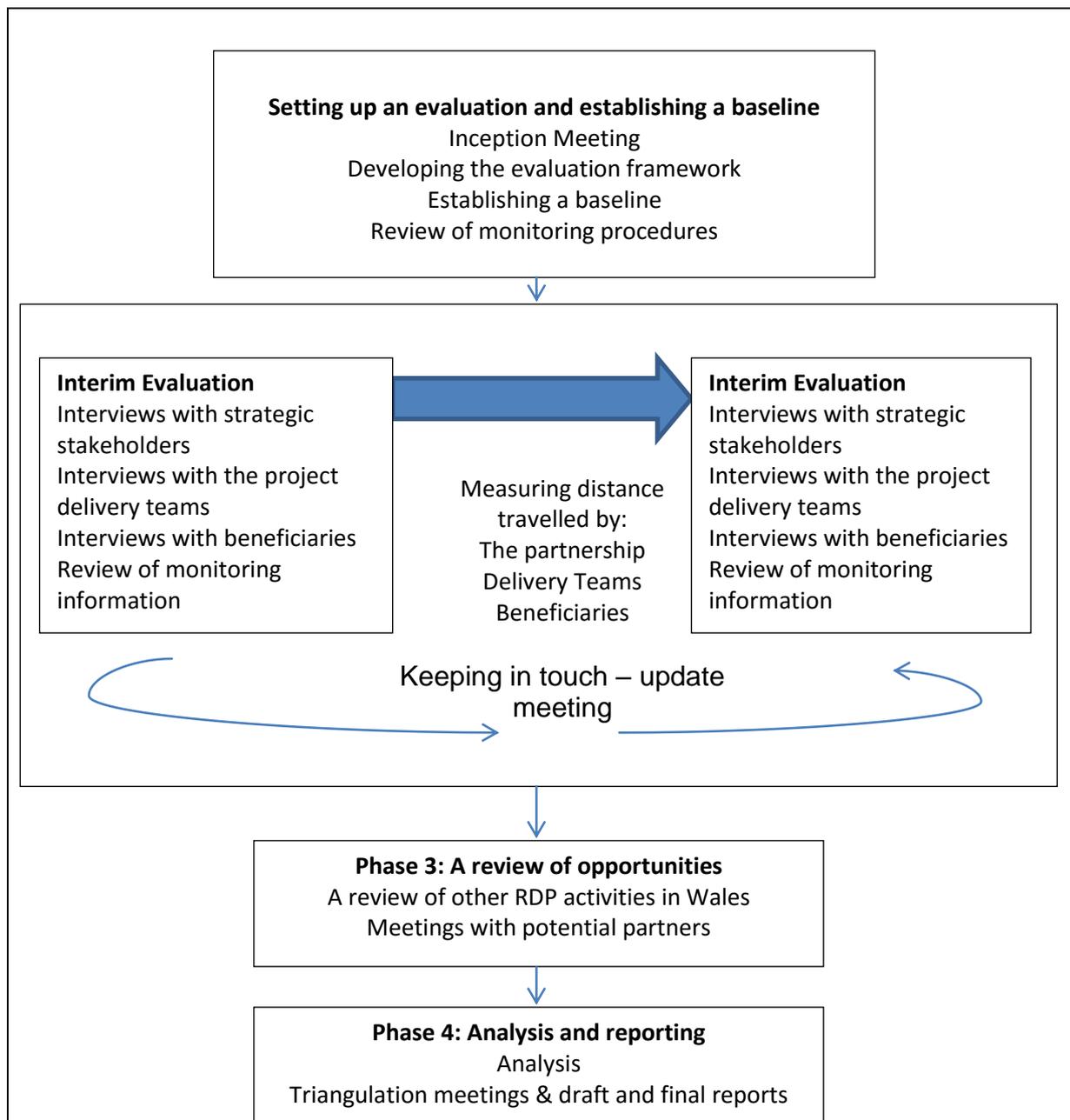
Previous RDP projects in Gwynedd have been evaluated by external consultants. These have served to inform the existing LAG of the impact of various activities as well as the direction of future projects, including this Local Development Strategy. The approach of appointing suitable consultants to evaluate the next LEADER programme in Gwynedd will continue.

The evaluation methodology previously adopted undertook both secondary and primary research and evaluated both process and impacts. The findings were based on evidence, and therefore interviews were held with all stakeholders including management, delivery and participants. It is felt that the core purpose of an evaluation is to measure impact and inform project improvement, to identify what works well and why.

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

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

The following diagram sets out how the previous RDP evaluation was undertaken and it is our intention to replicate a similar approach for the next LEADER programme in Gwynedd:



All those involved in delivering activities will safeguard that all information regarded as essential is recorded and provided in a suitable format in a consistent manner throughout the Programme. Beneficiaries will also be informed of the evaluation methodology, along with stakeholders and delivery partners. This will guarantee that the evaluation is considered integral to the LEADER Programme in Gwynedd.

The evaluation methodology will ensure that the following baseline data is collected as a minimum, subject to additional data as requested:

- Name
- Contact Details
- Date of Birth
- Gender
- Language
- Age Group
- Employment status

- Ethnicity

## SECTION 7 – SUITABILITY OF INVESTMENT

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

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

#### **Consultation**

The community consultation process was undertaken by officers from Menter Môn, the nominated Administrative Body in Gwynedd. The advantages of this were twofold:

- The officers had delivered the previous RDP projects in Gwynedd and were therefore familiar with stakeholder networks, previous beneficiaries and partner organisations. The staff was also known to the consultees and therefore discussions were more informed and productive than would otherwise have been the case.
- The consultation process continues throughout the delivery of the LEADER programme. There are therefore obvious benefits from establishing a relationship during the consultation phase which can be developed throughout the delivery phase. This ensures that the project momentum is maintained.

The consultation process with the Gwynedd Economic Partnership (PEG) was led by Wavehill. Having been involved in evaluating the previous RDP programme they were well placed to lead the PEG members through a consultation process in order to identify aims and objectives for the next LEADER programme within the identified themes. They also undertook a SWOT analysis in partnership with PEG which fed into the Local Development Strategy.

#### **Consultees**

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

#### **Target Group**

- Women

- Young People
- Welsh Speakers
- Micro and small enterprises
- Black and ethnic minorities
- The under employed

**Thematic**

- Adding value to local identity and natural and cultural resources
- Facilitating pre commercial development
- Exploring new ways of providing non statutory local services
- Renewable energy at a community level
- Exploitation of digital technology

**Sector**

- Farming
- Tourism
- Retail
- Social enterprise
- Voluntary
- Community

**Geographical**

- Arfon
- Dwyfor
- Meirionnydd
- Uplands
- Coastal

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

***Engagement methodology***

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

***Communication Plan***

A communication plan was prepared which identified the consultees, the Target Groups and the RDP link. A copy of the plan is provided overleaf.

<b>Category</b>	<b>Method / Methods</b>	<b>Application</b>
1	One to one consultation	These were pre-arranged interviews with key individuals representing consultee categories. They received information on the LEADER programme prior to the meeting and an outline of the key discussion points.

2	Group discussions	These were discussion with existing networks and groups that represented the consultee categories. Again they received information on the LEADER programme prior to the meeting along with key discussion points. These sessions were led by Menter Môn project officers who were selected based on their experience and knowledge of working with a target group or sector.
3	<p>Wider engagement</p> <ul style="list-style-type: none"> <li>• Weekly “drop in” days at the Porthmadog Office for individuals to discuss the project and potential activities.</li> <li>• Electronic surveys (using survey monkey).</li> <li>• Social media engagement e.g. twitter campaign #gwyneddopportunitis</li> </ul>	It is recognised that the first two methods were relatively exclusive and that the LEADER process had to provide the wider community in Gwynedd with an opportunity to feed into the LDS. It is recognised that this approach did not constitute meaningful two way consultation however it provides a good opportunity for initial engagement that will be developed during the implementation phase.
<p><b>Communication Plan</b>  A communication plan was prepared which identified the consultees, the Target Groups and the RDP link. A copy of the plan is provided overleaf.</p>		

Who	Target Groups / Sectors	RDP Theme link:
<b>Public Consultation Event – Plas Tan-y-Bwlch – 23/07/14.</b>		
PEG / LAG	Women, Welsh Speakers, SME's and variety of sectors.	General
<b>One to One consultations and Group Meetings</b>		
Farming Unions : NFU and FUW representatives	Farmers, Young people, women	General
Cyngor Gwynedd Business department –	Tourism, Business community, local communities, poverty agenda	All
Cyngor Gwynedd regeneration department –	Individuals, local communities, Welsh speakers, Women, poverty agenda.	All
Area of Outstanding Natural Beauty –	Individuals, local communities, Welsh speakers, Women, poverty agenda.	Adding Value, Community renewable energy
Gwynedd Voluntary Council - Mantell Gwynedd.	Voluntary Sector, communities, individuals, poverty agenda	All
Gwynedd Social Enterprise Forum	Voluntary Sector, Social Enterprise, 3 <sup>rd</sup> Sector, Local communities, poverty agenda,	All
Federation of Small Businesses – Gwynedd Branch Chair.	Business community	All
Grŵp Llandrillo Menai	Education sector	All
Hunaniaith – Welsh language promotion unit	Welsh speakers	Adding value Digital tech
Parc Cenedlaethol Eryri	Geography area	All
National Resources Wales	Climate change, Energy and fuel supply, Environment advisors	Adding value Community energy
DEG (Datblygu Egni Gwledig / Developing Rural Energy)	Renewable energy advisor	Community energy
Ynni'r Fro – Sustainable Energy Project Manager	Energy businesses	Community energy Pre-comm development
Partneriaeth Amgylcheddol	Energy Businesses, organisations,	Pre-comm development

Gwynedd	individuals	Adding Value Community Energy
Antur Aelhaearn	Community energy company	Community energy
<b>E-mail invitation to complete online questionnaire</b>		
Young Farmers	Young people, farmers, Welsh speakers	All
Cyfenter scheme	3 <sup>rd</sup> Sector	All
Gwynedd Business Network	Business community	All
Town Councils, Community Council and County Councillors	Local Welsh communities	All
Fforwm Gelfyddydau Gwynedd	Arts and crafts businesses and individuals	Adding value Digital tech Precomm development
Farmers	Farmers, Young people, women, Communities	General
Producers / Crafts	Women, Welsh Speakers, Ethnic minority	Adding value Pre-comm development Digital tech
Rural and Tourism businesses	Individuals, SME's, Welsh speakers, Different sector businesses	All
Prifysgol Cymru Bangor / Pontio	Individuals, businesses, communities	All
Maneg Cyf	Businesses	Adding value Pre-com development Digital tech
Superfast Broadband beneficiaries	Individuals, businesses, Welsh speakers, women, older people, BME	Digital tech
Digital Gwynedd	Businesses, individuals, local communities	Digital tech Pre-comm development
General public	Individuals, businesses, local communities	All

### **The Consultation**

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

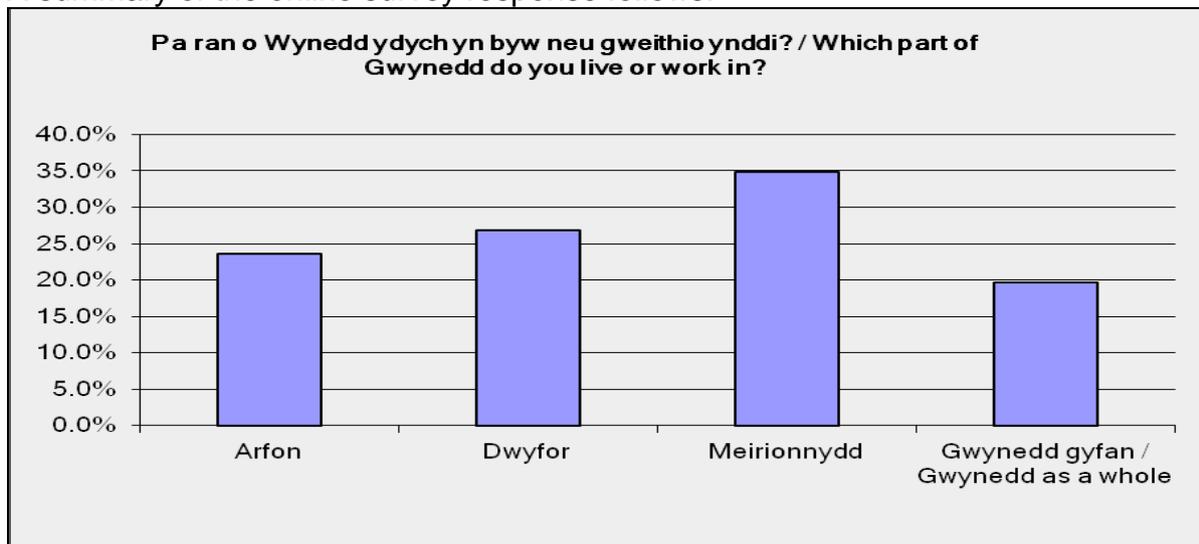
- What do you see as the strengths of Gwynedd that communities can build on?
- What do you see as your community's strengths that can be built on? This can be geographical community or a community of interest.
- What are the biggest challenges facing communities in Gwynedd?
- Do you have any specific ideas for projects that would benefit your community?
- Please elaborate on any of the previous points or if you have any other comments or ideas you would like to include in the Local Development Strategy in this section?

A copy of the questionnaire (appendix 2) and the discussion guidance (appendix 3) are included along with an overview of results in appendix 4.

The responses received as part of the consultation exercise provided one input in collating the evidence required in completing the SWOT analysis and designing the strategy.

An invitation to complete the online survey was sent to all those on the communication plan during the month of July 2014. We received a total of 307 completed online surveys, as well as 15 one to one interviews. The completed one to one interview scripts are included as appendix 5.

A summary of the online survey response follows:



<b>Ydych chi'n ateb yr arolwg hwn fel / Are you answering the survey as:</b>	
Rhywun sy'n byw yng Ngwynedd / Someone who lives in Gwynedd	69.8%
Rhywun sy'n gweithio yng Ngwynedd / Someone who works in Gwynedd	48.8%
Grŵp Cymunedol / Community Group	8.6%
Menter Gymdeithasol / Social Enterprise	6.0%
Busnes Preifat / Private Business	43.9%
Sefydliad Sector Gyhoeddus / Public Sector Organisation	4.7%
Cymuned o ddiddordeb e.e. Undeb Amaethyddol, Rhwydwaith fusnes / Community of interest i.e. Farming Union, Business Network	1.7%
Grŵp gwirfoddol / Voluntary group	6.6%
Arall (Manylwch) / Other (please specify)	3.7%

<b>Pa rai o'r sectorau isod, os o gwbl, ydych chi'n cynrychioli / Which, if any, of the following sectors do you represent?</b>	
Twristiaeth / Tourism	43.2%
Diwylliant / Heritage	13.3%
Amaeth neu Coedwigaeth / Farming or Forestry	18.2%
Bwyd a Diod / Food and Drink	21.6%
Manwerthu / Retail	17.4%
Celf a Chrefft / Arts and Craft	14.8%
Gweithgynhyrchu / Manufacturing	9.1%
Cymunedol neu Gwirfoddol / Community or Voluntary	22.0%
Sefydliad trydydd sector / 3rd Sector organisation	8.7%
TGaCH / ICT	1.9%
Arall (Manylwch yma) / Other (please specify)	20.5%

The open-ended questions included in the questionnaire, for example “Do you have any specific ideas that would benefit your community?” attracted 142 responses full of interesting and thought-provoking ideas, which could easily be pursued through the LEADER programme. However, it is also worth noting that the responses varied dramatically and covered a wide-spread of issues, all of which would be impossible to tackle within the 2015-2020 LEADER programmes (in analysing the results there was also an awareness of the inherent risk of bias in the survey results due to the distribution channels utilised). During the animation phase of the programme, it will be essential to manage expectations of the programme to communities.

The survey replies has created a bank of ideas and engagement with possible local participants, and should help move potential activities forward quicker, and the engaged dialogue will be a strength to the LEADER programme.

### ***Post LDS Consultation***

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

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

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

The SWOT analysis is based on the response to the extensive consultation exercise (group / one to one and questionnaire) as well as a review of existing local and regional policy documents and a review of the statistical evidence. Further research is required to quantify the analysis and this will be done when the Strategy is approved and incorporated. The strengths, weaknesses, opportunities and threats affecting Gwynedd are summarised in the following table.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>• Areas of scenic beauty and natural wildlife, mountainous, coastal and rural environments.</li> <li>• Protected areas of global significance including Snowdonia National Park, AONB and Dyfi Biosphere.</li> <li>• A coastal path running through some of the County's most attractive and iconic locations e.g. castles, Porth Dinllaen and Portmeirion.</li> <li>• Prominent "Mynyddoedd a Môr" brand with successful social media presence.</li> <li>• Abundance of natural resources e.g. wind, tidal, biomass, solar and hydro.</li> <li>• Strong cultural and linguistic identity</li> <li>• Excellent examples of local communities working to improve their area e.g. Llithfaen, Ffestiniog.</li> <li>• A sense that the County offers a good quality of life and well-</li> </ul>	<ul style="list-style-type: none"> <li>• Fuel poverty – Sustrans report suggests that over 50% of people in Gwynedd are having to spend over 10% of their income on energy costs and running a car.</li> <li>• Out migration of young people from the county especially among students attending Universities outside the area.</li> <li>• An ageing population that are less economically active and increase demands on the public services.</li> <li>• Lack of quality and well-paid jobs and a perception of a limited career prospects in the county.</li> <li>• Over reliance on public sector for direct employment or through contract work.</li> <li>• Local private sector lacks skills and resources to tender for local contracts (38% of Council tenders awarded to local businesses)</li> <li>• Access to services is difficult in rural areas e.g. health, leisure,</li> </ul>	<ul style="list-style-type: none"> <li>• Derive greater economic value from the Gwynedd Coastal Path by strengthening links with local business (e.g. Pembroke, Anglesey)</li> <li>• Derive greater economic value from the region's environmental, cultural and heritage assets through new products and services.</li> <li>• Establish the language as an asset and USP within the tourism industry.</li> <li>• Further exploit digital technology to enable tourists to access information and encourage wider community to support.</li> <li>• Retain the region's ablest young people by creating and maintaining stronger links with local economy.</li> <li>• Increase customer spend in tourism sector by encouraging collaboration between tourism providers, retailers and hospitality sector.</li> </ul>	<ul style="list-style-type: none"> <li>• Public sector spending cuts leading to reduced services and redundancies.</li> <li>• Rising energy costs impacting on costs of delivery, production and processing of goods.</li> <li>• Climate change e.g. floods, coastal erosion, impact on farming.</li> <li>• Welsh agriculture is vulnerable to EU financial support and to fluctuations in the Euro exchange rate.</li> <li>• Perceived bureaucracy of the public sector impacting on progress e.g. planning decisions.</li> <li>• Strict planning rules within the Snowdonia National Park</li> </ul>

<p>being.</p> <ul style="list-style-type: none"> <li>• Strong tourism destination, including heritage (castles, Mabinogion), flourishing outdoor activities sector (Zipworld) and established events calendars (Wakestock, Portmeirion food and drink festival, Ras y Wyddfa and e-tape Eryri).</li> <li>• A thriving local food and drink sector with popular produce markets e.g. Porthmadog Market &amp; Snowdonia Market.</li> <li>• Successful social enterprise sector with over 30 social enterprises in including e.g. Antur Waunfawr, Seren Cyf, Gisda</li> <li>• Vibrant voluntary sector especially in preventative health, care and wellbeing.</li> <li>• Bangor University in terms of investment into the local economy, an academic / research resource and a centre of learning for the regions ablest young people.</li> <li>• Good connectivity with</li> </ul>	<p>schools.</p> <ul style="list-style-type: none"> <li>• A lack of food and drink processing capacity in Gwynedd i.e. slaughterhouses, bottling and labelling facilities.</li> <li>• Incomers into the County having a negative impact on the language and cultural identity of the area.</li> <li>• Decline of the County's High Streets with high number of empty premises and charity shops.</li> <li>• Low retail spend among tourists to Gwynedd compared other areas of the UK.</li> <li>• Poor provision for groups visiting the area in terms of places to stay and things to do.</li> <li>• Lack of broadband connectivity and mobile phone coverage in some areas of the County.</li> </ul>	<ul style="list-style-type: none"> <li>• Retain money locally by supporting business to collaboration to respond to tendering opportunities in North Wales e.g. Wylfa Newydd, Morlais</li> <li>• Develop shared food processing facilities to enable artisan food producers to elevate their produce to a wider market e.g. bottling, labelling, distribution etc.</li> <li>• Improve visitor experience (and spend) through increased profile of, and improved access to, local food, drink and craft.</li> <li>• Re-establish market towns as regional hubs and highlight uniqueness / difference through local products, heritage, language etc.</li> <li>• Increase the use of renewable energy sources through supporting local supply chains e.g. biomass growth, process, delivery &amp; use.</li> </ul>	
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<p>Gwynedd among the first areas in Wales to benefit from Superfast Rollout.</p>		<ul style="list-style-type: none"> <li>• Develop the use of redundant buildings in rural areas as service delivery hubs i.e. village halls, community shops, work spaces, access to digital technology. Potential support of community councils.</li> <li>• Improve / increase local service provision by using established social enterprises e.g. health, care, wellbeing.</li> <li>• Create a renewable energy one-stop shop for all (businesses, home owners, community groups) to share knowledge, create links with existing schemes for further specialised support i.e. Ynni'r Fro, Renew Wales, Farming Connect</li> <li>• Identify and develop products and services utilising skills associated with bilingualism e.g. translation software, design etc.</li> </ul>	
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## SECTION 8 – CROSS CUTTING THEMES

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

### 8.1 Cross-Cutting Themes

#### **Equal Opportunities CCT including Gender Balance and Social Exclusion.**

The following to be continuously planned for, implemented, encouraged, monitored and recorded:-

In order to assess our CCT performance and to ensure that we are operating fairly, the following criteria will be user in order to establish baselines and targets for monitoring our progress.

#### *Engagement*

We will secure engagement with BME groups and individuals, disabled groups and older people through using our extensive local networks and the local knowledge therein. Menter Môn has helped establish several social enterprises over the past fifteen years, a large proportion of them serving the less able and the disadvantaged e.g. we funded the continued work of the Agewell programme in Llangefni and Amlwch and have been major supporters of Tyddyn Mon and Agoriad, both of whom work with people with learning difficulties from across Anglesey. In addition we have close links with local authorities in departments eg Social Services who work with the very people whom we are eager to see participating and benefitting from LEADER.

#### **Representative Gender and Age and economic status balance in:**

- a. LAG membership
- b. membership and participation in Innovation Groups and Communities of Interest
- c. Participation numbers of BME, disabled and older people in our project delivery, in our pilot trials both as practitioners and as beneficiaries.
- d. Volunteers and Mentors who assist in the work

#### **In thematic activity (i.e. project delivery) for beneficiary target groups:**

Gender, Age and Economic status balance (social exclusion) is assured in a wide range of thematic activity responding to Specific Objectives, indicatively as follows e.g.:

- a. **SO8** aimed at young people, particularly disadvantaged young people.

- b. **SO10** targeted at working with women entrepreneurs and working with a socially excluded cohort of young people.
- c. **SO12** aimed at young people, including disabled and disadvantaged.
- d. **SO13** working with disaffected young people
- e. **SO18** working with socially excluded people living in poverty.
- f. **SO19** and **SO20** working with lone parents and deep rural unemployed to produce improvements over baseline in particular in terms of financial and digital inclusion, access to skills development and affordable childcare.
- g. **SO22** disadvantaged and in energy poverty. Among the energy champions we will seek out appropriate advocated for disabled older people and young disadvantaged people suffering energy poverty with 30% of the pilot work undertaken aimed at assisting these CCT target groups.
- h. **SO27** working with young people, particularly with a specific target group of disabled young people.

Gender balance will be a design component of all the beneficiary cohorts within the themes.

The following indicators will also be used as part of our cumulative evaluation of CCT progress. This data will be recorded and logged as they are achieved

Relevant Indicators

- Number of participants receiving in work training (NVQ 2 and above)
- Number of community transport schemes
- Number of advice/support surgeries in community facilities
- Number of community ICT hubs

In addition, where we procure the services of specialists to undertake any part of LEADER delivery activity, they will be required under a Service Level Agreement to abide by and to utilise the monitoring systems used by Menter Mon in order to provide evidence of compliance with the aims and assessment systems given above.

**Sustainable Development CCT**

The following to be continuously planned for, encouraged, implemented, monitored and recorded:-

**Behaviour**

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

**In thematic activity**

Sustainable Development is built into thematic activity within the LDS, and is **fully embedded** in the actions which respond to the following Specific Objectives

- a. **SO10** new business starts ups' – legacies of the pilot which contributes to the SD CCT by giving the opportunity to promote and market local produce
- b. **SO18** engage and verify an unmet transport demand route which can be addressed via innovative pilot models' which could also contribute to the SD

- CCT as it supports community transport issues
- c. **SO22** Demand Side energy activities which when implemented will exert appreciable low Carbon advantages and outcomes
- d. **SO23** Supply side interventions which will engage communities to renewable energy production and low Carbon benefit
- e. **SO24** the sustainable use of fuels
- f. **SO27** supplying ICT equipment of the highest energy efficiency rating and if possible, source equipment used from re-used/recycled sources

### **Tackling Poverty CCT**

This agenda has been given emphasis in the construction of indicative actions in the Intervention Logic Table. Tackling poverty is a prime driver for the Gwynedd LDS, not through trickledown effect of economic growth, but by the application of innovative pilots to remove difficulties which individuals and families encounter on a daily basis. The integration of the TP agenda into the LDS is reflected in the indicative actions of the Logic Table, which although exemplars rather than formal intentions, do indicate that this agenda is being taken seriously and targeted at families who do not normally engage with EU programmes. We will therefore continuously plan for, implement, monitor and record our inputs and outputs into this important matter:-

- a. **Tackling Poverty innovation groups** will be formed reflecting the aims of the TP Action Plan. Each group will be comprised of equal numbers of the stakeholder community in each aim (eg Local Authority Anti-Poverty Champions, Equality champions and community cohesion coordinators) and people who are suffering poverty who participate as a result of invitation, direct engagement, or Menter Mon's network of community interests. Groups will not number more than 10 and will be challenged to find innovation to remove barriers to solutions or to come up with new untried solutions which LEADER can help fund
  - a. TP1 Early years and educational attainment
  - b. TP2 NEET and Workless households
  - c. TP3 Health Inequalities and Housing
- b. This group will be able to draw **support from any of the five themes** as it works its way through finding pilot solutions to stubborn problems which economically disadvantaged people have to plough daily
- c. All communities of interest or Innovation groups working within themes 2, 3 and 4 will have representatives drawn from among economically disadvantaged areas and in particular from representatives of the TP groups noted in 1 above. We believe it is crucially important that our communities do not become middle class preserves or enclaves of restricted interest. We are serious about this and will record proof of our intentions and outcomes. Engagement will be carried out through the TP groups and through our existing networks in Gwynedd. We can call upon assistance from each settlement in Gwynedd with deep local knowledge. In addition we will request referrals from the LIFT and Flying Start projects and from the Families First agenda
- d. All projects undertaken will be **proofed for Tackling Poverty impact as part of**

**the cumulative evaluation process.** A Tackling Poverty baseline will be set, garnered from among our stakeholder partners, and progress from that baseline will be monitored according to three targets

- a. Degree of engagement and participation from among the disadvantaged community in project development.
- b. Number of individuals participating in projects delivery as beneficiaries and as practitioners
- c. More traditional beneficiary outputs in terms of progression to education, to securing affordable childcare, to better employment
- d. Tangible improvements, both qualitative and quantitative, which can be attributed to the projects in terms of affordable access to child care, food, fuel and health poverty mitigation and improved finance management

**SO10** – To maximise the contribution to this CCT, a recommendation would be to target support on business development ideas from under represented people e.g. mentoring, partnership working etc...

**SO26** –This SO will contribute directly to this CCT as it aims to tackle digital exclusion by targeting those hardest to reach' and would benefit those in deprived rural areas which is reflected in the ILT.

**The Welsh Language** – The Administrative body and the Gwynedd Local Action Group

Welsh is the main working and social language of many communities in rural Gwynedd. It is also the working language of Menter Môn, as Administrative body, and it will also be the primary language of the Gwynedd Local Action Group.

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

- All meetings are held through the medium of Welsh, with translation facilities
- All papers and materials are produced bilingually, with Welsh text appearing first
- All training, resources and support is provided bilingually
- All advertising and marketing is done bilingually. Adverts are placed both in Welsh and English medium newspapers and papurau bro (community newspapers)

The bilingual provision of activities will be key to the success of the delivery of the Rural Development Plan in Gwynedd. Gwynedd has the highest percentage of Welsh speakers of any county (69%), and also contains the ward with the highest percentage of Welsh speakers (Peblig - 88%). The success of any work in the county depends strongly on the provision of support in the most appropriate language. Due to the strong presence of the Welsh language, this is likely to be Welsh in most cases, but we are well aware that to ensure that support is available to all, all materials, content and communications must be available and accessible bilingually.

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

Menter Môn, as administrative body, has a full Welsh Language policy (attached as Annex x). This not only guides the work of the Administrative body, but it will guide the work of the Local Action Group. All contracts awarded to third parties in the provision of activities under the Rural Development Plan in Gwynedd will contain a specific clause, requiring the contract holder to adhere to this policy. An example of this would be appointing a specialist consultant to support a community of interest.

### **Project Beneficiaries**

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

<b>Action</b>	<b>Responsibility</b>
<p><b>Provide detailed guidance</b> to all potential applicants / project partners on what is expected in terms of the Welsh language and bilingualism when preparing a project. This will include guidance on aspects such as meetings, promotional material, signage and social media.</p>	<p>The Administrative body (Menter Môn)</p>
<p><b>Discuss the linguistic requirements</b> of a project with applicants / project partners as part of the initial animation phase. During this phase the Administrative body will outline the support available to ensure the project will be able to function bilingually. Advice will be available on:</p> <ul style="list-style-type: none"> <li>• Simultaneous translation services</li> <li>• Written translation services</li> <li>• Bilingual design</li> <li>• Relevant bilingual resources</li> </ul>	<p>The Administrative body</p>
<p><b>The project plan</b> will include the following:</p> <ul style="list-style-type: none"> <li>• How the use of the Welsh language will be facilitated and promoted within the proposed project.</li> <li>• What support will be required to deliver bilingually with details of any associated costs.</li> </ul>	<p>The project applicant with support from the Administrative body.</p>
<p><b>Training for the LAG</b> on how it should consider the Welsh Language when assessing a project application.</p>	<p>Administrative body to arrange training, LAG to assess project applications.</p>

<p><b>Conditions of support</b> in relation to the Welsh Language will be included with project approval letters which the applicant will be required to agree to and sign. These will include standard conditions e.g. all adverts must be bilingual, as well as project specific conditions e.g. local heritage guides must be bilingual.</p>	<p>Project applicant</p>
<p><b>Compliance in relation to the Welsh language</b> will form part of regular monitoring meetings between the Administrative body and the project applicant. Again it is important to emphasise that the relationship is far stronger than under a normal grant regime.</p>	<p>Administrative body</p>

## 8.2 Supporting the Uplands

### ***Gwynedd Uplands***

The overview of Gwynedd provided in section 2 emphasised how much the County is dominated by the uplands. 67.5% of the land in Gwynedd falls within Snowdonia National Park and the population density falls to 25 persons per km<sup>2</sup> outside the larger settlements. The associated challenges facing these areas include the following:

- Poor public transport
- High energy and fuel costs
- Limited access to public services
- Higher cost of living
- Aging population
- Young people leaving
- Poor access to technology

However the upland areas are also blessed with natural attractions, environmental resources, vibrant Welsh culture and strong communities. The 'Unlocking the Uplands' document identified priorities that complement the five LEADER themes. The value of the LEADER approach is also recognised in engaging with communities in the upland areas.

Menter Môn as the administrative body has already gained significant experience in working with upland communities having delivered the Glastir Commons Project in Gwynedd over the past 4 years. The approach taken is reminiscent of LEADER in that project officers are required to work closely with Grazing Associations in order to develop a sustainable grazing plan for the individual commons. Success is only achieved if at least 80% of the members agree and adhere to the plan.

The evaluation report, 'Doing Things Differently', found there was a high level of

satisfaction among graziers in relation to the work of the Commons Development Officers, with over 90 per cent agreeing that the role was “very important”. It was felt the availability of an “informed and knowledgeable” CDO was important. This will provide a valuable platform from which to engage and develop activities with upland communities.

The SWOT analysis in section 4 makes significant reference to the upland nature of the County and to prioritise any particular area at this stage could undermine the ambition of the LDS to be inclusive. This document seeks to identify interventions that will serve predominantly areas outside the service centres, of which a high proportion would be classed upland.

In order to counter the unlikely scenario that upland rural regions do not engage with the LEADER Programme in Gwynedd the following is proposed.

- A minimum of three activities must include communities (interest or geographical) from upland areas e.g. Dinas Mawddwy and Llanuwchllyn. This could happen without direct intervention or manipulation; however the LAG would be expected to retain this as an option if the uplands are not sufficiently represented in terms of project activity.
- A minimum of two LAG members would be expected to represent upland communities and would be responsible for representing the views at meetings.
- Project Plans would include a section on “upland proofing”. This would involve identifying the barriers that rural communities face in participating in a project, and outline how these could be resolved. The table below provides examples:

<b>Barriers</b>	<b>Response</b>
Transport	Facilitating arrangements for car sharing
Communication	Project officers to allocate more time to engage and animate to achieve the desired result.
Suitable meeting venues	Project officers to invest time in identifying alternative venues e.g. suitable rooms in pubs, guest houses etc.
Suitable meeting times e.g. fit with farming calendar / timetable	Project officers to liaise extensively with beneficiaries to agree meeting time and dates that will not clash with other activities.

## SECTION 9 – LONG TERM SUSTAINABILITY

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

### 9.1 Mainstreaming Plan

#### ***Dissemination***

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

#### ***Mainstreaming Plan***

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

In reality there are only three ways in which a successful pilot undertaking can be mainstreamed

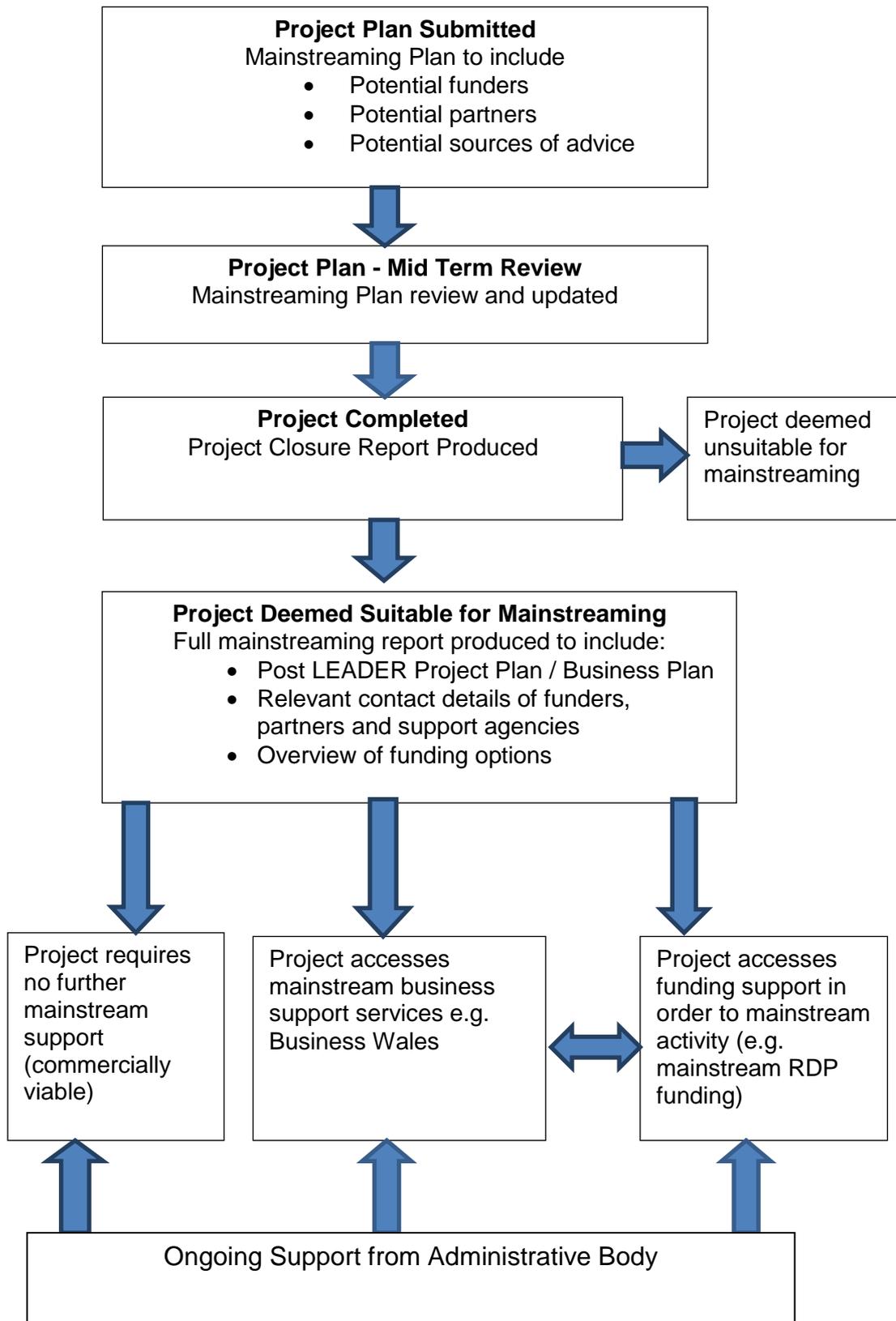
- a. **In the commercial market place.** Where LEADER has taken a product through pre commercial testing and it is proven to have an equitable chance of viability on the open market, it can be transferred to one of a number of businesses who tender to adopt it as a vehicle to take it into the market.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

The Mainstreaming Plan will include the following elements:

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

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

The diagram below outlines the 4 potential outcomes from a LEADER project:



## SECTION 10 – DECLARATION AND SIGNATURE

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

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

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

### Local Action Group (LAG) Representative

<b>Signed:</b>	<i>Menna Jones</i>
<b>Name:</b>	MENNA JONES
<b>Chair/Deputy Chair LAG:</b>	Gwynedd LAG Chair
<b>Date:</b>	29/06/2016

### Administrative Body Representative

<b>Signed:</b>	<i>Zoe Pritchard</i>
<b>Name:</b>	ZOE PRITCHARD
<b>Position in Administrative Body:</b>	Gwynedd LEADER Manager
<b>Date:</b>	29/06/2016

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

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

Please submit an electronic copy to: [LEADER2014-2020@wales.gsi.gov.uk](mailto:LEADER2014-2020@wales.gsi.gov.uk)