



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 Cymru
Welsh Government

LEADER 2014-2020

ARWAIN SIR BENFRO – LEADER LOCAL DEVELOPMENT STRATEGY

November 2016

VERSION: 2
DATE: April 2016

NAME OF LAG AND CONTACT DETAILS

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|-----------------------------------|-------------------|
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LOCAL DEVELOPMENT STRATEGY IMPLEMENTATION TIMESCALES

| | |
|----------------------------------------------------------------|----------------|
| Proposed Start Date (no earlier than 1 January 2015) | 1 January 2015 |
| End Date (no later than 31 December 2021) | 31 March 2021 |

SECTION 1 – STRATEGIC FIT

| | |
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| 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

(2,000 words)

This Section should include the following as a minimum:

- ❖ Overview of the proposed geographical area of the LAG and its population. Population figures to be broken down by rural, service and host wards.
- ❖ Intentions to work across boundaries

The proposed Local Action Group (LAG) covers the whole of the county of Pembrokeshire (and is the same as the previous 2007-13 LEADER LAG area). This provides alignment with the local authority administrative area as currently known. All wards in Pembrokeshire are defined as 'rural' based on ward-level classifications as currently described in the Rural Development Plan for Wales 2007-2013. The LAG proposes to include all wards in Pembrokeshire. Pembrokeshire covers an area of around 1,640 km², and at the 2011 Census the population was estimated at 122,439, a population density of 75 people per km². This is within the range specified in the Regulations for LAG areas.

The local authority for the whole of the proposed area (as currently stands) is Pembrokeshire County Council (PCC). The area also encompasses the whole of the Pembrokeshire Coast National Park, for which the relevant public authority is the Pembrokeshire Coast National Park Authority (PCNPA). There are 80 city (1), town (9) and community councils (70) who provide other local government services.

Whilst Pembrokeshire is often described in terms of its linguistic and cultural contrasts between the north and south of the county, it is a coherent area geographically, socially and economically. No part of the county is more than 25 kilometres from the coast, and thus the whole county can legitimately be described as a coastal zone. This geography pervades Pembrokeshire's economic and social development, whether that is in terms of the importance of maritime industries or the mixture of Welsh, Irish, Norman and Flemish influences found in Pembrokeshire. The area has a rich natural, cultural and built heritage. Pembrokeshire Coast National Park is the only UK National Park designated primarily for its coastline, together with National, European and International designations. It's the only UK National Park with offshore islands and the sea has always been a major influence on the area's land use, culture, wildlife and economy. The National Park covers an area of 612km² and is one of the most densely populated of the UK's national parks, with around 22,644 people living in some 50 community council areas at a

population density of 37 persons per km². At its widest it is about 16km wide; at its narrowest it is about 200m. Most of the National Park is in private ownership.

Large parts of the rural area appear very attractive, but there is a great deal of hidden disadvantage. Evidence of poverty is provided by the Welsh Index of Multiple Deprivation (WIMD), which particularly highlights parts of Pembroke, Pembroke Dock and Haverfordwest. However, the WIMD is less useful in identifying focused areas of poverty within relatively wealthy communities, or small scattered population and for these reasons fails to identify serious problems in communities in rural Pembrokeshire. The economic structure has changed in recent years and many people now live in the area without being part of the rural economy. A report by the New Policy Institute found that in-work poverty was particularly acute in West Wales. Isolation from services, job opportunities and activities are all issues (due to rurality) that are exacerbated by the lack of public transport.

Milford Haven Port Authority has statutory and regulatory powers relating to the Milford Haven Waterway. The Milford Haven Waterway has been recognised by the Welsh Government as an Enterprise Zone. The tidal flow energy generation experiments in Ramsey Sound, the newly designated Wave Demo Zone and the work of Marine Energy Pembrokeshire all contribute to an expanding energy sector in Pembrokeshire.

Health services are administered by the Hywel Dda Health Board. Police services in the area are provided by the Dyfed Powys Police Authority and fire services by the Mid and West Wales Fire Brigade.

The principal settlements of the county are Haverfordwest/Merlin's Bridge, Milford Haven, Pembroke Dock, Pembroke, Fishguard/Goodwick, and Tenby. Together these settlements are home to around 44% of the county's population. Smaller significant settlements are Neyland, St Davids, Newport, St Dogmaels, Narberth, Johnston, Kilgetty and Saundersfoot, and together are home to a further 12% of the county population. The remainder of the population (around 44%) live in smaller settlements and the countryside.

Pembrokeshire has over 12,375 registered businesses. Of these, 11,650 or 94.1% employ less than 10 people. Of the workforce, 12% are self-employed. Currently Pembrokeshire has the 3rd highest business density (number of firms per 10,000 working aged population) in Wales (650); the Welsh average is 464. It is also evident that, when it comes to size of business, micro is the norm in Pembrokeshire, as it is for many rural areas. The average business in Pembrokeshire had 3.3 employees in 2011, which was a third smaller than the average Welsh business.

The agricultural, food and tourism sectors are significant employers in the County and have concentrated local supply chains. These industries rely heavily upon the quality of the natural environment to develop their products and services. The jobs in these sectors tend to be lower paid, part time and seasonal.

Pembrokeshire's natural assets make it an important holiday destination. Tourism is a key industry estimated to contribute nearly £570million to the local economy and supporting more than 16,000 jobs directly and indirectly.

Agriculture is the main land use in Pembrokeshire with high levels of productivity and diversity. Types of production include, dairy, beef, sheep, cereals, potatoes, horticulture, poultry and pigs. In 2012, 141,015ha of the county was farmed with 2,231 active farms. In 2011, 5,888 people were recorded as working on farms including farmers and spouses. However, the ageing profile within the farming and farm owning community raises issues of declining innovation and new thinking, succession and new entrant opportunities.

Around 78% of Pembrokeshire's total land area is used for agricultural purposes, of which 80% is used for the production of grassland, 12% for the production of crops and around 3% is woodland. The high productivity of the county is evidenced by the fact that although it only accounts for 8% of Wales' total agricultural land area, Pembrokeshire provides almost a quarter of the country's total cereal and horticultural production; over half of Welsh potatoes; a third of Welsh barley production and supports nearly a quarter of Welsh dairy cattle.

Woodland also features in the landscape. According to Pembrokeshire Coast National Park Authority, there are two kinds of woodland found in Pembrokeshire: lowland oak woodland and ash groves. The most common kind is the lowland oak woodland, where the dominant tree species is sessile oak. This type of habitat is typical of mild maritime climates. The best examples of semi-natural oak woodland are in the Gwaun and Nevern valleys and in the Upper Daugleddau. Ash groves exist only in base-rich soils in the south of the county. The mild, damp conditions make a good environment for lichen species. In some of the Gwaun woods there are 750 different types of lichen growing on trees and on the woodland floor. There is also a wide variety of ferns, some common and some scarce, such as the rare filmy ferns and the hay-scented buckler fern.

The Welsh Government and BT have recently agreed an investment programme to deliver 'superfast' broadband to 96% of homes and businesses in Wales by 2015. Enterprise Zones will be amongst the first areas to benefit from this investment. Given the rural nature of much of Pembrokeshire, it is likely that many homes and businesses will remain in the 4% that don't benefit from this programme.

The three railway lines in Pembrokeshire provide links to the national rail network and provide some local commuting opportunities. However, buses are the principal form of public transport used, although regular frequent services are limited to the principal road network and are declining (e.g. withdrawal of Sunday services in some areas). The use of public transport for travel to work is limited (3.01% for buses and 0.38% for rail) compared with 65% of people who travel to work by car. Community transport provision is attempting to address these gaps.

The significant health challenges facing Pembrokeshire are:

- the challenging financial climate we will face coupled with increasing demand for services, which is predicted to double by 2033,
- high childhood obesity levels (compared to Welsh average)
- an increase in the support required by customers with increasingly complex needs to enable them to remain at home;

- a predicted growth in the County's resident population, (estimated to increase to 124,587 residents by 2021) with people aged 65+ predicted to increase from 21.1% to 26.6% of the population, and
- a predicted rise in the number of individuals who participate in health damaging behaviours.

Pembrokeshire is one of the safest places to live in England and Wales, with very low levels of crime and disorder when compared to other areas. However, local problems do exist and work must continue to make Pembrokeshire even safer. The presence of a long length of coastline, two ports and a number of smaller harbours and marinas mean that vigilance is key in the control of drugs and other illegal goods. Despite the very low levels of crime and disorder, fear of crime is still a significant concern for many residents. Crime, and the fear of crime, has a negative impact on community cohesion.

Arwain Sir Benfro officers regularly meet with other Local Action Groups in the region through the South West Wales and Central Local Action Groups Meeting. This group includes Pembrokeshire, Ceredigion, Carmarthenshire, Swansea, Neath Port Talbot and Powys. The Group has carried out a collective analysis of Intervention Logic Tables and has a standard agenda item relating to co-operative ideas and the progression of collaborative projects. There are firm intentions for Arwain Sir Benfro to work jointly with other Local Action Groups to address needs and opportunities which are relevant across boundaries. The South West Wales and Central Local Action Groups Meeting also provides the opportunity for sharing best practice and learning.

1.2 Description of the Integration

(2,500 words – to be linked in to the actions described in Section 3.1 – Intervention Logic)

This Section should include the following as a minimum:

- ❖ Explain how LEADER will complement other structures and initiatives and not duplicate
- ❖ Provide an explanation of the coherence and consistency between local strategies and existing national, regional or sub-regional strategies
- ❖ The LDS should show how integration is proposed in respect of:
 - ✓ Welsh Government policies and programme areas.
 - ✓ The range of RDP schemes and activities to which LEADER can make a contribution
 - ✓ Other initiatives and schemes within your area
 - ✓ The projects and activities of other LAGs
 - ✓ Other European programmes and funding streams

This LDS sets out our aspirations for our rural area under the new Welsh Rural Development Programme 2014-2020. It continues the integrated approach to rural community and economic development established under the previous LEADER Programmes and extends the collaborative approach with the Single Integrated Planning led by PCC that has enabled public sector and community agencies to work together under a common rural agenda.

Momentum has been established by the past LEADER programmes delivered by PLANED since 1991. LEADER has acted as the catalyst to lever in significant levels of additional funding to support rural regeneration. This has also mobilised local resources, as individuals, businesses and communities have a better knowledge of the opportunities available, and have a greater ownership of and commitment to projects.

To help develop the capacity of local communities, experience suggests that we will need to:

- build on Pembrokeshire's self-help tradition and encourage greater community participation through innovative ways of engagement;
- utilise the skills of early retirees and newcomers wherever possible to benefit the community;
- build local skills and capacity to stimulate enterprise opportunities in communities and encourage new local enterprises and businesses that have community benefit;
- explore new models of service delivery;
- signpost to relevant programmes that can add value;
- invigorate a culture of enterprise in communities to ensure that successful entrepreneurship leads to successful enterprise activities;
- deliver informal training opportunities; and
- help to reverse the outward migration trend of young people by involving them in identifying new opportunities with economic benefits.

Community Action plans demonstrate a range of potential that could capitalise on these opportunities. Developed through a participative process, these identify the availability of skills, knowledge and talents in communities, to enable local people to develop new opportunities. The process of involving the communities in the planning and development of their communities is key to their success. Community Associations and Forums improve communication and connectivity as well as providing a focus for integration by raising awareness and increasing the understanding and knowledge of local people.

PLANED historically has also had a role in bringing together communities with experience of innovative activities to explore how common barriers can be overcome. Linking the needs of the community for technical advice and guidance to the most appropriate organisation to give that advice is the next crucial step to allow the development of successful community projects.

The LAG will apply PLANED's extensive experience of delivering holistic and integrated rural development through the application of the LEADER methodology in addressing those themes currently proposed by Welsh Government (WG). Whilst new and innovative approaches will be considered, the themes identified have provided a framework for PLANED's work in the current RDP and other programmes. The LAG acknowledges that investment in the strategic assets of the rural economy to facilitate Green Growth needs to be linked to a clear framework for community led local economic development.

PLANED's experience has shown that the LEADER approach provides a focus for local drivers for economic and green growth, health and wellbeing, social inclusion

and tackling poverty. The bottom- up approach values local people as the main asset of rural areas and enables them to discover what is best suited to their environment, culture, working traditions and skills. It is also recognised that in order for the LEADER approach to be effective across Europe's rural areas, there is a need to disseminate project information to other LAGs and the Welsh and UK Rural Networks.

In developing the strategy we have tried to ensure that our priorities are clear, based on sound research; are achievable, logical, and realistic. The strategy has been developed in an inclusive manner based on input from individuals, communities and businesses located or delivering in our area, as well as strategically based organisations. We have reviewed existing strategy documents, such as the Single Integrated Plan, and have taken account of these in developing the strategy. We have also considered the strategic fit with EU policy and Welsh Government national outcomes. We have considered the area's strengths and opportunities and have identified weaknesses and threats that need to be addressed through the strategy.

Delivering the strategy will be dependent upon the energy and enthusiasm of both LAG members and the wider rural community. Activities need to be identified and developed at a grass roots level and supported appropriately to ensure additionality is achieved without duplicating resources.

We recognise that the complete picture of rural development funding for the 2014-2020 Programme period is not yet clear. Likewise the complementarity and fit with the other structural funds such as ERDF (including ETC/Interreg programmes), ESF and EMFF will become clearer once the detailed delivery arrangements have been established. This strategy has been designed to be flexible and to accommodate the changing nature of wider Welsh and EU policy.

Activities that are developed as a result of this LDS will need to be aligned to a wide range of key strategies and partnerships. These include:

European

EU proposals for LEADER under the next programme period (2014-2020) seek to extend the LEADER approach across all EU funds, applying a common approach, based on a single set of rules. Community-Led Local Development (CLLD) in Wales will only include EAFRD (as LEADER under the RDP) and EMFF. The ERDF and ESF will not, directly, be used for CLLD but instead will be operating in partnership with regional stakeholders and groups which will have their own mechanisms for encouraging and coordinating local engagement. The regional and urban partnerships will offer the potential for trialling and scaling up of successful pilot actions through the LEADER approach or other Community schemes (e.g. Communities First) or local schemes to regional demonstration operations.

Whilst further information has still to be disseminated by the EU and Welsh Government on the detail of the new structural funds we have based this document on current guidance for any new CLLD strategies. In future it may be possible to strengthen the role of CLLD in developing activities that meet local objectives and are more flexible, innovative and responsive to local needs; and show how project animation can be supported across all EU structural funds.

European Social Fund (ESF)

Three priorities are proposed for the programme 2014-2020:

- Tackling Poverty through Sustainable Employment
- Skills for Growth
- Youth Employment and Attainment

In order to ensure an integrated approach to territorial development direct links will be encouraged between EAFRD (under LEADER) and investments made under the ESF.

In practice this might take three distinct forms:

- Successful pilot actions under LEADER or other Community schemes (e.g. Communities First) are scaled up from local pilots as part of regional demonstration schemes or within nationally delivered activity;
- Local Action Groups (or other community partnerships) will be eligible to bid directly to the Managing Authority if they develop a scheme that fits with the programme strategy; and
- Local Action Groups (or other community partnerships) will be encouraged to support the opportunities for Social Innovation as outlined in each of the Priority Axes. Centred around innovative small scale and targeted actions the Social Innovation approach within the ESF programmes offers the potential for small, local led, organisations or social enterprises including LEADER groups to trial innovative actions with a view to scaling up successful delivery within mainstream provision.

European Maritime and Fisheries Fund (EMFF)

It is expected that the Fisheries Local Action Groups (FLAGs) established under Axis 4 of the EEF will continue under the EMFF. Although the membership of FLAGs and LAGs is necessarily different (due to the requirements for fisheries and aquaculture membership on the FLAGs) rural coastal areas may be covered by both. The existing Cleddau 2 Coast (Pembrokeshire FLAG) share some common members with Pembrokeshire's RDP LAG which helps to ensure integration.

European Territorial Co-operation (ETC) programmes 2007-2013 address issues which cut across national borders and provide the opportunity for regions across the EU to work together, share best practice and knowledge transfer and co-ordinate actions to provide solutions to common challenges.

European Regional Development Fund (ERDF) managed by the Welsh Government, there are a number of different routes by which support can be accessed. The vast majority of individuals, businesses and organisations will access EU funding through participating in one of a number of core schemes or projects managed by the Welsh Government or other National organisation. The four priorities proposed for the next programme 2014-2020 include:

- Research and innovation
- SME competitiveness
- Renewable Energy & Energy Efficiency
- Connectivity and Sustainable Urban Development

Europe 2020 is the European Union's ten-year growth and jobs strategy that was launched in 2010. It is about creating the conditions for a smart, sustainable and inclusive growth as well as addressing the shortcomings of the current growth model.

Five headline targets have been set for the EU to achieve by the end of 2020. These cover employment; research and development; climate/energy; education; social inclusion and poverty reduction.

Rural Development Programme (Wales) has six overarching priorities which set the context for the EAFRD and any actions that form part of the RDP 2014-2020 will fit within this structure of priorities:

- fostering knowledge transfer and innovation in agriculture, forestry, and rural areas
- enhancing competitiveness of all types of agriculture and enhancing farm viability
- promoting food chain organisation and risk management in agriculture
- restoring, preserving and enhancing ecosystems dependent on agriculture and forestry
- promoting resource efficiency and supporting the shift towards a low carbon and climate resilient economy in agriculture, food and forestry sectors
- promoting social inclusion, poverty reduction and economic development in rural areas.

The European Innovation Partnership (EIP) on 'Agricultural Productivity and Sustainability' for the period from 2014-2020 aims to address two fundamental challenges faced by European agriculture in the early 21st century: How to increase production and productivity in order to respond to the significant growth in global food demand (caused by population growth, changes in dietary patterns and the slowdown in productivity growth); and how to improve sustainability and resource efficiency (e.g. inputs of water, energy, fertilisers and pesticides) and address environmental issues (such as biodiversity loss). In short, it will address the challenges of 'not only how to produce more, but also how to produce better'.

Article 21 of the Rural Regulation of the European Parliament and of the Council on Support for Rural Development by the European Agriculture Fund for Rural Development (EAFRD) makes provision to support, 'Basic Services and Village Renewal in Rural Areas'.

Horizon 2020 sets out plans for a programme which will focus on: Excellent Science; Competitive Industries; and Better Society.

Wales

Programme for Government 2011-2016 sets out the Welsh Government's commitments for the present Assembly term, which covers the initial period over which this LDS will be implemented. Proposals put before the LAG will need to demonstrate how they are consistent with the actions identified in the Programme for Government, and how their implementation will avoid duplicating any delivery mechanisms put in place to deliver on the Government's commitments.

Economic Renewal: A New Direction sets out the role the devolved government in Wales can play in providing the best conditions and framework to enable the private sector to grow. Skills are a core component of the Economic Renewal Programme,

and workforce skills development through the Jobs Growth Wales (for 16-24 year olds) and Skills Growth Wales (for employees in anchor companies) programmes are commitments within the Programme for Government. Both are supported by the current ESF programme.

Green Growth

Some of the green growth opportunities outlined (WG) and relevant to Pembrokeshire include:

- The development of technologies for more efficient use of natural capital (e.g. water, soil and fossil fuels);
- The recycling of materials;
- The development of cleaner (less polluting) goods and services;
- The use of natural capital for recreation and resilience;
- Harnessing the power from natural resources (e.g. wind, water); and
- The design of products derived from biodiversity.

The Tackling Poverty Action Plan is the Welsh Government's commitment to drive forward tackling poverty by prioritising the needs of the poorest and protecting those most at risk of poverty and exclusion and embedding tackling poverty in all that it does. Its key objectives are:

- To prevent poverty, especially through investment in giving children the best possible start in life;
- To help people to improve their skills and enhance their qualifications as the best route out of poverty; and
- Increased action to mitigate the impact of poverty.

The Child Poverty Strategy sets out the Welsh Government's vision for tackling child poverty in Wales and improving outcomes for children and parents living in low income families. The three strategic objectives for the Child Poverty Strategy are:

- To reduce the number of families living in workless households;
- To improve the skill level of parents and young people in low income families so that they can secure well paid employment; and
- To reduce the inequalities which exist in the health, education and economic outcomes for children living in poverty, by improving the outcomes for the poorest.

In Delivering a Digital Wales the Welsh Government sets out its commitment to achieving a truly digital nation - where every citizen and business in Wales can enjoy the benefits of digital technologies. It describes the challenges and opportunities in ensuring that everyone can have access to digital technologies and infrastructure and are not excluded due to age, socio-economic deprivation, disability or skills.

Delivering Digital Inclusion: A Strategic framework for Wales (2010) is the Welsh Government's vision for digital inclusion. The framework's objective is 'to ensure that everyone who wants to be online can get online, do more online and benefit from the advantages of being online'.

The Strategic Equality Plan is based on eight key equality objectives which have been developed following extensive engagement. They are designed to address

some of the deepest inequalities facing those with the protected characteristics of age, disability, gender reassignment, marriage and civil partnerships, pregnancy and maternity, race, religion and belief, sex and sexual orientation. Interventions and actions around EU Structural funding are included within the equality objectives to 'address gender, ethnicity and disability pay and employment differences' and 'reduce the number of young people not in education, employment or training', with particular reference to ethnic minority and disabled young people.

Social Services & Well-being (Wales) Act, (2014) focusses on well-being; early intervention/prevention; support for carers; co-production; community resilience and the role of the third sector in transforming social care.

The Coastal Tourism Strategy (2008) sets out the following vision for coastal tourism: 'An integrated year round coastal tourism industry, based on an outstanding natural environment and a quality tourism product that exceeds visitor expectations, whilst bringing economic, social, cultural and environmental benefits to coastal communities'.

Cadw's vision is to make the historic environment accessible to all and does this by:

- Conserving and protecting the historic environment.
- Promoting public access, appreciation and enjoyment of the historic environment.
- Promoting distinctive regeneration and sustainable development through heritage.

The Heritage Bill is still going through consultation but sets out the Welsh Government's policy and legislation proposals to improve the protection of the historic environment of Wales and promote its sustainable management.

The Historic Environment Strategy sets out the role of the historic environment in delivering tangible social, economic and environmental benefits for Welsh communities, both in terms of providing leisure, learning, job and business opportunities for residents and in terms of attracting more visitors to Wales and encouraging them to stay for longer and visit more places during their stays.

The Culture and Poverty report prepared for WG states "in Wales culture and heritage still occupy a uniquely important role in our national life. ...By identifying access to and participation in the arts, culture and heritage as an aspect of social justice itself and a powerful weapon against poverty, in all its manifest forms, the WG has made it clear that it understands the role played by culture in making us the sort of people we are and the people we want to be.

In short, that role is as much about defining our place in community as about throwing doors open to richer lives and more fulfilling work."

Natural Resources Wales' purpose is to ensure that the environment and natural resources of Wales are sustainably maintained, sustainably enhanced and sustainably used, now and in the future.

The Welsh Government's science strategy, Science for Wales was launched in March 2012, building on the approach towards smart specialisation set out in Economic Renewal: a new direction. Science for Wales highlights that government can create the conditions under which research and innovation can thrive, investing to build capability and using their influence to remove barriers for innovators and promote change. Science for Wales identified four priority areas for research funding:

- Digital economy (ICT);
- Low carbon economy (including climate change mitigation and adaptation);
- Health and biosciences; and
- Advanced engineering and manufacturing

A Welsh Innovation Strategy is being developed in partnership with industry and academia to meet the requirements for a Smart Specialisation Strategy and will undergo international peer review. It will complement Science for Wales and both will act together to help provide a focus for future structural funds support.

A Regeneration Policy Review was instigated by the Minister for Housing, Regeneration and Heritage, and a public consultation is currently taking place (launched October 2012) on proposals for how Welsh Government regeneration will be taken forward in future, framed by the vision that everybody in Wales should live in a vibrant, viable and sustainable community with a strong local economy.

The Well-being of Future Generations (Wales) Act 2015 sets ambitious, long-term goals to reflect the Wales we want to see, both now and in the future. These are for a prosperous; resilient; healthier; more equal Wales; with cohesive communities; and a vibrant culture and thriving Welsh language.

A Living Language: A Language For Living 2012-17 is a five year strategy for the promotion and facilitation of the use of the Welsh language and supersedes 'Iaith Pawb' published in 2003. The Welsh Government is committed to mainstreaming the Welsh language.

Woodlands for Wales and its most recent Action Plan supports 14 key priority actions in the following six areas: Tree health; Supporting woodland creation and management; Enhancing the management and production of Welsh timber and its economic benefits; Improving the condition of woodlands and trees; Non-timber value of forestry, woodlands and trees; and UK cross-border working. Overall, the vision is that *'Wales will be known for its high-quality woodlands that enhance the landscape, are appropriate to local conditions and have a diverse mixture of species and habitats'*.

Sustaining a Living Wales proposes a fresh approach to the management and regulation of the environment in Wales. The Green Paper focuses on an ecosystem approach. It seeks to:

- Improve the resilience and diversity of our environment and its supporting biodiversity;
- Provide simpler and more cost effective regulation; and
- Offer greater certainty for decision makers.

Towards Sustainable Growth: An Action Plan for the Food and Drink Industry 2014-2020 sets out the ambition to grow sales in the food and drink sector in Wales by 30% to £7 billion by the year 2020. To do this it aims to set up the Food and Drink Wales Industry Board; focus on the Food and Drink Wales Identity; deliver education, training, skills and innovation for the workforce; improve opportunities for business growth and market development; and improve food safety and food security.

The Prioritised National Transport Plan (2011) includes in its priorities to continue to support innovative transport services, and develop guidance for local authorities on how to support these and work more collaboratively with the community transport sector.

The Rural Health Plan: Improving integrated service delivery across Wales (2009) recognises that it is important to get people to services or services to people. To do this it recommends:

- An Integrated Community Transport and Appointments System ;
- Outreach / Mobile Services; and
- Greater use of E-health, Telemedicine and Telecare

Regional

Swansea Bay City Region was launched in July 2013 with the aim of creating a confident, ambitious and connected European City Region and covers the local authority areas of Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea. Although references to the rural areas within the City Region are sparse and mainly concerned with poor access to broadband, nevertheless this is likely to be an important strategic vehicle for rural projects in future. Its Economic Regeneration Strategy recognises the diversity of the Swansea Bay area and the interconnectedness of urban and rural spaces. The region's aims are as follows: 'distinctive places and competitive infrastructures'; 'maximising job creation for all'; 'knowledge economy and innovation'; 'skilled and ambitious for long-term success'; and 'business growth, retention and specialisation'.

Regional Learning Partnership – developing skills for employment and currently working on the Regional Employability and Skills Delivery Plan. Relevant to the development of the LDS and subsequent activities are the objectives of: Transition to Work and Raising Demand; and Raising Skills.

Mid & West Wales Health & Social Care Collaborative is focused on integrating health and social care service; and transforming service delivery models, with an emphasis on prevention and early intervention; co-producing citizen directed services; and building resilient communities, capable of providing a network of support to enable older people to live independently for longer in their homes/communities.

Pembrokeshire

The Single Integrated Plan is the document that frames public, private and voluntary sector activity in Pembrokeshire over the period 2013-2018. It describes the issues that are important to Pembrokeshire and identifies the approach that a range of organisations will adopt in attempting to tackle them. The overall aim and vision for

Pembrokeshire is: to ensure that Pembrokeshire is prosperous and that it remains vibrant and special. The plan has the following six outcomes:

- Children, young people and families have the opportunity to fulfil their learning potential and to live healthy and happy lives;
- Pembrokeshire has a competitive, productive and sustainable economy;
- People in Pembrokeshire enjoy an attractive, sustainable and diverse environment;
- People in Pembrokeshire are healthier;
- Children and adults are safeguarded; and
- Communities in Pembrokeshire feel safe.

Communities First – Cluster Delivery Plan

Pembrokeshire as a whole continues to face real challenges in terms of its fragile local economy, not just in the jobs market but in the learning and skills arena too. Those challenges are magnified for the people living within the Communities First Cluster, and the population indicators support this. Evidence of poverty is provided by the Welsh Index of Multiple Deprivation, which particularly highlights parts of Pembroke, Pembroke Dock and Haverfordwest.

Many of the unmet needs of disadvantaged people within Cluster communities – poverty of aspiration, low self-esteem, poor (and deteriorating) levels of health and low attainment levels – have been embedded in these communities for generations. The Pembrokeshire Cluster, with partners, and with Welsh Government (WG) funding and policy direction, with Co-operative values and principles, and with the communities themselves – are working together to close the poverty gap. The proposed delivery plan for 2015-2016 has been submitted to WG.

Pembrokeshire Destination Management Plan 2013-2018 has five key objectives within which lie priorities for action:

Objective 1: Working together effectively.

Objective 2: Re-focusing marketing.

Objective 3: Creating a year round quality experience.

Objective 4: Developing and sustaining infrastructure, environment and cultural resources.

Objective 5: Improving business practice, profitability and performance.

Clywed is part of a portfolio of projects called Stronger Communities: Better Services. It is a Big Lottery funded project under the Community Voice Programme. PLANED is part of a partnership of organisations (co-ordinated by PAVS) delivering this portfolio. Clywed is in its early stages but will build on PLANED's track record of using participatory tools to give voice to communities. It will also explore ways of encouraging Community Councils and Community Associations to work together to engage local citizens in the development of community-led services.

Marine Energy Pembrokeshire is a partnership between academia, the public and private sector working in collaboration to establish Pembrokeshire as a 'centre of excellence' for sustainable marine energy generation. Its objectives include:

- Raise awareness of what Pembrokeshire has to offer the marine energy industry
- Provide support & guidance for the marine energy sector
- Provide a conduit for information between industry, public sector

- agencies and Government
- Encourage wide participation in the marine energy industry in Pembrokeshire
- Promote wider public understanding of the benefits of marine energy

Where relevant, complementarity will also need to be identified with Cleddau 2 Coast's LDS. The overall aim is that “by the end of 2015 the Pembrokeshire fisheries area will have a well-established Fishing Local Action Group with effective processes and procedures. With the FLAG LDS four objectives have been set:

- Improving competitiveness in the fisheries area
- Adding value to fisheries products
- Regeneration and tourism in the fisheries area
- Diversification from and within the fishing industry

| 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

(2,500 words)

This Section should include the following as a minimum:

- ❖ The Constitution of the LAG
- ❖ Details of the proposed LAG members including the sectors represented (public, private, third sectors)
- ❖ Terms of Reference for the LAG
- ❖ Details of the Administrative Body
- ❖ Evidence that the working and decision making procedures are clear and transparent. Show how the operating methods of the LAG are compliant with the Commission's regulations and guidance (see Annex 4 of the LDS guidance)
- ❖ Details of compliance procedures and processes demonstrating segregation of duties, reporting systems and capacity to maintain full audit trails for expenditure and indicators.
- ❖ Details of selection, appraisal and approval processes for projects submitted to the LAG
- ❖ Details of declaration of and management of conflict of interest

**PEMBROKESHIRE LOCAL ACTION GROUP
TERMS OF REFERENCE**

PART A: TERMS OF REFERENCE

1. Between 2014 and 2020 overall responsibility for the delivery and management of LEADER programme, being part of the Rural Development Plan for Wales 2014-2020 ("the RDP"), in Pembrokeshire will be through a Partnership known as a "Local Action Group" or LAG. This section sets out the Terms of Reference for the LAG in Pembrokeshire.
2. The LAG for Pembrokeshire is to be known as the "Pembrokeshire Local Action Group" (henceforth "the LAG").
3. The LAG will maintain a strong interest in the RDP as a whole, as well as in other European Structural and Investment Funds and rural regeneration activity in Pembrokeshire more generally.
4. The LAG's Terms of Reference are:
 - (a) developing a Local Development Strategy based on LEADER principles to cover the eligible area in Pembrokeshire;
 - (b) building the capacity of local actors to develop and implement operations including fostering their project management capabilities;
 - (c) drawing 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;
 - (d) ensuring coherence with the Local Development Strategy when selecting operations, by prioritising those operations according to their contribution to meeting that strategy's objectives and targets;
 - (e) preparing and publishing calls for proposals or an ongoing project submission procedure, including defining selection criteria;
 - (f) receiving and assessing applications for support;
 - (g) selecting operations and fixing the amount of support and, where relevant, presenting the proposals to the Welsh Government for final verification of eligibility before approval;
 - (h) monitoring the implementation of the Local Development Strategy and the operations supported and carrying out specific evaluation activities linked to that strategy.
5. Following the conclusion of the RDP the LAG will disband unless a further similar programme is approved by the European institutions and EU Member States and that programme will operate in Pembrokeshire. Should such a further programme be approved, the LAG will decide whether it should continue in existence in case it is needed to provide a delivery structure for that programme.

6. Should the LAG continue following the conclusion of the 2014 – 2020 RDP, it will automatically be required to undertake a review of its Terms of Reference to ensure that it remains compliant with EU and UK requirements.

Changes to the LAG's Terms of Reference

7. The Administrative Body will instigate a review of the Terms of Reference whenever legislative changes make such a review necessary.
8. The LAG may instigate a review of its Terms of Reference. Such a review must be requested by at least one half of the Membership, rounded down to the nearest whole number, of the LAG.
9. Changes to the Terms of Reference, whether instigated by paras A7 or A8, may only be approved if the meeting is attended by at least one half of the membership of the LAG, rounded down to the nearest whole number.
10. The Terms of Reference will not be amended under the provisions of para A8 more than once in a twelve month period.

B: PARTNERSHIP MEMBERSHIP & OFFICERS

1. The membership of the LAG will reflect the characteristics of the area and the needs and opportunities identified in the LDS.
2. The exact size of the LAG is for the discretion of the partnership but will have a minimum of 12 members and a maximum of 30. A balance should be struck between the need to ensure efficient conduct of business and representation of relevant interests. The membership of the Pembrokeshire LAG is attached at Annex A.
3. The LAG will be made up of a group of natural persons who represent businesses, local organisations, public authorities and other representation of communities. All meetings will be attended by the selected Administrative Body. Directors of the Administrative Body may not be voting members of the LAG.
4. The LAG will not be dominated by public authorities or any specific interest group. Instead there is a presumption that each sector will be represented, but no presumption that one sector will have precisely the same number of members as another. Neither the public authorities nor any single interest group can have more than 49% of the voting rights at the decision-making level of the LAG.
5. Members should be appointed according to the experience and expertise of the individuals concerned. They will normally be nominated by an organisation but in accepting a place on the LAG they will be expected to put the wider socio-economic and environmental interests of Pembrokeshire before other, narrower, interests (see section below on conflicts of interest).
6. Each membership organisation should also recommend to the LAG an alternate member for each full member of the partnership. Alternate members should represent a similar range of interests to those of full members. By mutual agreement and with the consent of the Administrative Body, some organisations may be represented on an alternating basis with other organisations with similar interests.

7. Attempts will be made to encourage an approximate gender balance amongst full members of the partnership such that each gender should be represented by a minimum of 40% of the membership.
8. In order to achieve this gender balance and, more generally, that the membership continues to reflect the concerns of Pembrokeshire's rural communities, the LAG will consider each year a report on the LAG's gender balance and attendance during the previous year. Based on this report, the LAG will consider whether any changes in the individuals representing those organisations are appropriate, taking into account the wishes of the organisations concerned and the wishes as well as the expertise and experience of existing members. Changes to the membership do not constitute a change to the Terms of Reference as referred to in A10.
9. The Chair of the LAG will normally be drawn from the membership of the LAG, but may be a person who although not a member of the LAG has interests in all sectors. Any person wishing to stand for election as Chair must be nominated and seconded, though LAG members may nominate themselves. In the event of two or more nominations being received the appointment will be made by a vote of LAG members. The LAG may also wish to elect one or two Vice-Chair[s]. The posts of Chair and Vice-Chair(s) will be subject to a mandatory annual review. There shall be no restriction on the Chair or Vice-Chair(s) serving more than one term.
10. The only exception to the procedure at B9 is the case of the Acting Chair who will be appointed by PLANED for a six month period from July 2014 in order to facilitate the formation of the LAG.
11. The LAG has the power to appoint advisors to inform the Partnership's decision making on specialist matters. These advisory bodies will be invited to attend meetings and, through circulation of papers and minutes, are kept fully informed of programme development. Advisors will not be voting members of the LAG.
12. If the Partnership considers it desirable at any time to have expertise available on any other subject, it is open to it to invite advisors on an *ad hoc* basis. However, advisor status will be restricted to organisations that have specialist knowledge to offer in a relevant field.
13. The membership of a Local Action Group member will be terminated should they be absent with or without apologies from LAG meetings for more than three months without reasonable grounds.

C: PARTNERSHIP OPERATION

Meetings, Agendas and Minutes

1. It is for the LAG to decide how often it wishes to meet, but there are to be at least three meetings in each calendar year.
2. The number of members (excluding advisors, any independent Chair and officers) constituting a quorum for decisions (other than changes to the Terms of Reference) to be taken is one third of the number of members, rounded down to the nearest whole number. The quorum required for changes to the Terms of Reference is set out at para A9.

3. In the event that a meeting is inquorate, the meeting may progress but decisions reached must be confirmed by written procedure (see para C9) before being actioned.
4. As a general rule LAG meetings should be open to members of the public. However, there may be items on the agenda, in particular those that relate to the discussion of specific projects, where the LAG may decide that this would be inappropriate.
5. Given the extent of the task, it may be appropriate for the LAG to establish sub-groups to carry out particular activities. Sub-groups will not have any plenary powers and will remain fully accountable to the LAG itself.
6. Agendas for all LAG meetings (including those of sub groups) will be sent to members by the Administrative Body electronically with at least five working days' notice. Normally reports will accompany the agenda but may be delayed, for example, in order to ensure that they are fully up to date. Minutes will be kept of all LAG meetings and will be circulated in draft form to all members within ten working days of the date of the meeting. Draft minutes will be reviewed for accuracy at the next meeting and once agreed (subject to any changes) signed by the Chair.
7. Members wishing to table papers for discussion at LAG meetings should seek prior agreement from the Chair and Administrative Body, who will take into account the urgency of the item and the weight of other business when deciding whether further reports should be admitted.
8. There are likely to be occasions when decisions need to be taken but no meeting can be arranged in the time available, or there is insufficient business for a meeting to be justifiable. In such situations decisions may be taken by written procedure. In this situation, the Administrative Body will contact all members by e-mail (no hard copies will be produced) setting out clearly the issue on which a decision is required, along with a deadline that in all but the most exceptional cases will be at least five working days from the launch of the written procedure. The Administrative Body will consider all responses received by the deadline and act based on the overall view of the LAG. At the next available meeting of the LAG a report will be presented setting out the issue involved, the responses received and the decision reached. This decision will be recorded as a formal decision of the LAG.
9. Changes to the Terms of Reference may not be made under the procedures set out in paras C4 or C9.

Conflicts of interest

10. It is essential that the proceedings of the LAG should be transparent and that there are procedures in place to handle any conflicts of interest that may arise
11. Potential conflicts of interest for members are most likely to arise in the context of discussion about individual projects. A number of scenarios could arise in which a member might have an interest in a project, ranging from a very direct to a much more indirect interest e.g.

Level 1 LAG member has direct financial or management interest in a project i.e. trustee or committee member of applicant organisation. LAG members with Level 1 interest should leave the room when the application in question is being discussed and should not vote.

Level 2 LAG member is an employee of an applicant organisation, but is not directly involved with the project in question. LAG members with Level 2 interests may be present during the discussions relating to the application in question but they may not participate in the discussions or vote.

Level 3 LAG member has been involved in discussions with the applicant organisation regarding the project in question. Panel members with level 3 interest should declare their interest and may contribute to the discussions relating to the project in question and may vote subject to the agreement of the LAG.

12. These are examples only. The essential principle is that where a member has a financial or non-financial interest that would prejudice or give the appearance of prejudicing his or her ability to participate in a disinterested manner in discussion of a particular matter and/or project, he or she must make an oral statement declaring the nature of the interest and should identify the level of involvement as set out in C12. If there is any doubt about whether a conflict of interest arises, the advice of the Chair must be sought. In addition, if during discussion the Chair considers that the views of an individual member are not entirely objective, he/she should ask the member to leave the room.

Decision Making

13. Decisions will wherever possible be made by consensus. It will be for the Chair, or in his/her absence the Vice Chair, to seek to secure a consensus decision. If this proves not to be possible the Chair may, at his/her sole discretion, defer the item under discussion or move to a vote. If a vote is held, decisions will be made by simple majority of members present. Advisors, any independent chair and officers will not vote. However, in the event of a tie, the Chair will exercise a casting vote. At the request of any member, the votes cast may be recorded (see C17).
14. At least 51% of the votes in project selection decisions have to come from the non-public sector partners. In all cases, when project selection decisions are made votes cast by the members present at the time of the vote will be recorded to evidence this requirement has been met. Where such decisions are made by consensus, the members present when the decision is made will be recorded.

Administrative Body

15. The partnership has appointed as Administrative Body Pembrokeshire Local Action Network for Enterprise and Development (PLANED). The Administrative Body acts as the executive arm of the LAG in carrying out a range of administrative functions, under the overall direction and advice of the partnership. The Administrative Body will, for example, process applications for funding, collate financial and non-financial monitoring information, provide a contact and enquiry point for the LAG, and liaise with WG.

The Local Action Group is Chaired by Nic Wheeler OBE and its Vice Chair is Emma Lewis (PACTO). The Local Action Group membership changes in relation to the development of the programme. At the time of the production of this strategy, the LAG membership included the following organisations and private businesses:

| Sector | Organisation |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Chair | Independent |
| Private sector | Indycube Port of Milford Haven Federation of Small Businesses Pembrokeshire Tourism Local Farmer PBI - Pembrokeshire Business Initiative PBN - Pembrokeshire Business Network NFU - National Farmers' Union Farmers Union of Wales |
| Third sector | Menter Iaith Sir Benfro Pembrokeshire Association of Community Transport Organisations National Trust Chwarae Teg Dyfed Archaeological Trust PLANED Cymdeithas Cwm Cerwyn GMC Communities First Community Forum Network PAVS - Pembrokeshire Association of Voluntary Services Pembrokeshire Housing Association Job Centre Plus |
| Public sector | Pembrokeshire College Pembrokeshire County Council Natural Resources Wales Pembrokeshire Coast National Park Authority One Voice Wales Hywel Dda Health Board |

The operating methods of the LAG and Administrative Body are set out in the Terms of Reference which has been written on the basis of guidance (Annex 4 of the Local Development Strategy Guidance published by Welsh Government in June 2014). In turn, this ensures compliance with the Commission's regulations.

Administrative Body operating principles:

- PLANED has been selected as the lead partner in administrative and financial matters.
- PLANED is committed to operating according the LEADER methodology and principles, and has an established track record in this spanning over two decades.
- PLANED will take on the responsibility for the running cost and animation functions.

The Administrative Body has an excellent track record in delivering programmes and managing all associated administration. A recent 2013 Rural Inspectorate Wales audit reported: "Exceptional Management found at PLANED – an extremely well run and efficient operation".

The Administrative Body has managed Welsh Government Rural Community Action in Pembrokeshire, Objective 1 funds, Inter-territorial programmes such as Interreg, Transnational Programmes, (currently and historically) and other EU Funds such as the Grundtvig educational programmes administered by the British Council. More recently PLANED has been selected for a number of National Framework agreements and has a successful track record in securing, delivering and administering funds from a number of organisations such as the Big Lottery for the benefit of local people in Pembrokeshire.

Financial Control Procedure:

Invoices

On receipt of an Invoice the following steps are taken

1. The document is checked for arithmetic by Administrative Body Finance Assistant and stamped in readiness for coding and approval.
2. The document is passed to the relevant officer for coding and approval.
3. It is then returned to the Finance Assistant for processing. Invoices are entered onto the DEWIN ACCOUNTS (internal financial management system), coded to relevant projects either wholly or apportioned.
4. BACS payments are set-up and processed on a weekly basis. The BACS schedule is checked and authorised by the Finance Manager and Chief Executive Officer prior to processing.
5. Invoices are paid by BACS.
6. A copy of the BACS payment is kept within a master Bank Statements file and also included in the relevant accounts file.
7. BACS payments are reconciled on the system following bank clearance.
8. End of Month procedures include the reconciliation of payments, receipts, payroll, in-kind funding and apportionment of overheads, and allocation of project costs such as stationery and post.

9. Various reports are generated collating the relevant information for payroll, claims and accounting procedures.
10. Project spend reports are produced to detail all areas of expenses by nominal code. This report can be produced to show either monthly/quarterly or cumulative costs for internal use to monitor costs against budget performance. On production of these reports figures are entered into the claim forms.
11. Each scheme has a master project funding profile which is updated monthly and used as a cross checking facility on budget forecasting.
12. Original Invoices are kept in Bank Account Files in date order.
13. Claims are kept in Claim Files, with Claims Checklists, Copies of Transaction Listings, Bank Statements.
14. Transaction Listings and copies of associated invoices are kept in Scheme Transaction Listing Files.
15. Volunteer In Kind forms as originals are kept in separate files.

Funding

The majority of funding received is in respect of projects resulting from funding claims are prepared by the Finance Manager and authorised by the Chief Executive Officer. The funding is in the main received by BACS and we are advised by the funder either by letter or remittance advice. Where funding is likely to be received by cheque, request is made to the funder to make the cheque payable to the Administrative Body. On receipt, the cheque is banked. On receipt of funding, allocation is made to the respective Schemes and Projects by the Finance Manager. Full details of the claims, remittance advices and funding allocations and transaction listings are maintained in the respective Project files.

In Kind Funding

Within all projects 'In kind' is used as a cost and income in order to draw down funding. The 'In kind' funding forms and/or letters from other 'in kind' funders are passed to the Finance department as soon as they are available. On a monthly basis they are collated into the various schemes, coded and entered into the Dewin Accounts system. The original copies with details of the meeting/event are files in Volunteer In-Kind files and within the Claim file.

Staff time

Dewin Timesheets is an internal database where employees record on a daily basis actual staff time spent on coded projects. Further detail can be provided if required.

Project and Finance Management

The same system applies to this area of cost as Staff time. Processes in connection with claim processing and control systems will be described once information on the processes required is available.

Documents

Throughout the month and prior to the completion of funding claims, copies of all documentation for both expenditure and income are made for the inclusion into the respective project files. Where items of expense has exceeded the limits within the Tendering Guidelines recommendations, copies of documentation requesting

quotations and/or tenders are retained within the Finance department together with the original accepted quotations/tender documents.

Targets

Targets and Performance Indicators are reported quarterly together with claims and quarterly reports. Evidence is kept within project files.

Selection Process and Criteria

The LAG will be responsible for all decision making for project selection. The Administrative Body will manage the process and procedures which the LAG has put in place. The selection of proposals is one of the most important strategic functions which the LAG carries out. The eligibility criteria will assess the admissibility of the proposal whilst the selection criteria will provide a qualitative assessment on the 'fit' of the proposal with the LDS. Overall, this will provide a robust basis for the justification of decision making.

Application process and selection criteria will be very clearly set out in the application materials and will be publicised widely. Calls for proposals will be advertised widely, through LAG members, networks and local press; and will be open for a minimum of 28 days. However, enquiries can be made at any time so that development officers can begin working with potential proposers. See sections 3.5 and 7.1. Transparency at this stage will ensure that all parties have a clear consistent and common understanding of the processes. The selection process will be carefully designed to align with the LDS.

The LAG will have the ability to 'steer' the development process, to encourage the right type of applications that align with the LDS, through the animation process carried by the administrative body. The LAG can also support the development of links between ideas and initiatives to stimulate more challenging and complex proposals, through the animation process.

Proposals will be invited on a two stage basis, using an 'enquiry' in the first instance that can then be developed further with support from the 'animateurs'. Ideas are valuable and unsuccessful proposals at the expression of interest stage will be advised to adapt or redirect their proposal for other funding opportunities, should they be available. The LAG will issue a series of calls for proposals in line with the LAG meeting schedule. A rolling list of proposals and approved activities will be presented at each meeting of the LAG.

1. At the start of the process, the animation team will work with activity proposers.
2. The animation staff can assist the applicant in preparing the proposal application by signposting and assisting with the understanding of LEADER.
3. The LAG will independently appraise the application and decide whether or not to approve it; using a sub-group to initially assess the applications.
4. The Administrative Body of the LAG will carry out continuous monitoring of the activity implementation until the final report.

Application guidance will include information about LEADER:

LEADER activities should aim to nurture local development potential. This could be local skills, the exploitation of a local resource or realising the economic potential of part of the local culture. The activity does not have to be unique to a particular area but should be something that fits within the local context.

LEADER activities are “bottom up” which means that the proposers should be centrally involved in driving forward the activity. They have ownership of the activity either because it was an idea they have devised or because they believe that the activity will make a significant difference to their community. Evidence of community involvement will include participation in an activity steering group, willingness to commit local resources and time committed to the project.

LEADER activities should lead to something “new”. This does not have to be new to the world but something that has the potential to show others how to overcome a local situation or develop a similar project.

Some activities may meet the previous criteria but are clearly in the remit of other organisations or schemes. LEADER, through the LAG, has a role in signposting projects to other sources of support and developing a multi-sector approach.

The type of support LEADER can offer includes:

- Animation – finding the skills, knowledge, resources to undertake the activity.*
- Links to people who have done something similar.*
- Bringing in specialist expertise to help answer questions or to anticipate future barriers and find solutions.*
- Participation in joint activities e.g. marketing*

LEADER is not a grant making programme.

The selection criteria are designed to assist the LAG to make both quantitative and qualitative judgements on a proposal's eligibility and desirability. Support for the development of proposals through LEADER methodology will be carried out through animation within communities.

Compulsory scheme criteria include eligibility criteria. These are already set out by Welsh Government and include the following:

Eligible Activities:

It is not possible to give a definitive list of activities that are, or may be, eligible under the LEADER measure of the RDP because the potential scope of LEADER is very broad. That is intentional so that the LAG has the opportunity to devise and develop activities and initiatives that aim to address the issues identified here in the LDS and not be unduly constrained by imposed eligibility criteria. There are some kinds of activity that would not be supported under LEADER but if the activity can be clearly demonstrated as supporting the achievement of the objectives of RDP and the aims

of the LDS then it will be deemed to be eligible. Advice can be sought from Welsh Government on a case by case basis if there is any uncertainty.

Although there is no definitive list of eligible activities there are examples of the kinds of activities that are likely to be undertaken through LEADER based on experiences from the Local Action Groups in the Rural Development Plan programme and previous LEADER initiatives. Some of these are discussed below but this is not intended to suggest that activities should be restricted to these examples.

- Animation – revenue costs for people who will promote the opportunities of LEADER within a given area and also provide support to organisations and/or individuals to deliver activities that otherwise could not take place. In some instances organisations do not have the resources to be able to work on a “defrayed” basis so someone else, usually the Administrative Body supporting the LAG, will procure goods and services on their behalf. This can include small items of equipment but those will remain with the Administrative Body at the end of the activity.
- Facilitation – revenue costs for people who support others (businesses, organisations, clubs, societies and individuals) to design and develop ideas into deliverable activity. This is likely to include other supporting costs such as room hire; travel costs; tea and coffee; some kinds of external consultancy work; technical reports; writing business plans; preparing proposal application forms; seeking financial support and so on. These kinds of activities will support the bringing together of groups of people in particular locations or with other common links, such as particular types of businesses, and assist them to define their own problems and come up with workable solutions.
- Mentoring – mainly revenue costs for people who can provide particular kinds of support to organisations and groups to help them develop their own skills and expertise. This is a different approach to training.
- Training – mainly revenue costs, though some small items of equipment might fall within the scope of training, for the development and delivery of more formalised courses to groups of people. This may be in formal classroom or lecture room type setting but not necessarily so. The subject matter to be covered and the intended outcome would have been determined by a skills assessment of some kind before the course was delivered.
- Feasibility Studies – revenue costs for a combination of staff time and consultancy costs to undertake the background research for a specific problem or issue and the production of a comprehensive written appraisal of the issues, the alternative solutions, the financial costings, a detailed risk analysis and recommendations for the next steps. When completed, a feasibility study must show at least the following:
 - A detailed description of the issue that any ensuing proposal is expected to address, with particular reference to the actual or potential stakeholders and their requirements. It must also show the applicant's current position in relation to the issue and what they are anticipated to do at the conclusion of the activity.
 - Details of the action to be taken under the proposal, including all items for which grant will be sought:
 - Why the action is needed in the business, organisation or sector concerned.

- An explanation of the benefits of the proposal, particularly in the long-term.
- In the case of a proposed new business or organisation, why existing structures cannot be utilised.
- A forward cash flow projection for the proposal, showing how it will be implemented and funded.
- A forward business plan for the proposal.
- A clear recommendation on the likely viability of the proposal.
- Travel and subsistence costs – revenue costs for people such as project officers, other staff, consultants and people engaging in the activity are eligible. Travel should be by the most reasonable means according to the need and can include day hire cars, mileage costs, public transport fares, airline tickets and any other similar costs, and, reasonable costs of overnight accommodation and meals where justified.
- Evaluation – a key outcome of the activities delivered through LEADER is to learn lessons and record experiences of activities and projects that have been delivered to help to shape future programmes and projects. The costs of having independent, external evaluation of the activity and the operation of the LAG and its Administrative Body can be met from LEADER.
- Pilot Projects – small scale or limited term projects to test out a concept or try an innovative technique within the LAG area. Can contain revenue or capital expenditure within the capitalisation limits set out in this guidance.

For the purposes of LEADER capital expenditure is defined as being any single item with a value of more than £10,000 and/or a useful life of more than one year. Small items, for example computer equipment, that cost less than this limit and which may still be useful at the end of one year would not be classed as capital because such items would not need to be entered onto a capital asset register nor would they be subject to an annual depreciation charge.

Ineligible Activities:

The LEADER measure cannot be used to provide aid or other assistance that would constitute State Aid in respect of the business, enterprise, undertaking or 'economic operator' receiving any such support. This means that the measure cannot be used to support any form of aid or other assistance that would reduce the normal day to day operational running costs of the business, enterprise, undertaking or 'economic operator'.

Therefore the LEADER measure cannot be used to provide capital or revenue grants or other forms of assistance to commercial businesses. This includes, but is not restricted to, any form of business start-up assistance; business bursaries; aid assistance through the provision of subsidised goods or services (for example, machinery and/or equipment provided on loan) to a business; assistance for new product development within a business; loans or other methods of financial assistance to a business; marketing, publicity or promotional activities that are free or at a reduced rate to a business.

The LEADER measure cannot be used to support capital or revenue grant schemes. This responsibility cannot be passed on to another organisation to deliver on behalf of the LAG.

Selection criteria:

The LDS forms the basis of the criteria beyond eligibility. A key question is 'how will the proposals that are supported by the LAG, fulfil the objectives of the LDS'?

Some suggested criteria are listed below:

- 1) The organisation can evidence a demonstrable commitment to the principles of LEADER, as follows:
 - Community involvement e.g. Are local people or businesses driving forward the proposal? If so, how?
 - Integration
 - Innovation e.g. Will something new arise from this proposal e.g. product, service, process, learning? If so, what?
 - Brings organisations together in partnership
 - Area-based e.g. Is the proposal based on local distinctiveness e.g. natural resources, culture, skills, knowledge? If so, how?
 - Co-operative
 - Networking
- 2) The proposal contributes to the achievement of the LDS.
- 3) The proposal complements activities by other relevant initiatives (see strategic fit and section 1.2).
- 4) The proposal does not duplicate activities or priorities within other relevant initiatives (see strategic fit and section 1.2).
- 5) The proposal contributes to identified need and is supported by evidence of prospective demand.
- 6) The proposal is locally appropriate and contributes to the local economy:
 - a. Addresses local economic need and/or provides local benefit.
 - b. Contributes to employment and training locally.
 - c. Uses local suppliers and/or purchasing mechanism for local products.
- 7) The proposal fully explores opportunities for leveraging in funds and/or support in kind to at least the minimum intervention rate of 20% of total project cost.
- 8) The proposal includes a lasting and meaningful outcome to ensure a legacy is created.
- 9) Do the principles of delivery contribute to the cross cutting themes and wider policy areas?
 - Practices and promotes sustainable use of resources such as 'reduce, recycle, reuse' principles;
 - Practices and encourages energy efficiency, uses energy saving measures and renewables;
 - Links social, environmental and economic issues;
 - Operates to best practice guidelines from Welsh Language Commissioner's Office;
 - Considers appropriate inclusion of Upland areas;

- Promotes equalities through a positive 'access for all' approach;
- Contributes to tackling poverty by identifying possible negative impacts on disadvantaged communities and putting measures in place to ameliorate them;
- Advances the use of digital technology and/or social media in the LEADER programme. As a minimum, the proposal should consider how it will utilise current and/or future technology;
- Considers and promotes digital inclusion.

| 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

(2,500 words (narrative) plus up to 10 pages A4 in the form of an Intervention Logic Table (template provided))

This Section should include the following as a minimum:

- ❖ A description of how the LAG can improve and develop the area
- ❖ Identified 'hierarchy of objectives'
- ❖ Explanation of how earlier activity has influenced the strategy
- ❖ If you have previously implemented LEADER or other relevant programmes please explain how this experience has influenced the approach

Please also complete the Intervention Logic Table Template provided

This LDS has been developed relatively quickly, but it draws on a significant amount of pre-existing work, including an important body of community-led 'bottom-up' consultative research conducted by the county's current Rural Development Plan for Wales (RDP) Axis 4 Local Action Group, PLANED.

The LAG draws on its administrative body's success in the delivery of the LEADER Programme since it was launched in Europe in 1991 securing considerable funds to support the rural economy not only in Pembrokeshire but across Europe through a number of co-operation projects. In terms of earlier activity, the LAG is able to draw on a number of elements of PLANED's work including:

- An established process of engagement (animation) ensures a wide-ranging involvement in the development of strategies and projects, with local people, area enterprise groups, and specialist partners feeding into the process;
- The development of a number of self-sustaining networks, which extend the LAG's opportunity of engagement to an extensive range of stakeholders to represent an even wider audience.

Current intelligence suggests that the key strategic issues facing rural areas have not changed fundamentally since the last programming period. However, we acknowledge there are key factors/influences/events such as the downturn in the economy, welfare reform and public sector cuts which have compounded these issues. Further consideration will also have to be given to the consequences of the Silk Commission's recommendations. Taking this into account the key issues facing the LAG area have been reviewed and analysed as part of the development of the LDS. This will be underpinned by an analysis of the economic and social context and

an assessment of other relevant local strategies and plans, such as the Single Integrated Plan (SIP).

The SIP for Pembrokeshire's overall aim and vision is: "to ensure that Pembrokeshire is prosperous and that it remains vibrant and special" and the LAG will also work towards this vision. The SIP's six outcomes are also relevant, some to a greater extent than others. See page 14 for detail.

There are two fundamentally important issues that must be addressed in Pembrokeshire. The first is low productivity, leading to poor economic competitiveness and through that low GDP per capita. The second issue is the unequal distribution of the county's wealth, in other words, ensuring the eradication of poverty in the county. These are to some degree interlinked. Actions that contribute to addressing the first problem are likely to help the second (if the resulting increase in wealth is distributed more evenly), and vice versa (if poverty is alleviated through increasing overall wealth and not merely redistributing it). There is a renewed appreciation of the depth and breadth of the problem of poverty and its impact on restraining economic growth. In identifying dispersed and focussed areas of poverty (where there are 'pockets'), our LAG will rely as much on local knowledge, intelligence and data as national datasets to ensure that we can reach those parts others cannot.

Evidence of the problem of low productivity in Pembrokeshire is provided by the Swansea Bay City Region Economic Regeneration Strategy 2013 – 2030 (SQW, 2013). It is caused by the fact that the sectoral mix of our economy is more geared towards lower value sectors than that of the UK as a whole, and secondly because within those sectors, employment is generally of a lower value than elsewhere.

The first point can be seen when we consider Pembrokeshire's economic base, which has historically been focused on relatively low value added activity, such as agriculture and mass tourism. There have been moves in recent years to introduce higher value added activities, tourism accommodation and attractions aimed at the higher value end of the market, but there is still much to do. A key weakness remains the lack of knowledge based businesses.

This last point also helps illustrate the second point made by SQW. There are few highly skilled, knowledge jobs in Pembrokeshire. Pembrokeshire is starting from a very low base in this regard, with the only major employers of high skill, high wage jobs being the energy plants along the Milford Haven Waterway and certain occupations in the public sector. There is no university in Pembrokeshire which would attract and create this type of occupation.

Transport provision in a rural county like Pembrokeshire is a complex cross-cutting issue but particularly relating to economy and health. The accessibility and affordability of public, private and community transport profoundly affects the options available to many residents in terms of access to services, employment opportunities and leisure. Low population density and resource constraints make innovation and flexibility in transport provision a necessity, particularly for those with low incomes seeking employment, or for those with health and mobility issues needing to access services.

The LAG also wishes to reflect that any activity will need to balance the needs of production with the environment - not compromising longer-term sustainability.

LEADER principles must be reflected in proposal activity:

- Community participation
- Integrated
- Innovative e.g. involves new work/adds value or brings new dimensions, or explores new delivery mechanisms
- Brings organisations together in partnership
- Area-based
- Co-operative
- Networking

Themes and associated objectives (please refer to intervention logic table)

The themes are prioritised in a hierarchy, the rationale for which has been based on evidence of need and opportunity. The hierarchy is reflected in the financial allocations with themes 2 and 3 being prioritised, followed by theme 1, then 4 and 5. Within the themes, the objectives are prioritised in order as shown in the Intervention Logic Table.

Theme 1: Adding value to local identity and natural and cultural resources

Allocation of RDP funds: £663,750

- i. Build on sense of place and community identity.
- ii. Increase sustainable tourism opportunities and take advantage of 'favourable' aspects of climate change.
- iii. Provide access and undertake activities relating to environmental and landscape assets.

The area has a wealth of built, natural and cultural heritage and although progress has been made through initiatives such as PLANED's 'Adding Value to Community Tourism' Initiative these assets are still under- utilised in terms of providing social, environmental and economic benefit to local communities. Organisations and communities need to be encouraged to maximise these benefits from local assets (historic, natural and cultural) continuing to build on efforts developed through 'Valuing the Environment', 'Sense of Place', 'Experience Pembrokeshire' and the like. This is an approach that looks beyond individual natural and cultural assets such as coastal or woodland landscapes and connects them to wider regeneration efforts.

A number of economic opportunities have been identified through this work which could be delivered through future RDP support e.g. providing unique and memorable visitor experiences as identified in the recent Visit Wales consultations and subsequent strategy.

Theme 2: Facilitation of pre-commercial development, business partnerships and short supply chains

Allocation of RDP funds: £995,625

- i. Provide appropriate and relevant support services to businesses

- ii. Continue to exploit strengthened collaboration between producers, processors and retailers and share practice / experiences from around the world and better co-ordinated /shortened supply chain
- iii. Develop locally relevant learning opportunities such as mentoring and co-working, create upskilling opportunities and address succession
- iv. Promote the business benefits of good environmental management

Pembrokeshire currently has a number of networks which create an environment within which the above can happen and be supported. 'You start where people are and help them get to where they want to be.' The LEADER approach plays a critical role in mobilising the capacity for enterprise and innovation. This can then lead to examples such as 'Growing the Growers' support for the horticultural sector and 'Sense of Place' tours, that have delivered sustainable community tourism initiatives. LAG activity and PLANED will be engaged in the transfer of knowledge, brokering the gap between 'bottom up' and 'top down' whether through a local initiative or at the other end of the scale through proposed activity of the EIP/Horizon 2020.

Agriculture is still an important part of the Pembrokeshire rural economy and whilst there is a package of support from other sources within the RDP, external factors continue to affect the sector. The LAG is committed to working with the sector to create a more sustainable and resilient industry assisting farming families to prepare for the future ahead supporting innovation and stimulating new markets. The ageing profile within the farming and farm owning community raises issues of declining innovation and new thinking, succession (where children often do not wish to follow on the family farm with higher social and quality of life aspirations elsewhere) and new entrant opportunities (with rising land values, farming - especially set-up - costs and the loss of small units and council farms). This impacts on the wider social and community profile, especially in upland and deep rural areas, where the farming community are so integral to community affairs and the whole rural way of life.

With a large number of businesses, especially within the agriculture sector, being family partnerships, effective succession planning will continue to be a vital aspect in ensuring that these businesses thrive in the future.

There is a need to explore economic opportunity, that is sector specific and which is unique to Pembrokeshire such as a high quality tourism offer and adding value to the coastal and marine sectors, working in partnership with the Destination Pembrokeshire Partnership (DPP).

Theme 3: Exploring new ways of providing non-statutory local services

Allocation of RDP funds: £995,625

- i. Continue to support the development of community capacity and skills
- ii. Increase ownership of local delivery and develop infrastructure

Without social connectivity (making a conscious effort to create and maintain close-knit human bonds and a strong sense of community), village halls will close and sports, cultural and leisure facilities will cease to operate. Social capital built on these foundations will be increasingly necessary if we are to harness all the resources available to support, protect and create new services for rural residents. Research by the Office of Fair Trading on rural poverty suggests more needs to be done to

provide an equitable and appropriate quality of life, addressing unequal wealth distribution.

Social capital needs nurturing. It can become fragile in the face of perceived red tape and bureaucracy aimed at larger more complex organisations. As public finance gets scarcer, we need to support community action to complement public services. There are still capacity issues in rural communities and support is still required to enable communities to become involved in the effective delivery of locally important projects and services, for example by de-mystifying organisational requirements and regulations.

As with most rural areas access to services continues to be a community priority and although new initiatives have been established, such as provision of 'drop in' advice or treatment surgeries at community owned facilities there are still challenges in addressing gaps in provision. There are likely to be new challenges as a result of a reduction of services currently provided by the public sector, creating further pressure on rural communities.

LDS activity will need to complement and add value to more collaborative, joined up and innovative approaches to service delivery in response to current challenging circumstances, if we are not to see the broader negative effects on the quality of life of children, young and older people and families as a whole.

Current work through a Big Lottery funded 'Community Voice' project is at the forefront of work in this area/theme. This partnership provides a working relationship with public bodies such as the local authority, town and community councils and local health board and third sector organisations which facilitates direct links to local people.

The most significant demographic changes seen to date and projected to continue relate to the increase in the numbers of older people in the county. The existing Over 50s Forum and Good Neighbours Scheme (led by Pembrokeshire County Council) are positive examples of collaborative working in this area. Whilst this trend will impact upon key service provision there is evidence to show that early retirees are economically active through self-employment. Older people may also have a wealth of experience and expertise to share and are currently an under-utilised resource.

Several LAG member organisations are part of the local 'Creating an Active Wales' partnership (led by Pembrokeshire County Council) and particularly relevant to this theme is the focus of the 'Combatting Sedentary Behaviour' sub-group led by Public Health Wales that is looking to support community based and low key interventions that in turn will reduce demand on primary healthcare. Community activity may be the best place to address a number of the issues from which sedentary behaviour arises.

However, we do not see the range of this theme as merely being limited to those local services traditionally supplied by the public sector but also services valued by the community that are usually provided by the private sector and yet which have become threatened due to declining commercial viability, such as rural shops and pubs.

Another key area is that of rural public and community transport, and especially where it provides the link between the rural population and employment, training and more centralised basic services.

The current difficult outlook for traditional delivery models of local provision can also be an opportunity for different ways of working to be explored through community led solutions such as innovative financial instruments. Further exploration and implementation of community finance e.g. crowd funding / community share ownership/ asset development to provide local solutions is needed. Community knowledge and confidence needs to be cultivated, so it becomes the 'norm' in the thinking – moving from piloting to provision, as an accepted means of providing services. This approach will encourage previously untapped private investment where those concerned could, through local connections, commit their support.

Theme 4: Renewable energy at community level

Allocation of RDP funds: £331,875

- i. Support communities to take advantage of renewable energy potential from environmental sources – solar, tidal, marine, hydro and wind
- ii. Encourage and support communities to adopt energy saving and conservation techniques

Pembrokeshire's Community Energy Network (CEN) enables an exchange of information, expertise and good practice. Within the county there is working knowledge of community energy schemes/ research which needs to be shared. Experience to date would suggest that actual delivery of infrastructure under this scheme may be limited by external factors globally, nationally and locally. The LAG / CEN will continue to work closely with technical advisors e.g. Pembrokeshire County Council Energy & Planning and Ynni'r Fro and Marine Energy Pembrokeshire.

The LAG is also aware of a number of examples of good practice, both within the UK and Europe and would seek opportunities to co-operate with communities who have overcome challenges to deliver community owned renewable technologies and wider energy schemes.

Theme 5: Exploitation of digital technology

Allocation of RDP funds: £163,258

- i. Work towards digital inclusion for all – reducing isolation and including social, cultural and tele-health opportunities, and skills development
- ii. Ensure that best use is made of new and arriving technology

This theme offers a number of opportunities and solutions to address rural isolation both in economic and social situations e.g. business, health, young people, communication and delivery of services. Ensuring digital technology is accessible and usable by Pembrokeshire's rural population is also essential if Pembrokeshire's communities are to be attractive and viable places to live in.

Local people and businesses need to be supported in their digital technology learning journey in order to take advantage of the opportunities offered. A recent

workshop with the private sector not only considered the benefits of future broadband provision but how they might work co-operatively to exploit technology to maximum advantage.

3.2 Co-operation and Networking

(1,000 words; up to 500 to be focused on preparatory activities)

This Section should include the following as a minimum:

- ❖ Describe how you will seek to incorporate co-operation and which of the co-operation stages outlined in the guidance (exchange of experience, transfer of practice or common actions) are envisaged.
- ❖ If your area, or parts of your area, have not used LEADER funds before please provide information on how you will learn from other LAGs.

Co-operation is an important element of the LEADER methodology and while it can evolve in stages from exchange of experience, to the transfer of promising practice to a common action, a single project can also encompass all three if managed well. The LAG will seek to undertake activity at all three levels.

Cooperation can provide local projects with a new dimension, since these types of activities provide stakeholders with alternative and novel opportunities to look for and solve issues in innovative ways.

The LAG draws on PLANED's experience which suggests that the development of transnational and joint projects have worthwhile benefits, in particular, the opportunities it presents to shorten the learning curve, involve and enthuse communities and transfer practical experience to strategic locally appropriate activities. Cooperation and networking is vital to address shared needs and opportunities. However, it is also worth noting that the development of these opportunities can be time consuming and require flexibility (within eligible activity) to work most effectively.

PLANED's experience includes domestic and trans-national cooperation. The administrative body has extensive experience with working with LAGs across Europe e.g. supporting LAG Anglona-Romangia, Sardinia in their bid for a cooperation project and having on-going relationships with LAGs in Finland, France, the Czech Republic and Slovenia.

The evaluation of the current Axis 4 Co-operation project has captured some very real benefits to those involved and in some instances has led to greater cross border co-operation beyond the LEADER funded work.

The interim report states: "The flexible and responsive approach adopted by the 'Adding Value to Community Tourism' (ACT) project is true to the LEADER philosophy of building the capacity of diverse groups and organisations rather than relying on established organisations alone".

“As one LAG stakeholder put it, results will materialise ‘sometimes years after an intervention and it’s not really possible to say which ones will take off. The added value is about bringing the community together for a purpose. It can often be that specific thing that is required to unlock communities’ entrepreneurial potential.’”

Preparatory activity will include visits and exchanges as it is these experiences that help to build trust (including assurance of financial security and independence), identify similarities and develop relationships that are essential in the delivery of full co-operation projects. Language will also be a key consideration in developing partnerships and individuals will be identified who speak relevant languages.

The LAG intends to initiate regional, national and transnational linkages between innovation and research, transferring best practice models into mainstream delivery. This will include inter-territorial (regional within Wales and UK) and trans-national (across EU) co-operation. The LAG will hold a series of workshops, conferences, training courses and study visits locally, UK and EU. The LAG will:

- Support local projects with opportunities to look for and solve issues in an innovative way;
- Develop transnational dimensions of proposals contained in the LDS, where added value can be achieved by doing so; and
- Develop and maintain effective relationships with transnational partners.

(Please note costs associated with preparatory activity in this section have been budgeted for under co-operation as opposed to distinct preparatory costs.)

3.3 Description of Innovation

(1,000 words – to be linked to the actions described in Section 3.1 above and referring to the bullet point tick headings in Section 3.9 of the LDS guidance document)

This Section should include the following as a minimum:

- ❖ Demonstrate how the LDS will take advantage of the potential to experiment and innovate.

To date, Pembrokeshire has had innovation at the heart of rural regeneration through PLANED’s overall integrated approach to LEADER and community planning. The LAG is committed to the process of ongoing review and proactively working to identify new approaches that are both appropriate and transferable to Pembrokeshire. In specific terms we plan to build innovation into our processes in a number of ways.

At a LAG level, continual emphasis will be placed on assisting new and experimental approaches to local rural development and on testing new ideas that could be mainstreamed on a wider scale in the future. In particular the types of ways the LAG can demonstrate innovation are highlighted below.

We see the LAG's role as being much more than project assessment and financial monitoring. We will adopt a proactive approach to the development of new ideas and take a lead role in developing and financing schemes and activities.

The strategy and LEADER programme will actively seek out innovation in proposal content, approaches and methodology. We will also proactively seek out transferable experiences and solutions to address key issues identified in the strategy. Use will be made of existing contacts within the EU, partners' sectoral relationships and by developing links with other rural practitioners including via co-operation activity, in other EU countries.

We will use the LEADER animation team as a central knowledge library for rural data and best practice. This will be used in their role as 'animateurs' that will support applicants to develop proposals and build a transferable knowledge base that will be invaluable in assisting applicants shorten their learning curve. Every effort will be made to join proposals together where this can be done effectively and meaningfully.

Examples of where innovation could be supported in activities (as taken from previous EU guidance):

- the emergence of new products and services which incorporate the distinctiveness of the local area,
- new methods permitting the combination of the area's human, natural and/or financial resources, resulting in better use of indigenous potential,
- the combination of and links between economic sectors which are traditionally separate,
- original forms of organisation and involvement of the local population in the decision-making process and in implementing the proposal.

Under each theme there is the opportunity to innovate and at each stage of proposal development and often has a multiplier or snowball effect on the changes that the community wants to bring about. The animation activity will encourage proposals to think about these possibilities:

- ✓ Can involve new products, services or ways of doing things in a local context;
- ✓ Can involve one or more small scale actions and prototypes or a larger scale flagship project that mobilises the community;
- ✓ Finds new ways of mobilising and using the existing resources and assets of the community;
- ✓ Builds collaboration between different actors and sectors;
- ✓ Can, but does not necessarily involve universities or other research and development organisations;
- ✓ Can be a platform for social innovations which can then be scaled up and applied more widely through exchange, cooperation and networking.

An example might be to trial innovative forms of service delivery, structures and mechanisms in areas threatened by economic cut-backs and/or impending public sector reform and delivery changes in order to safeguard community aspirations and provide a longer term legacy or 'inheritance' from LEADER.

3.4 Action Plan

This section is to be provided as a unified document with the Intervention Logic at Section 3.1 above. The 'Who' and 'When' elements required by the Commission have been added to the Intervention Logic table (can be indicative where exact details are not known). Please also show in the relevant columns where activities are expected to contribute to Cross-Cutting Themes, Welsh Language and supporting the Uplands.

3.5 Promotional Activity

(1,000 words)

This Section should include the following as a minimum:

- ❖ How you will advertise and promote the opportunities / benefits that the project is offering to target participants and/or sectors;
- ❖ How you will work with identified stakeholders to promote the operation;
- ❖ How you will publicise the results and impact of your operation;
- ❖ How you will disseminate best practice;
- ❖ How you will ensure that full acknowledgement of the funding from the European Union is clearly displayed including type of media utilised;
- ❖ How you propose to 'fly the EU flag' during the week that includes 9 May;
- ❖ How you propose to ensure that participants and/or enterprises are clearly aware of the funding received from the EU;
- ❖ Confirmation that you will ensure that you liaise with RDP Communications staff and the Wales Rural Network on any proposed launches/press releases to be arranged/issued in relation to LEADER activities;

The LAG commits to publicise activities undertaken for the fulfilment of the LDS. All publicity will be in accordance with EU and WG guidelines. Publicity will be direct to communities, via local and regional media and where appropriate, partner's web sites. Individual projects will provide regular project reports to the Administrative Body to collate on behalf of Pembrokeshire LAG and WG (for onwards circulation). See section 7.1 for the full Communication Plan; see section 8.1 for specific Welsh Language communication.

Opportunities will be promoted on a public platform but also through:

- The use of the Administrative Body's extensive bespoke database of individuals and organization who have an interest in LEADER and particular themes, the content of which has been developed over the past 23 years;
- Conducting information through LAG members to their wider distribution lists.

In implementing proposals, stakeholders will be identified in the intervention logic as a result of 'stakeholder mapping'. Stakeholder mapping will be carried out by the administrative body and will draw on the advice of LAG members.

Officers employed to support the delivery of the Local Development Strategy, alongside LAG members, will initiate proposals through facilitation and capacity building. They will assist 'groups' to define their own problems and come up with workable solutions, turning ideas into deliverable projects. This will include a number of methods including: organising meetings (bringing people together),

promoting opportunities of LEADER within Pembrokeshire; animation for other programmes and signposting to other sources of support. Beyond initial idea development and referrals the team will specifically: support projects that meet the objectives of the LDS and deliver or procure activities through a range of avenues that help to achieve the delivery of the Local Development Strategy.

The established good practice of sharing results and impact of the operation will continue through to the new LAG. This links to the ongoing monitoring and evaluation of the programme, which is suggested to be based on an action research approach. It is intended that quantitative and qualitative information will be disseminated. By linking to the development work being carried out by Welsh Government (WEFO Research, Monitoring and Evaluation Team - RME), it is intended that the added value, intermediary value and capacity building outcomes will be able to be attributed clearly to the work undertaken by the LAG and those it engages its implementation:

- The administrative body has dissemination processes in place that can be utilised by the LAG. See section 9 for 'Mainstreaming Plan'.
- Funding from the EAFRD is recognized through an established template publicity strip which will be included on all LAG associated activities and any actions that receive direct support from the LAG.
- 9th May – 'flying the EU FLAG': It is proposed that the LAG will have a full launch in this week in 2015. By this date, systems will be in place and programmes will begin to emerge. This has previously been the time of year that the former LAG in Pembrokeshire has held events and the administrative body will work with the LAG to organise an event in this week.
- All documentation will include reference to the funding being sourced from the EU. This will apply to all forms, publicity (as referenced above) and agreement letters.
- The LAG will liaise with RDP Communication staff and the Wales Rural Network regarding any proposed launches or press releases to be arranged or issued in relation to LEADER activities.
- LAG members will be encouraged to participate in local, Wales Wide, UK and European fora to share best practice, learn lessons and exchange information.
- A new LAG website will be developed to take advantage of social media opportunities, as well as provide up-to-date information. Community based IT is also being used as a mechanism for sharing experience and good practice.

For the purposes of promotion and dissemination, face to events are planned across the County on a regular basis. These include events where the LAG is represented by officers e.g. Pembrokeshire Archaeology Day, PAVS funding Fayre, and the Community Forum Network Event. These are stimulated by staff and some LAG members. Animateurs can offer surgeries at sector specific events to inspire innovation and practical solutions to rural issues, particularly on a thematic basis. Visual examples and content can be used to illustrate how communities may be able

to solve problems. In addition to these methods, social media and email campaigns are also utilised. There is an Arwain Sir Benfro facebook page and a twitter feed which specific officers take responsibility to update on behalf of all themes within the LDS. The Arwain Sir Benfro website has a clear brand that is used in all other media formats. There are multiple administrators for this account, working to the PLANED Social Media Policy. Information is added on a weekly basis.

The officers ensure that members of the LAG are linked to the social media feeds, as well as community champions or organisations.

SECTION 4 – MANAGEMENT OF OPERATION

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

4.1 Management and Administration

(2,500 words)

This Section should include the following as a minimum:

- ❖ Evidence of an effort to collaborate with other LAG areas to produce the most cost effective management and administrative structure for the area
- ❖ A description of the management and monitoring arrangements of the strategy demonstrating the capacity of the LAG to implement the strategy
- ❖ Details of the number of staff anticipated to run and animate the LDS and structure of the animation/running cost functions
- ❖ Evidence of skills and training plans for staff of the Administrative Body

Arwain Sir Benfro officers regularly meet with other Local Action Groups in the region through the South West Wales and Central Local Action Groups Meeting. This group includes Pembrokeshire, Ceredigion, Carmarthenshire, Swansea, Neath Port Talbot and Powys. The Group has carried out a collective analysis of Intervention Logic Tables and has a standard agenda item relating to co-operative ideas and the progression of collaborative projects. There are firm intentions for Arwain Sir Benfro to work jointly with other Local Action Groups to address needs and opportunities which are relevant across boundaries. The South West Wales and Central Local Action Groups Meeting also provides the opportunity for sharing best practice and learning.

A staff team will be employed by PLANED as the Administrative Body on behalf of the LAG to support the operation of the LAG and the delivery of the programme. LAG staff will have direct operational responsibility for the programme. Their work in the field will be supported and complemented by relevant staff from partner organisations on a reciprocal basis thus strengthening the operational development resource. The Chief Executive will be responsible for the day to day management of the delivery of the programme. This will include the key roles of animating and facilitating community involvement and proposal development. Other key responsibilities include:

- Liaison and communication with rural communities and strategic partners including LAG partners;
- Management of the LEADER team;
- Promotion and publicity relating to the programme;
- Responding to general and specific enquiries;
- Providing advice and guidance;

- Delivery of briefings or training sessions on eligibility criteria and the preparation of applications, with the animation team;
- Project technical and eligibility appraisals of all proposals;
- Checking the complementarity and additionality of applications against other relevant programmes and schemes;
- Signposting to additional funding sources;
- Cooperation and networking with other LAGs and areas;
- Managing Authority liaison;
- Management of programme's physical and financial reporting;
- Management of any delegated authority schemes;
- Reporting to the LAG; and
- Project monitoring.

PLANED, as the Administrative body will provide the necessary financial, administration and human resource support covering:

- Approval and recording of all transactions;
- Reconciliation of project claims (following checking by LAG team);
- Preparation of financial reports and internal auditing; and
- Human resource management and the provision of training.

Monitoring

The LAG will monitor the achievement of the physical and financial targets at both project and programme level. Programme monitoring activity will utilise the relevant baseline information and aggregated project performance in terms of the programme output and result indicators (once agreed). This monitoring information will inform the LAG in the ongoing management, further development and prioritisation of the programme. LAG members have further agreed that each project should have a visit from a LAG member(s), this will inform the overall monitoring process and will contribute to developing the LAG members' knowledge and understanding of the supported activity.

Monitoring of Programme performance will include the following elements:

- An initial review of the development and delivery of the programme undertaken by the LAG at the end of the first 6 months;
- A programme of full annual reviews will be undertaken thereafter by the administrative body on behalf of the LAG;
- The preparation of quarterly progress reports;
- The LAG will commission an independent evaluator, to be appointed on approval of the LDS (this may be part of a regional evaluation);
- Annual reports will be prepared and published on the LAG website;
- The Local Service Board will be consulted after the first 12 months of operation, and annually thereafter, as to the impact of the Programme at the community level and the value which has been added to the Community Planning approach; and
- The Swansea Bay City Region and Teifi Valley Growth Zone will be similarly consulted as to the extent to which the programme is seen to have complemented their regional approach.

Project monitoring procedures and activities will include the following:

- Specific conditions relating to commitment to and methods of project monitoring will be included in all agreement letters, this will include specification of the appropriate performance indicators to be applied;
 - Arrangements for monitoring project physical and financial performance will be required in all applications;
 - The Administrative Body will monitor project delivery and outcomes including project performance against the specified performance indicators;
 - The Administrative Body will process all activity claims;
 - The Administrative Body will undertake a programme of spot check monitoring visits on a rolling basis. Each project will be visited at least once during its lifecycle;
 - Project implementers will submit interim and final project reports to the Administrative Body as specified in the letters of offer to projects; and
- The Administrative Body will prepare regular reports for the LAG on the activity listed above. This will be incorporated in the programme review and reporting process.

In the event of any significant variation or discrepancy in either physical or financial performance from the basis of the offer of grant this will be subject to a formal report to the LAG and PLANED as the Administrative Body. Where necessary this will then be referred to the Welsh Government.

Please refer to Delivery Profile for a breakdown of anticipated allocation of staff costs to run and animate the LDS (job descriptions attached). Roles within the running cost functions include management, financial management, financial administration, monitoring and general administration support for the LAG. Dedicated ‘animateur’ roles have been created to reflect the distinct animation requirements of the programme.

The Administrative Body benefits from working on LEADER over many decades and will bring its learning to bear on the new programme, sharing insights with the LAG members, stakeholders and programme implementers.

It is intended, at the beginning of the programme to conduct a skills audit of staff employed to deliver the management and animation elements of LEADER. From this and information contained in the LDS, Welsh Government operational guidance and policy information it will be possible to draw up a rolling training and development programme relevant to staff, LAG members, stakeholders and programme implementers that can be updated to ensure relevance and appropriateness. The Administrative Body uses a Performance Management Review system which is positively focussed on personal development opportunities.

From the outset, it is proposed that PPIMS, LEADER, eligibility and animation methodologies will form the basis for the initial training and development programme. Activities within the animation and those proposed for implementation such as feasibility studies and exchange of experience visits will assist with learning within the programme.

SECTION 5 – VALUE FOR MONEY

| | |
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| 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 complete the delivery profile templates provided.

Please note that you are asked to provide annual profiles at this stage in the process. You will be asked to input detailed quarterly profiles into PPIMS at a later date.

- ❖ Running Costs and Animation Costs should not exceed 25% of the total RDP funds (minus preparatory costs)
- ❖ Running Costs, Animation Costs and Preparatory Costs can be 100% funded through the RDP
- ❖ The LEADER implementation costs must include a minimum of 20% match funding
- ❖ Capital expenditure should not exceed 5% of overall implementation expenditure
- ❖ Sources of match funding should be identified, including the type (i.e. cash or in-kind)
- ❖ Please state if you are likely to opt for simplified costs (further guidance will be issued as soon as available)
- ❖ If a LAG does not propose to combine costs with other LAGs a robust justification is required
- ❖ Full rationales (including explanation of assumptions) must be provided for all costs in order demonstrate reasonableness of costs
- ❖ 10% flexibility will be allowed at Cost Heading 'Category' level not 'Sub Category' (see delivery profile template for further detail)

- See section 4.1 for justification regarding combined costs.
- The LAG does not propose to opt for simplified cost at this time.
- See the Delivery Profile for detailed information.

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

This Section should include the following as a minimum:

- ❖ A detailed narrative of the expected outputs, results and impacts that will derive from the proposed operations.

Please also complete the Performance Indicator table provided (within the delivery profile template) and the intervention logic table at Section 3.1.

The overall outcome for the strategy is “to ensure that Pembrokeshire is prosperous and that it remains vibrant and special”.

At this stage we are confident that there will be achievements in all output areas including:

-
- Number of feasibility studies
- Number of networks established
- Number of jobs safeguarded through supported projects
- Number of pilot activities undertaken/supported
- Number of community hubs
- Number of information dissemination actions/promotional and/or marketing activities to raise awareness of the LDS and/or its projects
- Number of stakeholders engaged
- Number of participants supported

Indicators

The relevant performance indicators relating to the actions and selected strategic themes are provided in Intervention Logic Table. The LAG have recently received the ‘LEADER Local Development Fund- Performance Framework’ and are developing sub groups to apply these now that they are available. A key role for the LAG will be the development of further specific indicators which will complement the core indicators and through which the effects of the LDS may be more fully captured, demonstrated and understood.

Targets:

| | |
|---------------------------------------------------------|----|
| • Number of feasibility studies | 10 |
| • Number of networks established | 5 |
| • Number of jobs safeguarded through supported projects | 3 |

| | |
|-----------------------------------------------------------------------------------------------------------------------------------------|-----|
| • Number of pilot activities undertaken/supported | 18 |
| • Number of community hubs | 5 |
| • Number of information dissemination actions/promotional and/or marketing activities to raise awareness of the LDS and/or its projects | 20 |
| • Number of stakeholders engaged | 25 |
| • Number of participants supported | 105 |

6.2 Evaluation Plan

This Section should include the following as a minimum:

- ❖ Please specify your proposals for evaluating performance against the LDS
- ❖ Provide details of the methodology you propose to use to evaluate the benefits of the LEADER activity
- ❖ Details of baseline data
- ❖ Provide an explanation and justification of the chosen evaluation methods both during the life of the operations or activity (formative) and at the end of the operations or activity (summative)

Evaluation has a broader scope than monitoring for examining project and programme achievements. It involves making an overall assessment of the achievements of a project or scheme. Although the monitoring system can help in this objective, it is limited because some outcomes are not easily measured or evidenced by indicators. Evaluation also enables the LAG to improve the design and implementation of their programmes.

Evaluation of the Pembrokeshire LDS will use indicators as a baseline and expand upon these through a range of robust investigative methods. It is intended that the evaluation will use action research and Nuffield Partnership Tool methodologies in order to explore key aspects of work that emerge in LEADER but can be difficult to capture:

1. Attribution
2. Adding value

This will result in an evaluation that is both formative and summative. It will draw on baseline information that is currently available through the Pembrokeshire Single Needs Assessment and data disaggregated from the South West Wales Economic Forum, alongside locally held information such as case studies and community action plans.

It is intended that the evaluation will be used to inform, not just the relevant LAG and its project stakeholders, but will be shared with other LAGs. The evaluation will also inform funders and the managing authority of qualitative element of delivery by LEADER at a local and regional level, where appropriate. As part of the Evaluation Plan, the LAG intends to draw on the support of the RME team in WEFO throughout

all stages of the evaluation process. We also intend to work with the Mid and West Wales LEADER group to scope out and define key points at which evaluation on a regional basis will be valuable.

The LAG will create a steering group to oversee the evaluation which will be comprised of; stakeholders interested in the final results of the evaluation, individuals in the organisation who have knowledge of the projects (including monitoring data) and, representatives from project deliverers. A representative from the RME team is also invited to sit on the steering group. The appointment of a monitoring and evaluation officer will be significant to this activity and other monitoring activities. The monitoring and evaluation officer will take responsibility for the day to day management of the evaluation process and initial baseline data gathering.

The 'evaluation steering group' will decide the scope of the evaluation. They will then:

- Engage with stakeholders to identify requirements;
- Decide who will produce the evaluation. This will entail the procurement of an external contractor to complete the work; and
- Produce associated documents including; an evaluation plan, terms of reference and a contract.

The successful evaluator will be independent of the LAG and will not include any of the operational stakeholders. The LAG will draw on the expertise of the RME team to comment and score evaluation tenders. The RME team will be used for support from the beginning of the process.

SECTION 7 – SUITABILITY OF INVESTMENT

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|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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

(1,000 words plus a list of consultee groups and organisations)


This Section should include the following as a minimum:

- ❖ Communications Plan showing how the various interests have been consulted with in preparation of the strategy and how they will continue to be included and kept informed during delivery
- ❖ Evidence of dialogue with and between local citizens at each of the key stages in the design of the strategy

The timescale for the preparation of the LDS and its submission to Welsh Government has meant that there has been limited opportunity for the in-depth community engagement that would have normally taken place when developing strategic plans of this type.

However, preparation, on behalf of the LAG, goes back some time. The ‘Leading the Way – Communities 2020’ conference, held in May 2013 and organised by PLANED engaged a wide range of stakeholders. The conference declaration, as agreed by delegates, makes clear that “Local people are central to implementing integrated approaches, whether urban or rural. CLLD provides the opportunity to bring partners from private, public and voluntary sectors together with the community in designing and implementing local integrated strategies that help their areas make a transition to a more sustainable future”.

"Leading the Way – Communities 2020"
International Conference 13th–15th May 2013
Tenby, Pembrokeshire, Wales




Local Action Group (LAG) PLANED is organising in conjunction with Welsh Government and ENRD a conference to share with a wide audience its experiences in Pembrokeshire and to show case the LEADER experience, internationally.





The event will be held in the traditional seaside resort of Tenby, with its gorgeous Georgian harbour. The medieval town is a maze of narrow streets crammed with historic interest and the accommodation is located on the sea front overlooking one of Britain's holy islands, Caldey.

The programme offers an opportunity to hear presentations from a varied range of speakers, with Petri Rinne, president of ELARD leading the event. Delegates will also be offered the opportunity to attend participatory workshops for those who wish to experience 'hands on' the PLANED way of working in community led local development.

The conference dinner will be held at the award winning tourism attraction, Folly Farm.



Themed Study visits to include
Military History of Pembrokeshire,
Bird Watching and Local Heritage.

PEMBROKESHIRE 2020
What's your VISION?
What do you want for Pembrokeshire?
What does your community want?



By bringing people together, PLANED makes EU funding work for your communities. Find out more about us and some of the things you have achieved with us at www.planed.org.uk

Let us know what you think by joining us on Facebook Pembrokeshire2020, or follow us on twitter #pembrokeshire2020

Email: pembrokeshire2020@planed.org.uk
Tel: 01834 86 0965

PLANED Your Local Action Group since 1991






The Administrative Body has extensive experience in animation and has developed a number of 'tools' to encourage participation. Using the LEADER approach PLANED continues to assist local people to work together to identify imaginative ways of meeting their community's needs, working with them to help implement the proposed activities, which in turn has informed the LDS. The PLANED process encourages communities to work together to:

- Identify and assess local needs and opportunities to improve their quality of life and wellbeing.
- Develop and implement social & cultural, environmental and economic projects to address these needs and opportunities.

Wider public consultation to date has been based on general awareness raising and online opportunities including a questionnaire, to which all 66 communities that the administrative body is currently working with have been alerted. Additionally, a 'coffee and cake' session has been held with the membership of the LAG to provide an opportunity for LEADER discussions and learning outside the formality of the LAG meeting. This has enabled consultation on the themes and to begin idea generation about the opportunities that could emerge with LEADER.

Groups within Pembrokeshire have been engaged on a thematic basis. Most recently, PLANED has arranged specifically themed sessions for engagement, evidence gathering and increasing local awareness through a number of current LEADER supported networks to encourage contributions to the future LEADER programme. These have included: Pembrokeshire Sustainable Agriculture Network (theme 1,2,3,5); the Community Energy Network (theme 3); the future of woodlands and the timber industry has also been discussed at a PCNPA hosted event (theme 1,2,5); the Community Forum Network has, for instance, specifically consulted on how community forums might offer solutions to the reduction in non-statutory services at its 'Creative Ways to Combat the Cuts' event (theme 3). Pembrokeshire

Business Network held an event in Haverfordwest consulting local businesses on the current main issues they face and what could be done to support them (theme 1,2,5). The Pembrokeshire Heritage Network also held an event (theme 1,5) in the summer of 2014.

Additionally, local community residents, groups and organisations have been encouraged to engage in the LDS through consultation at the Community Forum Network event, which also included representatives of local town and community councils.

The information obtained by an LDS sub group informed the SWOT, and further discussions about the SWOT were held at the LAG meeting on the 11th August 2014. It has been used to develop the final version of the SWOT analysis presented in the LDS. At a regional level, PLANED has worked with Carmarthenshire and Ceredigion to encourage LAG members to consider wider issues facing the region, beyond the local authority boundaries. The opportunity for consultation at this level, and the identification of synergies between the areas was held in early September in Llandysul.

The LDS, through the work of the Administrative Body within a variety of structures, (both formal and informal) has gathered information from an extensive range of partners including (but not exclusively) the following:

County

City, Town and community councils
Cleddau to Coast (FLAG)
Communities First Cluster
Community Energy Network
Community Forum Network
Community Forums and Associations
Community Growing Network
Destination Pembrokeshire Partnership
Dragon LNG
Federation of Small Businesses (Pembrokeshire)
Local Service Board
Menter Iaith Sir Benfro
National Trust (Pembrokeshire)
Pembrokeshire Association of Community Transport Organisations
Pembrokeshire Association of Local Councils
Pembrokeshire Association of Voluntary Services
Pembrokeshire Business Initiative
Pembrokeshire Business Network
Pembrokeshire Coast National Park Authority
Pembrokeshire Coastal Forum
Pembrokeshire College
Pembrokeshire County Council
Pembrokeshire Festival and Event Network
Pembrokeshire Housing Association
Pembrokeshire Learning Network
Pembrokeshire Sustainable Agriculture Network

Pembrokeshire Tourism
Port of Milford Haven

Regional

Collaborative Communities
Dyfed Archaeological Trust
Dyfed Powys Police Authority
Hywel Dda University Health Board
Regional Learning Partnership
Swansea Bay City region (Pembrokeshire is leading on Tourism)
Teifi Valley Local Growth Zone

National

All Wales Community Tourism Forum
Cadw
Carnegie Foundation
Chwarae Teg
Cynnal Cymru
Development Trusts Association
Environment Wales
Farmers Union of Wales
Indycube
Job Centre Plus
National Farmers Union (Wales)
Natural Resources Wales
New Economics Foundation
One Voice Wales
Prime Cymru
Plunkett Foundation
Public Health Wales
Royal Commission on the Ancient & Historical Monuments of Wales
Visit Wales – Sustainable Tourism Forum
Welsh Government (various departments)

European

European Innovation Partnership
European LEADER association for Rural Development
European Network for Rural Development
EU LAGS

Additionally, but by no means to any lesser extent, the events would also ‘plug in’ to the strategic avenues that the LAG already has in place. These include:

- Housing Associations
- Place Based Leadership Group
- Pembrokeshire Business Panel (economy strand of the Single Integrated Plan)
- Local Service Board (as a Board and individual members)
- Pembrokeshire Environment Forum (environment strand of the Single Integrated Plan)

- Children, Young People and Families Executive Group (children and families strand of the Single Integrated Plan)
- Health Social Care and Well-being Partnership Board (health and social care strand of the Single Integrated Plan)
- Local Safeguarding Children Board
- Safer Pembrokeshire (Community Safety Partnership)

The Communication plan for the Pembrokeshire LDS is detailed below. The aim of the Communication Plan is to increase the engagement with and involvement of the potential beneficiaries of the Programme. This will be achieved by raising awareness of the opportunities for such involvement in LEADER and in the development of innovative solutions to local issues and opportunities. The plan further seeks to ensure that the general public is aware of the Programme and the beneficial results and impacts which are being generated for the rural area.

It follows guidance produced by the European Commission, and fully addresses the requirements of the Regulation. The principles (underpinned by the need for the process to be two way) are as follows:

- Communication is clear, co-ordinated and unambiguous;
- Communication is open and honest with a default position of making information available, unless there are confidentiality issues which will be discussed with the client;
- All communications emanating from the team must be approved prior to release by the Administrative Body Chief Executive;
- Communications will be delivered at the most appropriate time and in the most accessible format and language (see section 8.1);
- Language used is simple and clear with no jargon, abbreviations or acronyms (unless part of the branding); and
- Communications adhere to the promotional activity principles as set out in 3.5.

Target Groups

The following groups will be targeted:

- Regional partnerships, local authorities and other competent bodies;
- Economic and social partners;
- Community and voluntary groups and residents of Pembrokeshire;
- Trade and business organisations (specifically including agriculture, tourism and small and microbusiness organisations);
- Social enterprises, community facility managers and associated organisations;
- Non-governmental organisations, especially bodies to promote the Welsh Language, equality, sustainable development and tackling poverty;
- Bodies working to protect and improve the environment; and
- Activity operators and promoters.

It is essential that these groups be informed of the opportunities made available by the LEADER Programme and also that they be regularly informed of any changes to procedures and practices. In addition, these groups should be informed of the progress the Programme is making towards realising its objectives. Communications will be tailored and bespoke to each group.

The programme requires that the general public be made aware of the activities and initiatives funded by the Programme, including raising the awareness of the important role played by EU and LEADER support. The plan intends to keep the audiences informed of the benefits, progress and developments of the LAG. A key role of the communications in this plan is to ensure that all interested groups are kept informed and that they feel involved and engaged with a very direct connection to the animation activities and LEADER implementation

Activities

The following promotion and communication activities will be undertaken:

- The production of a LEADER newsletter and web-site;
- Use of social media platforms where appropriate;
- Workshops, seminars and conferences;
- The production and distribution of LAG papers and reports; and
- The production of media/press releases and organisation of press, TV and media briefings.

Transparency

There will be a presumption that all LAG minutes will be publicly available once agreed as a true record, except where confidential or sensitive information is included. Wherever possible, papers regarding information and updates will be placed on the LAG website to ensure access.

Finance

The Communications Plan will be supported through the allowance for administration. Adequate resources will be allocated to ensure that the objectives of the Communications Plan can be achieved.

The LAG will take overall responsibility for information and publicity. Day to day implementation of this plan will be the responsibility of the administrative body's Chief Executive who will be supported in this by the animation team.

Applicant information

The Communication Plan will ensure that the following information is made available:

- A description of the LAG and its decision making structures, including the membership of the LAG; as described in the LDS;
- A description of the funding application procedures;
- A description of the selection criteria; and
- Information and guidance to assist organisations to engage with the animation team within PLANED.

Information provided will include contact details for the administrative body team together with LAG contacts and contacts in local, regional, and national public, private and voluntary organisations that offer support in the delivery of the programme.

The LAG will seek to involve partner organisations outwith the LAG such as vocational training bodies, bodies concerned with employment, business and trade groups, and other public sector and non-governmental organisations to ensure that appropriate channels are developed to make potential beneficiaries aware of the opportunities offered by programme sponsored activity.

General Public Information

Information aimed at the general public will include:

- Acknowledgement of the role of LEADER funding on all publications, materials and signs associated with activities supported under the Programme;
- Actions to make beneficiaries aware that they are participating in an operation part-financed by the EU;
- Actions to make the general public aware of the contribution of the EU LEADER Programme; and
- Information on successful activity case studies.

LAG

The LAG will ensure that adequate information is made available about its work and decisions. This will include keeping the media informed of important decisions and progress with the overall implementation of the Programme.

Networking and Cooperation

All information and materials will be prepared with a view to enhancing the role of the LAG in cooperating with other LAGs and areas and in participating in LEADER Networks in the UK and overseas (see section 3.5).

Publicity Material

All publicity material will make full reference to the contribution made by the EU; in line with the Guidance produced by the Commission (see section 3.5).

The communication plan has been developed to support the aims and objectives of the LDS. It is designed to be responsive and flexible in its approach to suit the needs of the LAG during the lifetime of the programme.

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

(No word limit – table format)

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

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

The LAG is committed to work to minimise and tackle the weaknesses and threats identified as part of the LDS development process. Weaknesses will be examined in order to convert them into strengths, along with the perceived threats in order to

convert them into opportunities. Strengths and opportunities will be matched to develop and drive forward the overall vision for rural Pembrokeshire.

SWOT Analysis

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| <p>Strengths</p> <ul style="list-style-type: none"> • Well established community groups and thematic networks • Established tradition of volunteering and a vibrant and diverse third sector • Largely self-sufficient community buildings acting as hubs for local populations • Established organisations wealth of experience and expertise in the successful delivery of EU programmes • Strong history of utilising the LEADER method to resource the development of rural initiatives and operationalising a partnership approach to rural service delivery. • Previous LEADER programmes have performed well in financial terms has helped move toward a more integrated approach to rural regeneration. • On transnational route (Ireland) • Established energy industries • Farming / forestry/ countryside management skills - long heritage of livestock production, husbandry skills and grassland and horticultural management. • Expertise in eco-building and sustainable living • Coherent network of community transport organisations • Resilient, entrepreneurial, self-starting and business-minded population • Existing sense of place and community identity • Rich and diverse cultural heritage • Abundance of artists and craft makers • Existing recreation, leisure and activity resources • Diverse range of produce | <p>Weaknesses</p> <ul style="list-style-type: none"> • Peripherality / rurality compounds issues of: <ul style="list-style-type: none"> ○ Access to services and service provision ○ distance from larger markets and higher cost for logistics ○ lack of competition (keeps costs higher) ○ increased need to travel ○ higher energy costs / lack of efficiency and fuel poverty ○ relatively higher cost of living ○ homes that are traditionally constructed and which are not easily made energy efficient. ○ healthcare provision for dispersed population ○ deprivation in dispersed communities not recognised by majority of regeneration programmes criteria / assessment ○ Affordable housing provision ○ Affordable and reliable transport - Poor public transport links and dependence on personal transport. Reliance means a vehicle is an essential requirement. • Dependence on a narrow range of economic sectors • Comparatively high reliance on public sector employment • Low productivity (compared to other parts of Wales) • In-work poverty • Main business sectors have large percentage of low-skilled, low-paid seasonally fluctuating employment. • Low levels of innovation, technology transfer and investment in R&D • Number of tourism operators and other rural businesses are 'lifestyle businesses'. • Lack of collaboration between arts and craft industries • Complex business support arrangements |
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| <ul style="list-style-type: none"> • Established links between food and hospitality sectors • Nationally recognised and established tourist destination • Strong and varied tourism offer • Quality of environmental resources <ul style="list-style-type: none"> ○ Pembrokeshire Coast National Park ○ World renowned coastal offer and wider natural environment e.g. dark skies ○ Important wildlife and habitats- international, European and national designations ○ Recognition of importance of conservation. ○ Attractive countryside, and iconic landscape ○ Influence of the Gulf Stream on the climate (mild) • Comparatively low crime rate | <ul style="list-style-type: none"> • Poor mobile communications. Poor access to mobile and broadband technology. Low broadband speeds, and in some rural areas no mobile phone and/or broadband coverage. • Poorly developed agricultural, forestry and land based processing • Dependence on Pillar 1 payments for agricultural viability. • Demographic imbalance of an ageing population and ageing workforce. • Comparatively high proportion of individuals referred for alcohol treatment. • Comparatively high levels of childhood obesity (ranked 3rd in Wales) • National Grid capacity (not fit for purpose to export increasing energy produced from Pembrokeshire) • Comparatively high percentage of A-roads in poor condition. • Comparatively high rate of people killed or seriously injured on roads. • Comparatively low numbers of visits to public libraries • Environmental and planning constraints - Environmental and planning considerations can be unattractive to business investment • Lack of core (basic) skills • Fragmented careers advice and awareness of opportunity for young people |
| <p>Opportunities</p> <ul style="list-style-type: none"> • Build on sense of place and community identity by continuing to support network of well-established community groups, forums and associations • Work with community associations and community councils to increase community resilience and cohesion • Seek greater local cooperation both with adjacent areas and between groups | <p>Threats</p> <ul style="list-style-type: none"> • Inadequate investment in ICT could lead to rural Wales lagging behind other areas in exploiting ICT, reducing its competitiveness • Continuing reduction of public expenditure and its impact on local services • Increasing transport and logistics costs • Declining services due to rising delivery costs caused by remoteness and sparsity of population |

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| <ul style="list-style-type: none"> • Provide appropriate and relevant support services to businesses to help them develop market access, access vocational training, meet regulatory requirements and achieve business objectives using, where appropriate and to the extent possible, a coordinated first stop mechanism • Increase focus on 'business' (improving profitability and ensuring sustainability - enhancing business skills • Continue to exploit strengthened collaboration between producers, processors and retailers and share practice / experiences from around the world and better co-ordinated supply chain • Support further opportunities for entrepreneurship and farming diversification • Increase sustainable tourism opportunities by exploiting natural attractions (in an appropriate way) and distinct cultural heritage and the public desire for activity / 'experience' based holidays • Further develop the tourism offer – beyond peak season, niche products etc. • Capitalise on the public desire for local, environmentally positive goods and services whether that be 'stay-cationing', local food with short supply chains, etc. • Take advantage of 'favourable' aspects of climate change and capitalise on opportunities to deal with diverse environmental pressures and demands <ul style="list-style-type: none"> ◦ Environmental legislation and requirements - promote the business benefits of good environmental management - Pembrokeshire could become the lead county. ◦ Eco-systems as an asset – to bring economic value ◦ Environmental enhancements | <ul style="list-style-type: none"> • Reduction in primary healthcare available locally e.g. significant population no longer within the 'golden hour', closure of MIUs, shortage of GPs • Welfare reform and impact on a low wage economy • Increasing cost of living and business, especially linked to increased energy and transport costs • Fragmentation of communities and loss of cohesion <ul style="list-style-type: none"> ◦ Loss of experience as people retire ◦ Young people moving away for employment, housing etc. ◦ inability to assimilate population change • Decline in agricultural industry due to <ul style="list-style-type: none"> ◦ Ageing farming population ◦ lack of phased succession ◦ Changing nature of CAP budget and inability to adapt to further reduction in Pillar 1 payments ◦ Market forces continuing to depress financial value of agricultural based products • Lack of flexibility in planning regimes • Supermarket domination of retail market • Deterioration of town centre environments • 'Talent drain' if high quality jobs are not created locally • Uncertainty of regional and administrative structures in future • Failure to adapt to /mitigate climate change • New and re-emerging animal, plant and human diseases |
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| <ul style="list-style-type: none"> ○ Green growth: renewable energy targets and carbon offsetting ○ Adaptation and mitigation measures ○ Changing nature of CAP budget and adaptation / efficiencies • Adopt energy saving and conservation techniques and make best/ most economic use of alternative energy sources • Adopt new technology in order to improve business efficiency, community life and maximise on R&D • Work towards digital inclusion for all – reducing isolation and including social, cultural, and tele-health opportunities and skills development • Support technological innovations to reduce waste, reduce costs and increase margins e.g. internet sales • Attract and retain young families by promoting safe, healthy and affordable lifestyles • Encourage the creation of local networks, for instance to reduce isolation and improve mental well being • Continue to support the development of community capacity and skills: <ul style="list-style-type: none"> ○ Encourage the community as a foundation for locally based initiatives. ○ Develop the tradition of volunteering into ‘active citizenship’ ○ Support local communities to take charge of local goods and services in their area ○ Encourage local ownership of community environmental areas – conservation, protection & enhancement ○ Increase ownership of local delivery and develop infrastructure | |
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- Celebrate and add value to heritage & culture, e.g. linking local industries to rural social life.
- Build on existing rural transport schemes to provide innovative transport solutions
- Integrate EU programmes and other funding opportunities through organisations who are well placed to link programmes together
- Complement and add value to regional development opportunities e.g. Swansea Bay City region, Regional learning partnership
- Take advantage of renewable energy potential from environmental sources – tidal, marine, hydro and wind
- Support and increase role of social enterprise, particularly linked to public service delivery
- Encourage and support the development of innovative solutions such as community land trusts, self-build/ eco-building co-operatives
- Develop locally relevant learning provision such as apprenticeships, create upskilling opportunities and address succession
- Enhance transferability of knowledge and improve provision of support for learning
- Capitalise on skills, knowledge and experience within retired population – e.g. mentoring etc.
- Use the opportunity of LEADER to, through funded project, support under-represented groups and those that might be at risk due to their status as refugees.

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

(1,500 words)

This Section should include the following as a minimum:

- ❖ Information as to how you intend the LDS activities to maximise their contribution to the Cross Cutting Themes of Equal Opportunities, Sustainable Development and Tackling Poverty and Exclusion
- ❖ Show how the LDS will follow the terms of the Welsh Language Commissioner's document 'Grants, Loans and Sponsorship; Welsh Language considerations'.

The LAG will ensure that all cross –cutting themes are applied to both the activities of the Administrative Body and of organisations implementing LEADER Activities. Several LAG members have been identified as 'champions' for cross-cutting themes:

- Equal Opportunities and Gender Mainstreaming: Caroline Mathias, Chwarae Teg.
- Welsh Language: Rhidian Evans, Menter Iaith Sir Benfro.
- Uplands: Denzil Jenkins, Cymdeithas Cwm Cerwyn.
- Sustainable Development: Ged Davies, Natural Resources Wales.
- Tackling Poverty: James Roach-John, Communities First.

See section 2.1 for how the cross cutting themes are integrated into the selection criteria. This also includes reference to the terms of the Welsh Language Commissioner's document 'Grants, Loans and Sponsorship; Welsh Language considerations', the principles of which the LDS embraces, as does the Administrative Body.

To inform the ongoing monitoring of cross-cutting themes, baseline demographic monitoring information will be collected within the first year of operation. This will form the basis for cross-cutting theme reporting and evaluation. All activity supported by Arwain Sir Benfro will be required to address cross-cutting themes in an integrated way; and demonstrating this by monitoring and reporting to key indicators.

As the challenges of climate change become evident it is believed that the provision of local services, at whatever level will become increasingly important. A successful local economy, particularly against a backdrop of challenging climate and environmental change, is a key aspect for a sustainable society.

All of the Administrative Body's work is based on the premise of encouraging sustainable development at a community level: helping local people to help

themselves through greater understanding and an informed approach. The long term aim is to empower communities to have a better understanding and awareness of their local environment and sustainable living.

Many aspects of this Strategy assist environmental sustainability. Through the use of PLANED's Sustainability Tool, animation can increase awareness of communities of the various sustainable development issues and their own environmental footprint or impact on the environment and the value of taking steps to mitigate this impact. This relates to energy, climate change, transport, natural resources, environmental improvement, biodiversity, local products, tourism, cultural heritage and landscape.

Activities will be encouraged to adopt best environmental practice. This will include:

- Use of locally produced materials and products;
- Use of sustainably produced products;
- Use of renewable and energy saving technologies;
- Recycling and reuse of materials;
- Use of ICT for information to reduce paper use;
- Conservation of the landscape and of the built environment;
- Education of the public regarding environmental issues; and
- Use of community and public transport.

LEADER activities will endeavour to address different needs and overcome any barriers to participation, for example: use of hearing loop at meetings and events. The administrative body has an Equal Opportunities Policy and makes every effort to ensure that meetings and events are held in accessible locations, with printed material to Fieldfare Trust standard. The timing of meetings and provision of appropriate care services take into consideration the needs of those with child and other care responsibilities. The availability of the necessary facilities and equipment for those with sensory disabilities is being considered.

It is an objective of the Strategy to make jobs and community activities more accessible to those socially excluded because of lack of access to transport and training. All activities have been designed to promote equality principles and will take into account the requirements of the Equalities Act. Monitoring information will be collated broken down by gender, language and ethnicity as required by the RDP Performance Framework where appropriate. We shall also break down monitoring information where appropriate by (dis)ability.

The Administrative Body has also been recently awarded the 'Exemplar Employer' status by Chwarae Teg because it has moved above and beyond legal compliance in the areas of equality and diversity to create a flexible workplace and equality of opportunity for all. PLANED continues to embed these principles in delivery of programmes in addition to employment practice and will share this practice with the LAG.

Poverty is a critical issue for communities. Everyone, no matter their housing, geography, employment or family status, experiences crises. These can be short or long term, and can have varying effects on quality of life. The LAG supports aims to better prepare communities to deal with economic crisis at the individual, micro and

macro level. By providing the tools by which communities can take forward a positive, confident and cohesive approach, LAG activities can provide the critical intervention that stimulates local drivers for economic, social and environmental improvement. By the nature of its membership, the LAG understands the nature of poverty in Pembrokeshire. Poverty is manifested not only in financial terms, but exacerbates the characteristics of rural life through fuel poverty, lack of services, in-work poverty, limited supply of affordable housing, use of food-banks and social isolation. The LAG also notes the difficulties in identifying poverty in rural areas. It is for this reason that holistic and integrated opportunities are at the heart of the LDS.

Programme publicity will be published bilingually in accordance with the Administrative Body's Welsh Language Policy. PLANED has adopted the principle that in the conduct of its business in Wales, it will treat the English and Welsh languages on the basis of equality so far as is both appropriate in the circumstances and reasonably practicable.

We believe that offering services which respect an individual's choice of language can make a significant difference to the experience of the individual. We wish to encourage people who have dealings with the LAG to feel comfortable using their preferred language.

A Welsh language service will be considered an essential part of the Administrative Body's activities. We will aim to ensure that we identify and use resources so that we provide our services bilingually wherever that is suitable, reasonable and practicable. By considering the Welsh language and the needs of individuals when developing new and revised policies and initiatives, the LAG can move towards achieving the objectives of this Scheme.

We will ensure that all LAG members, staff and volunteers are aware of the requirements of this Scheme as well as the contractual requirements placed on the LAG by working with other organisations and any responsibilities placed on the LAG by Welsh Government. A check list will be available to LAG members, staff and volunteers which will include matters to be considered when developing new policies and initiatives.

The type of actions that the LAG has identified include the following:

- Facilitating and piloting new ways of increasing the economic value of Welsh language within business sectors;
- Facilitating and promoting employment opportunities for Welsh speakers; increasing take up of Welsh language in the workplace;
- Investigating and piloting means of ensuring business are capitalising from the benefits arising from using Welsh in the workplace;
- Investigating and piloting new ways of delivering affordable and bilingual childcare provision;
- Offering people the choice of using their preferred language in all activity, whether it is offering simultaneous translation at LAG meetings, bilingual grant guidelines and applications or bilingual promotional and marketing activities.

In addition, Arwain Sir Benfro will ensure compliance with the following 'Grants, Loans and Sponsorship: Welsh Language Considerations' principles:

- those who apply for a grant will be given clear information about the Welsh language requirements in any explanatory notes or guidance provided to them with application forms, explaining how those requirements will be considered within the assessment of the grant applications.
- grant application forms will ask applicants to explain what use will be made of the Welsh language within the funded activity.
- grant application assessment procedures will ask to what extent the applicants intend to use the Welsh language within the funded activity.
- letters offering grant aid set out clear conditions in relation to the Welsh language as part of the offer.
- helping applicants to understand the requirements in terms of the use of Welsh, and where appropriate, supporting those who receive a grant to ensure that appropriate use is made of Welsh within the funded activity.

8.2 Supporting the Uplands

(1,000 words)

This Section should include the following as a minimum:

- ❖ Define the areas of uplands which the LAG feels should be a priority with a description of interventions and activities which are envisaged under the LEADER themes.

The Uplands Forum report "*Unlocking the Potential*" (2013) commissioned by Welsh Government sets out a vision and strategic direction for policies in the uplands. It identifies five key areas and makes six recommendations which have been considered in the development of this strategy.

Much of the proposed activity is synonymous with 'rural' and 'non-coastal' in Pembrokeshire and therefore actions will support rural communities regardless of their location. For example:

1. Optimising land management
2. Productivity of agriculture and woodlands in the uplands.
3. Increase awareness of what the Uplands can offer in terms of food, farming, nature, recreation, landscape and culture.
4. Develop locally based and community run services to meet local needs.

Pembrokeshire has a small area of upland in the Preseli Hills (see map) where many landowners are already engaged through the Glastir Commons Development project and Pembrokeshire Sustainable Agriculture Network. The ageing profile within the farming and farm owning community raises issues of declining innovation and new thinking, succession and new entrant opportunities. This impacts on the wider social

and community profile, especially in upland and deep rural areas, where the farming community are so integral to community affairs and the whole rural way of life. No service centre falls within the area, so much of the wider rural development activity will be as relevant to the upland areas as those communities on the fringes of the area.

Within the thematic areas of the strategy, there are particular cross references that can be made. Theme one could focus on the Uplands sense of place, theme two on productivity in the Uplands, theme three on community service and asset management in the Uplands, theme four on the potential for community renewable energy in Upland areas, and theme five on digital connectivity between and within Upland communities to improve services or economic output.

This area is the heartland of Welsh speaking communities in Pembrokeshire, demonstrated by the four wards with the highest proportions of Welsh speakers in the county being situated in and around the upland area, namely: Crymych (63.7%), Clydau (57.2%), Maenclochog (55.3%) and Dinas Cross (54.3%). The area has a developing distinct tourism offer, particularly around open access land and heritage assets (actual source of Bluestones of Stonehenge now identified). Located within the National Park area, there are further opportunities to develop low impact and sustainable activities. There is also scope to revisit branding and marketing of 'Preseli' produce, be it food, craft, wood/timber and wool.

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

- ❖ A plan for how you envisage the actions supported under the LDS will be disseminated and to whom
- ❖ How you would seek to mainstream successful actions

Dissemination Plan: see sections 3.5 promotional activity and 7.1 communication plan for information.

The opportunities and aspirations for innovation are outlined in section 3.3. LEADER is unique in its risk taking approach which means that market-testing, piloting and exploration can be supported by the LAG. As well as successful outcomes, lessons learned (and 'failures') are just as important in wider rural and community development. This legacy of LEADER is equally important and has been a key reference point in LAG meetings and the definition of the LDS. The value of innovation is in the opportunity for the activity, if successful, to become mainstreamed. Ideally, this will be realised through self-sustaining projects or those which become centrally funded, rather than relying on further short term grant income. The potential sources and ways by which this could happen are listed below:

- Commercial, social enterprise or income generating (self-sustaining) models.
- Innovative financial instruments e.g. crowd funding
- Private investment
- European sources such as Interreg, ERDF and ESF and the wider RDP.
- Rural Community Development Fund
- Natural Resources Wales Partnership Funding
- The Sustainable Development Fund for AONBs and National Parks is administered by Natural Resources Wales on behalf of the Welsh Government.
- Big lottery, trusts and foundations.
- Welsh language Grants to promote the Welsh Language.
- There will be other funding streams across Welsh Government departments that may be relevant e.g. Nature Fund
- Other service provision through service level agreements with public sector organisations.

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 LDS application and supporting documentation are true and correct and the application for financial assistance is for the minimum required to enable the project to proceed.

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

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

Local Action Group (LAG) Representative

| | |
|--------------------------------|-----------------|
| Signed: | |
| Name: | Nic Wheeler OBE |
| Chair/Deputy Chair LAG: | Chair |
| Date: | |

Administrative Body Representative

| | |
|-----------------------------------------|-----------------|
| Signed: | |
| Name: | Helen Murray |
| Position in Administrative Body: | Chief Executive |
| Date: | |

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

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

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