



Local Development Strategy

2014-2020

(Abridged version Nov 2015*)

**The Lindsey Action Zone Strategy was completed in September 2014. Content from the original document which is now outdated or invalid has been omitted from this abridged version. For example, planned procedural arrangements for operating LEADER in Lincolnshire which have been superseded by a mandatory National Operations Procedure and Financial Plans that were based on indicative funding amounts. Up-to-date spending projections and output forecasts based on the confirmed budget allocation are set out in Annexes 1 and 2.*

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CONTENTS

Background

A word from the LAG Chair

	Page
1. The Local Action Group Partnership	2
1.1 Membership	
1.2 Terms of Reference	
2. The LAG Area	3
2.1 Rural population covered	
2.2 Map of the area	
3. The Strategy	4
3.1 Involvement of the community and consultation activity undertaken	
3.2 Local Context - socio economic and environmental assessment	
3.3 Consultation Feedback	10
3.4 Strengths, Weaknesses, Opportunities, Threats (SWOT)	12
3.5 Local Priorities	13
3.6 Programmes of Activity – Translating our vision into action	14
3.7 Targets, results and outputs	16
3.8 Evidence of alignment with LEP activity and other relevant strategies	17
4. Management and Administration	20
4.1 The Accountable Body	

Annex 1: Financial Plan

Annex 2: Forecast Outputs

Background

LEADER is one of the delivery methods being used to distribute funds from the Rural Development Programme for England (RDPE) 2014-20. Through LEADER, local people with relevant experience and local knowledge have delegated responsibility for deciding which projects they will fund in their areas.

The decision making body for LEADER is called the **Local Action Group** (LAG) and brings together individuals and organisations from the local public, private and community sectors. To become an approved LAG, groups must first develop a **Local Development Strategy** that sets out how they will invest RDPE funding to deliver jobs and growth in their area.

This document sets out the approved strategy for the Lindsey Action Zone. The LAG was awarded a total allocation of €2,573,000 for the 2014-20 programme.

*(*Sterling equivalent: £2,058,400 based on an exchange rate of 0.8 and subject to annual reviews and exchange rate fluctuations).*

A word from the Chair

We are pleased to present the new Lindsey Action Zone LEADER Strategy which sets out a way forward to address rural development needs in our area. It has been compiled following wide public consultation and aligns with Defra's and the Greater Lincolnshire Local Enterprise Partnership's key messages for rural policy.

Our priorities for the next programme will focus on actions directly aimed at stimulating sustainable growth and jobs thus assisting the creation of a healthy business economy and supporting those working in the local supply chain, such as food producers and maintenance services etc. We will also work with farmers and foresters to help them to sensitively improve management and productivity of our agricultural and woodland assets.

We want to reinvigorate our visitor economy and the market towns that our residents and regular visitors value and appreciate, enhancing the benefits that our rural landscape can bring to both residents and visitors alike. It is hoped that we can support many of our businesses in becoming greener and more environmentally sustainable and in so doing, demonstrate the immediate cost benefits that energy efficiency and strong resource management can bring.

Our expectation is that the Lindsey Action Zone initiative will continue to work closely with our strategic and local partners, to bring forward projects for funding that will benefit all who live, work, invest and visit our area.

1. The Local Action Group Partnership

1.1 Membership

The LAG consists of 23 organisations and individuals. This provides the LAG with a good understanding and overview of local rural development opportunities and challenges whilst maintaining a manageable size. Members have been selected because they understand the needs and potential of the area and also represent and engage with the communities, businesses, farmers, and individuals that the strategy will target. This will ensure a fair representation of interests across a range of social groups and help to facilitate projects from the 'harder to reach'.

An up-to-date list of LAG members is published on the 'About Us' section of the LAG's website: www.lindseyactionzone.co.uk.

The LAG will meet at least four times per year or more frequently when required.

1.2 Terms of Reference

The LAG has adopted formal Terms of Reference. These set out the functions of the LAG and procedural issues such as the frequency of meetings and quorum for decision making and project selection. A LAG Chair who will come from the private or voluntary sector will be elected annually at the AGM. All members must sign and adhere to the LAG's Code of Conduct and Conflict of Interest Policy (Copy of the Policy available upon request by emailing laz@lincolnshire.gov.uk)

A register of interests will be taken at every meeting. LAG members take no part in discussions and decisions on projects in which they have declared an interest & where relevant, leave the room.

2. The LAG Area

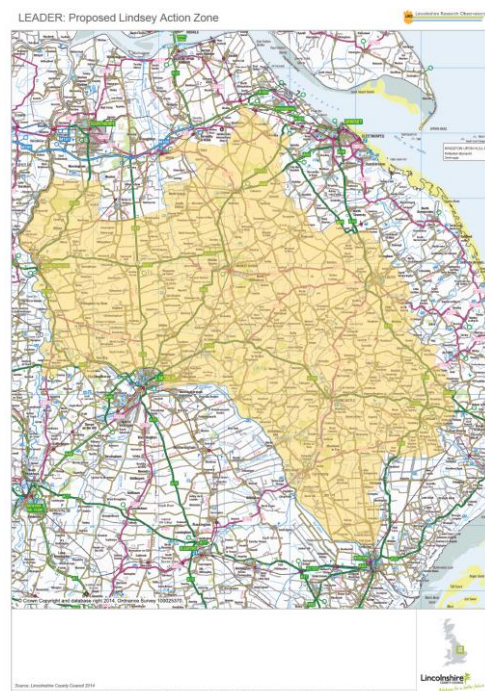
2.1 Rural population covered

Local Authority	Rural	Hub Towns (Louth and Gainsborough)	Urban Fringes/ Rural Ineligible	TOTAL
East Lindsey District	42,789	16,419	0	59,208
West Lindsey District	67,911	20,842	49	88,704
TOTAL	110,700	37,261	49	147,912

2.2 Map of the area

The LAZ is located in Lincolnshire in the East Midlands, taking in a large swathe of East Lindsey and all of West Lindsey Local Authority Districts (LAD). It has been extended east from Gainsborough to take in the area north of Lincoln as well as covering a large part of rural East Lindsey, including the Lincolnshire Wolds Area of Outstanding Beauty.

Based on the Defra urban/rural classification, East and West Lindsey districts are some of the most rural areas in the country being classified as "Rural-80", the most rural category (ie 80% of the population live in a rural area). Based on 2011 Census data, the LAZ population is 147,961 including the market town populations. The population eligible for support under RDP is 147,912. The excluded population of 49 is located in a rural area adjacent to a large urban settlement.



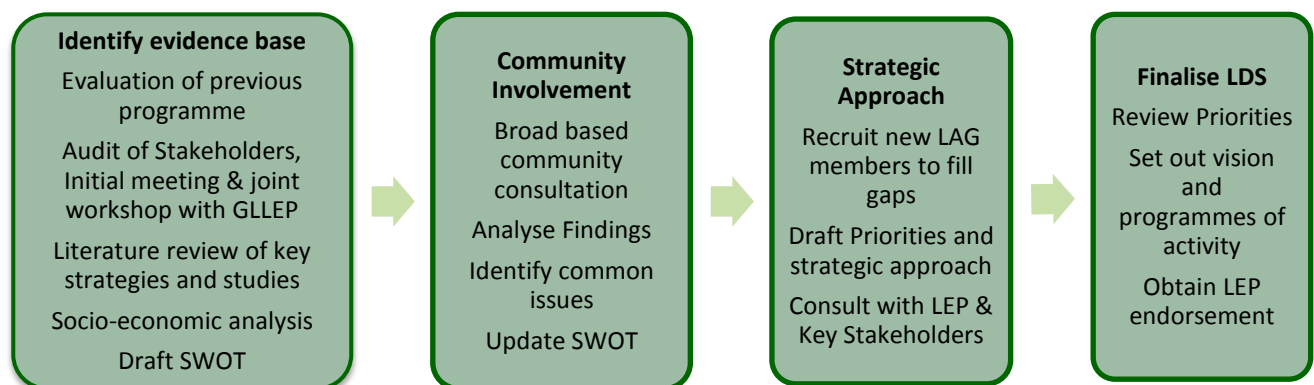
3. The Strategy

3.1 Involvement of the community and consultation activity undertaken

Consultation has formed a significant element during the process of developing the LDS and background to LEADER was presented at the two main consultation events and in the on-line survey. The LEADER initiative is one strand of the Rural Development Programme for England (RDPE) which aims to improve the natural environment; increase the productivity & efficiency of farming & forestry businesses; and to promote strong rural economic growth.

Aims of the LEADER initiative are that 70% of projects must directly support the rural economy, with the remaining 30% demonstrating contributions to improving the local rural economy. The greatest proportion of the LAZ budget will be targeted at supporting the start-up and development of micro and small businesses and farm diversification. The creation of jobs and increased productivity will form both outcomes and main measures of success.

Overview of how the strategy was formulated



Careful consideration was given to the best methods of involving community and businesses in development of the LDS with the resources available. Local stakeholders have contributed their thoughts through a mix of inclusive activities to ensure we put together a strategy that incorporates relevant views and to engender a sense of ownership which will help us to achieve our vision for the area. We have endeavoured to involve all those who have wished to offer a view through the following methods:-

- Undertaken a stakeholder audit to identify key local groups, networks, partners & individuals.
- Raised awareness of the consultation opportunity through local press, partner newsletters, social media, websites, email and direct contact via local agents.
- Arranged consultation events at different times of the day - breakfast, daytime, evenings and utilised an on-line questionnaire that can be completed anytime.
- Engaged with the community at a wide range of local events

Specific activities have included consultation workshops, attendance at public events eg Open Farm Sunday, face to face interviews with key stakeholders and individuals, and on-line survey.

Over 120 individuals and organisations have responded to our consultation and their feedback has contributed to the development of our strategic approach (see section 3.3).

3.2 Local context – socio-economic and environmental assessment

Technical Note: Where possible the lowest geographic level of data available on which the LAZ is based (Output Area) has been used. However some data at Local Authority District (LAD) has been referred to, of which the LADs of East Lindsey and West Lindsey are a best fit for the LAZ area. West Lindsey district is entirely within the LAZ but the eastern, coast and marshland strip of East Lindsey forms the geographic area of a neighbouring LAG area – the Coastal Action Zone or CAZ). As a result some care needs to be taken in interpreting the results when LAD level statistics are referred to.

The LAZ area is one of the most sparsely populated areas in England covering 2,144km² with a density of 69 people per km² as compared to a national population density of 407 per km². Its remoteness is illustrated by the fact that c80% of its population is classified as living in a rural area as compared to 48% in the county of Lincolnshire as a whole and 17% nationally. The area can be characterised as having:

- A special landscape and exceptional but underdeveloped heritage resources
- A strong reliance on agriculture, a sector that has experienced significant change
- A culture of small business, but slow growth within small businesses
- A limited tourist infrastructure despite having qualities that tourists are actively pursuing
- A demographic imbalance, with an ageing population and outward migration of young people
- An area where rural isolation and low proximity to services is widespread
- A Lindsey Action Zone partnership that is keen to make a difference

The LAZ LAG area is an important, distinctive, rural, mainly agricultural area characterised by a sparse population living in historic market towns, villages, hamlets and outlying farmsteads. The area, villages and towns are known for a number of important historic events and cultural icons as well as its attractive countryside and the Lincolnshire Wolds Area of Outstanding Natural Beauty – one of only two nationally recognised and protected landscapes in the East Midlands.

In addition, its two largest population centres are located in the east at Louth and in the west at Gainsborough, both deemed 'rural hubs' with populations of 16,419 and 20,843 respectively.

Market Rasen lies at the centre of the area, with a weekly market, the only racecourse in Lincolnshire and a good range of independent shops. Caistor is an attractive town which retains much of its Georgian character and has significant Roman history. The Georgian town of Louth, a busy service centre promoted as 'the Capital of the Wolds', is home to the county's last remaining cattle market (which performs an important agricultural and social function) and many locally run specialist shops. Spilsby, on the south east edge of the LAZ is strongly linked to the historical figure John Franklin and has a weekly market. Horncastle was a strategic Roman settlement and has gained a reputation as an antiques centre with a botanical history based around Sir Joseph Banks who had a house in the town. The market towns within the area retain their weekly markets and promote other specialist market activity. Gainsborough is an historic port and manufacturing centre with Roman, Anglo-Saxon and Danish roots and good commercial connections to the wider East Midland area.

Population

There has been an 11% growth in population in the LAZ since the 2001 Census compared with county and national growth rates of 10% and 8% respectively. Broadly in line with other parts of Lincolnshire, the LAZ area is increasingly being seen as a retirement destination with the over 65s comprising 22% of the population, exceeding the national picture of 16%. The under 16 age group comprises only 17% of the LAZ population compared with 19% nationally, and it has a lower than national average of working age population at 61% (65% nationally). The latest population projections for East and West Lindsey local authority districts show that these issues are likely to be compounded with high growth projected in the 65 plus age group and a working age population set to reduce by 5% between 2012 and 2037. At county level the working age group is projected to remain static, and nationally it will grow.

These factors may create difficulties in recruiting qualified employees, but increasing demand for health and care services may create opportunities to grow the care sector.

Economy

In total, approximately 47,000 people are employed in the LAZ area. Over the next decade projections show that employment in the area is set to grow by around 9% which is higher than county (7%) and national (8%) rates.

The majority of the working LAZ population is employed in Agriculture (c10%), Manufacturing (13%), Distribution/Hotels/Restaurants (23%), Banking/finance/insurance (11%) and Public Administration (28%). Lower proportions of people are employed nationally in agriculture (2%) and manufacturing (8%) but higher proportions in banking, finance & insurance (21%).

The issue of outward migration by young people is illustrated by the proportion of working age 25-34s in the LAZ at 15% compared to 22% nationally. This creates some challenges for businesses in all sectors including the ability to attract and retain suitably qualified employees. Lower levels of people are employed in professional occupations in the LAZ (14.9%) compared to 17.5% nationally but there are more people employed in skilled trade occupations at 14.6% than nationally (11.4%). Unemployment rates are marginally lower in the LAZ (6.3%) than in Lincolnshire (6.7%) and nationally (7.6%) Although 24.6% of the LAZ working age population has no qualifications (22.5% nationally), this is in contrast to 24.1% having Level 4 qualifications, a higher proportion than Lincolnshire as a whole (21.3% and 27.4% nationally).

Despite a relatively low skills economy, there is an entrepreneurial culture in the area illustrated by a higher proportion of people being self-employed in the LAZ (16%) than nationally (14.7%).

Business

The LAZ area is characterised by an entrepreneurial spirit and a large number of micro-enterprises. There are approximately 8,415 VAT registered business enterprises and 9,855 units in the East and West Lindsey areas respectively.

As in Lincolnshire county, the Agriculture and Fishing sector makes up 17% of business units compared with 4% nationally. Transport/Communications/Banking and Finance/Insurance are poorly represented at 5% and 17% respectively as compared with 10% and 28% nationally. Businesses with less than five employees make up 69% of businesses in the LAZ in line with the national figure but above Lincolnshire's 67%. There is still a heavy reliance on agriculture in employment terms and the lack of young new entrants into the industry could be fuelling a problem for the future.

Prior to the recession in 2008 and subsequent economic downturn, VAT business 'birth' numbers in the LAZ (and in Lincolnshire) exceeded 'deaths' and generally SMEs in the LAZ operated profitably. Post 2008/09 (when VAT business deaths outnumbered business births across Lincolnshire), although the VAT business census has experienced net gains in Lincolnshire, this trend has not been experienced in the LAZ, where the economy is typically counter-cyclical. Positively, VAT business births are, post 2011, increasing again. Moving forwards, although the long term impact of the current period of growth on the LAZ economy is hard to predict, it is clear that support is needed to ensure that local businesses realise growth opportunities and fragile business confidence around investment is supported appropriately.

Landscape and environment

The LAZ extends across seven 'National Character Areas' (NCAs) as mapped by Natural England as part of its responsibilities in delivering the Natural Environment White Paper, Biodiversity 2020 and the European Landscape Convention as well as its own statutory purpose. They are: the Lincolnshire Wolds, Central Lincolnshire Vale, Lincolnshire Coast and Marshes, Northern Lincolnshire Edge with Coversands, Trent and Belvoir Vales and small area of the Humberhead Levels at the North Western corner and Fens in the South.

The seven LAZ NCAs are strongly linked through combinations of geology, landform, soils, vegetation, land use and human settlement to create a particular sense of place. Key characteristics of the LAZ area which contribute to its collective special character, distinctiveness and landscape quality include the dominance of mixed and productive agricultural land; the juxtaposition of flat and undulating topography with occasional scarp faces; and broad vistas.

The largest and overriding character areas are those of the Lincolnshire Wolds and Central Lincolnshire Vale. The eastern section of the LAZ contains a smaller but distinct area of the

Lincolnshire Coast and Marshes providing an important geographical link to the neighbouring Coastal Action Zone LAG area. The western margins of the LAZ near Gainsborough include small areas of the Trent and Belvoir Vales and the Humberhead Levels. A small portion of fenland lies at its southern margin.

The Lincolnshire Wolds were designated as a nationally protected Area of Outstanding Natural Beauty (AONB) in 1973 in order to conserve and enhance the natural beauty, outstanding views and tranquility. It arguably features as the largest and most prominent landscape element of the area. The Lincolnshire Wolds comprise a long, narrow band of rolling agricultural land dominated by a west-facing chalk escarpment approximately 50m high (typically 150 – 180 metres AOD), the highest land in the east of England between Kent and Yorkshire. Its character includes a range of varied yet unified features including open, arable plateau hill tops, chalk escarpments, deep dry valleys with sinuous beech woods and isolated ash trees that punctuate the skyline. It is strongly influenced by the underlying geology and the later glacial action that reshaped it.

From the central Lincolnshire area of the Lincolnshire Wolds, the LAZ extends westwards through the Central Lincolnshire Vale and across the Northern Lincolnshire Edge with Coversands area, a predominantly limestone plateau, giving panoramic views out, in particular to the west. Scattered areas of heathland, acid grassland and oak/birch woodlands can be found in the Coversands (post-glacial windblown sands) between Market Rasen and Gainsborough. The Edge forms a watershed between the major catchments of the Trent and Ancholme, both of which flow into the Humber, and the Witham, which flows into the Wash. While the majority of soils are good quality, they can be prone to erosion, so that measures need to be taken to improve their structure and reduce sediment run-off. Formations and habitats of the Coversands are significant landscape features, and there are opportunities to extend the mosaics of heathland, grassland and woodland.

A key ecosystem service in the Vale includes its biodiversity resource which, despite being very limited overall, provides clusters of value, perhaps most notably but not exclusively in the Bardney Limewoods National Nature Reserve which provides the greatest concentration of original wildwood left in the country. The recreational potential of the area is also important because of the Vale's close proximity to Lincoln and the Lincolnshire Wolds AONB.

Both Wolds and Vale have generally fertile soils and good quality agricultural land. They have supported a diversity of farming over a long period but, because of this, little semi-natural habitat remains although there are pockets of remnant grassland including wildflower rich verges and heathlands, interspersed with blocks of woodland, and areas of coniferous plantations.

The Humberhead Levels is a flat, low-lying and large scale agricultural landscape. The Trent and Belvoir Vales is characterised by undulating, strongly rural and predominantly arable farmland, centred on the River Trent. It is a low-lying rural landscape with relatively little woodland cover and long, open views. The Fens constitute a distinctive, historic and human-influenced wetland landscape lying to the south of the Lincolnshire Wolds and west of the Wash estuary. They formerly constituted the largest wetland area in England.

The European Commission (EC) nitrates directive requires areas of land that drain into waters polluted, or which could become polluted, by nitrates to be designated as Nitrate Vulnerable Zones (NVZs). The entire LAZ area is designated as a NVZ for surface water, with ground water pollution a high risk within the Lincolnshire Wolds and the Limestone Edge areas of the LAZ, where the aquifers lie immediately below the surface. Farmers with land in NVZs have to follow mandatory rules to tackle nitrate loss from agriculture which includes not fertilising at certain times of the year and reducing the amount of fertiliser used. Encourage work that improves the water condition of ground water & surface water bodies.

Five Local Nature Reserves exist in the LAZ: Owllet Plantation near Blyton; Theaker Avenue near Gainsborough; South Thoresby Warren; Snipe Dales near Horncastle and The Pingle near Coningsby. 61 Sites of Special Scientific Interest (SSSI) cover an area of 1,347 hectares, 16% of the total SSSI area in the County - many in unfavourable or recovering condition.

Flood risk status – The LAZ area has approx. 67,100 domestic properties, of which 11% are at risk of flooding (ie classified as flood zone 3 by the Environment Agency (EA). 15% of its 3,500 non-domestic properties are also at risk of flooding. The EA has identified Barlings Eau, Willingham and Washingborough Fen which border LAZ and the Kestevens in the Witham Valley as of particular note of flood risk. Additional flood alleviation schemes are also in development to help protect Louth and Horncastle, both particularly vulnerable due to the rapid rainfall discharge rates of their respective catchments.

Heritage

The LAZ area has a historically rich landscape of small parklands and modest country houses, ancient trackways, west-east salters' roads, deserted or shrunken villages and prehistoric round and long barrows.

A significant cluster of Grade I and Grade II listed, medieval churches are located within the LAZ. Access to Lincoln and the sea via the River Witham has been an important influence and led to a cluster of medieval settlements and monastic sites near its course.

A number of World War II airfields feature along the top of the Northern Lincolnshire Edge scarp, with RAF Scampton still active and home to the Red Arrows. Many other airfields exist across the area and are part of a wider heritage interest. Redundant airfield sites are now commonly used for agriculture or industry and retail although some abandoned MOD buildings and infrastructure can still be in situ, some of which will have a unique heritage interest, for example the one remaining chain radar station mast at Stenigot in the Lincolnshire Wolds.

Market towns and historic, prehistoric and historic transport links between them have revealed important evidence of Roman, Anglo-Saxon and Danish (Viking) origins. The recent consultation exercise has consistently reinforced the continuing importance of these towns as rural hubs and service centres for their surrounding resident and visitors. There is general consensus that the special identities and strengths of the market towns are not being utilised to their full extent. Common links between the towns could be nurtured and developed and good practice shared more effectively.

The LAZ has a wealth of historic, prehistoric and archaeological heritage assets including 139 Grade I and 2,230 Grade II listed buildings (more than a third of those in Lincolnshire); 251 Scheduled Monuments (more than half of those in Lincolnshire); and 42 conservation areas (>25% of those in Lincolnshire); as well as a small number of Grade I/Grade II Parks & Gardens.

Forestry

The LAG has an important role to play in supporting local businesses that work in managing local woodland and utilising local timber. Around 4,641 ha (50%) of the woodland in the East and West Lindsey districts remains under-managed (Ref: FC Investment advice to LAGs) and does not realise its potential in providing economic and other benefits. There is an opportunity to build on the strong interest being shown in woodfuel, both through traditional firewood markets and the developing wood chip market. The local forestry resource can help support this growth through a strengthening of harvest transport, processing and storage infrastructure.

The majority of woodland businesses are micro-enterprises. In many cases these lack capacity and skills for growth and are usually under-capitalised. The Forestry Commission cites strong recent and local evidence that small and targeted investments and interventions produce significant financial returns, increased employment and productivity in the sector.

Lincolnshire Wildlife Trust has recommended support for projects which create multiple economic and biodiversity benefits such as those resulting in sustainable habitat management through developing renewable energy products eg charcoal and/or firewood from woodland management; fuel briquettes from reedbeds; anaerobic digestion of cut material from roadside verges and other habitats.

The LAG has identified potential in working jointly with other LAGs and for creating a small-grant scheme for these micro-enterprises and/or an 'umbrella-type' scheme. Such an approach may help to simplify the application process, add value to existing local initiatives eg the Lincolnshire Wood Fair and offer funding and skills support to micro-enterprises that would otherwise struggle to gain access to support and a funding source such as LEADER. There should be an emphasis on supporting economic forestry initiatives that can deliver multiple benefits for sustainable broadleaved woodland management, including maximising benefits for biodiversity, recreation and social-community interests.

Farming

Provision of food is a very important function of the LAZ area. Its soils are of good agricultural quality supporting the cultivation of cereals, oilseeds, root crops and potatoes, along with pig and poultry rearing. The balancing of agricultural and forestry production with the enhancement of other ecosystem services such as soil and biodiversity protection and the regulation of water quality and supply is a common challenge.

Lincolnshire and the Lindsey Action Zone play a key role in food production within the UK producing significant quantities of virtually all farm products, both arable and livestock. It has many large-scale farming units capable of efficiently producing high outputs of commodities. Processed foods such as Lincolnshire Sausages are well known throughout the UK and Lincolnshire branded potatoes are recognised as quality products. The cropping sector of farming and its associated supply chain is Lincolnshire's forte, the financial margins can be highly variable (dependent upon world commodity prices and energy costs) often relying on bulk distribution for profitable returns. The operators in the region are proud to be part of the Lincolnshire food and farming supply chain and there remains scope to further improve agricultural production within the county and the opportunity exists to co-ordinate that development to the benefit of the county as a whole.

Challenges faced by the sector include the relocation of processors outside the county, who commonly cite problems with the road network. Difficulties faced by new entrants (eg due to high land prices from investors buying farm land for tax relief) and the lack of some rural services such as broadband threatens what was once an innovative industry in this area. Restrictions in fertiliser usage in order to improve ground water quality, a reduction in summer abstraction of irrigation water and the delisting of spray chemicals all potentially increase the cost of production, while the retail industry places pressures on output margins (Ref: Future of food and farming in Lincolnshire: Andersons 2011).

There are c1,100 farms in the LAZ, farming c269,500 hectares. This area contributes approximately 25% to the total value of the Lincolnshire agricultural economy (£460m).

Visitor Economy

The Lincolnshire Destination Management Organisation (DMO) Plan states that by 2020, tourism will be recognised as having made a real and positive change to Lincolnshire's economy. It will be seen to have delivered growth, safeguarded and created jobs, driven investment and had a positive impact on the quality of life for Lincolnshire residents. LAZ aims to support the Plan by contributing to a network of strong, fully functioning, supporting destinations and experiences built around market towns, rural themes, aviation, heritage and food and drink.

The Scarborough Tourism Economic Activity Model (STEAM) data for 2012 indicates that the visitor economy was worth approximately £589m to the economies of East (£496m) and West Lindsey districts (£93m) - more than half the total value generated by the sector at county levels. ELDC Tourism team value the district's coastal tourism offer at c80% of the total East Lindsey district tourism value suggesting a value to the LAZ area of East Lindsey at c20% or £9.92m.

LAZ comprises an attractive environmental and heritage infrastructure, as well as a nationally protected AONB and conservation areas in towns. Much of the area engenders a sense of remoteness enhanced by its thinly scattered population and general lack of development or

major roads and one of its key ecosystem services is the tranquillity of its landscape. The low, open nature of much of the land means that skies are expansive and relatively free of light pollution. These qualities indicate that although it has much to offer the visitor economy, there is still considerable development potential in this area. Such development can be linked to the health of tourism-related businesses which are very important to other parts of the local economy who supply them, such as food producers, maintenance services etc.

Opportunities exist for the LAZ to upgrade accommodation to a quality standard; to create new shops, catering services, restaurants and cafes; to invest in green infrastructure and cycle ways with signage and interpretation etc and to increase tourism businesses' use of IT, e-booking systems etc. The Lincolnshire Wolds AONB Management Plan (2013-18) highlighted that some residents do have genuine concerns with the promotion of the area for tourism so any projects need to be carefully planned to ensure development is sustainable and in-keeping with the special qualities of the area.

Community

The remote rural nature of the area is illustrated by the average distance from key services faced by populations in the LAZ almost all of which are also greater than county wide average distances including hospitals at 11km (4km nationally); GPs at 2.2km (1.1km nationally); Banks at 5km (2km nationally); Dentists at 5.3km (1.5km nationally); Job centres at 11km (4.6km nationally); Secondary schools at 4.7km (2.1km nationally). The LAZ has a higher proportion of its working population travelling to work by foot or cycle than nationally.

Lincolnshire house prices are often referred to as being more affordable than in other areas of the UK and are one of the reasons why people move to the county. Whilst the average house price is 20% lower in Lincolnshire than nationally, the county average wage is also 18% below national levels. So while housing may appear more affordable to those entering the county, for people living and working in the county, affordability is still an issue.

Connectivity and Broadband Access: In 2011 approximately 17% of the county's population had a less than 2mbps (megabits per second) broadband connection or no connection at all. Around half of the population was at high risk of not benefiting from private sector investment in superfast broadband, holding back investment and growth. Lincolnshire was allocated nearly 5% of the Government's Broadband Delivery UK (BDUK) phase 1 funding announced in August 2011 (£14.3m). By mid 2016 nearly £50m will have been invested in broadband infrastructure through additional local, European and private sector investment, resulting in 80% of premises in the LAZ area having access to superfast services. A further 12% will have a service of 2-24mbps (megabits per second). Through BDUK's phase 2, plans are being prepared to take Superfast coverage to 95% across the county as a whole, through an additional £4.7m of public funds. Following both deployments, around 5% of premises will still have inadequate access. EAFRD funds to 2020 will be an important component of phase 3 to reach the final 5% with superfast services. There may be scope for LEADER to support community broadband initiatives developing hub points & support for residents, visitors etc.

Based on the 2010 Indices of Deprivation, the LAZ area contains two areas classed as being in the 10% of most deprived areas in England; seven of the top twenty most deprived in the country. These areas are located in the wards of Gainsborough East, Gainsborough South West, Gainsborough North and Trinity in Louth.

The Community Facilities Grant Aid scheme run by LCC in partnership with local authorities provides funding to support community activities and capital works to village halls/community buildings. The May 2014/15 round was heavily over-subscribed with application requests more than double the amount of funding available. LEADER could help to address this need.

3.3 Consultation Feedback

Feedback during consultation raised issues that were reinforced by a variety of respondents:-

Access to finance and supporting businesses – micro businesses continue to report difficulties in accessing finance from banks and small businesses still lack confidence to borrow in order to expand fearing undue pressure on cashflow and reserves. Capital investment is, however, reportedly required for new technology, equipment and for improving premises.

Market Towns - were consistently cited as important rural hubs. There is general consensus that the special identities and strengths of the market towns are not being exploited and investment in them should be increased. Common links between the towns could be nurtured and developed and there are good opportunities to harness private sector involvement through re-use of dilapidated historic buildings - often dependent upon owner and tenant relationships.

Supporting the visitor economy and valuing our heritage and landscape – the natural and cultural heritage assets of the LAZ were frequently felt to be under-developed. There are opportunities to add to activities to develop and promote the visitor economy and heritage products eg those associated with historical figures such as Tennyson, Joseph Banks etc. Increasing interest in aviation heritage requires a joined up approach across Lincolnshire sites along with improved IT information eg Smart Phone Scanner to provide localised interpretation and access to historical data for ex RAF sites. The LAZ can provide an important stimulus for further development of the aviation heritage offer.

Scope exists for developing 'green' products through habitat management activity/planning (eg woodland and firewood/charcoal, roadside verges, nature reserves, access and fencing); encouraging residents and visitors to value and spend more time in the rural environment; retaining non-intensive livestock farmers within the sector eg local produce/marketing.

We need to attract more visitors and, once here, we need to keep them for longer by creating more all-weather facilities, activities and attractions. We need to improve promotion of our visitor economy and encourage development & marketing of local products (art & crafts, food & drink).

Green solutions for resource efficiency and sustainable management – A range of opportunities exist in all sectors to help sustain and enhance wildlife and wider 'ecosystem services' such as water, soil and clean air provision. Increased management of our natural environment, including woodlands, traditional grasslands and chalk streams will increase economic productivity and realise biodiversity benefits. The renewable heat incentive is driving a strong demand for timber. Installation of rainwater harvesting and energy efficiency systems, can reduce carbon footprints as well as input costs. With current public sector funding challenges, there is a need for both maintaining and creating more and improved green access routes eg cycling and walking. Increased outdoor recreational and leisure opportunities can financially support new land management plans eg play areas, bushcraft and 'go ape' type activities. Increased use of innovative technology and support for digital/ICT advancements was viewed as important eg increasing precision farming solutions to decrease input costs and supporting a sustainable increase in farm productivity (water/energy resource management).

Making our communities stronger – Many of our communities are isolated with poor public transport access and face a number of issues for their continuing sustainability. Feedback has revealed concerns over the future provision of affordable housing, especially as property prices continue to rise above wage inflation; however at the other end of the spectrum, lack of executive housing has also been deemed a potential constraint on future business development.

Many communities are interested in developing a village or community plan to find out what is needed and to work towards improving infrastructure and services including access to community buildings as well as making those in demand more sustainable. Schools, post offices and pubs are closing in many villages which can very often damage the social fabric of the community, leaving some residents feeling isolated and vulnerable.

Connectivity physically, digitally, economically and socially was regularly raised as insufficient by a variety of respondents. Road capacity, railway access and cross boundary connections are poor. Access to superfast broadband and innovative technology is patchy and still not sufficient to help businesses grow. Improved access to existing services is needed, as is

improved networking and joint-working opportunities for isolated rural villages. Sensitively placed, physical, improved signage, as well as electronic methods are required to enable visitors to be signposted to areas of interest, accommodation, pubs and heritage sites. Isolated rural businesses such as those in the forestry sector and embryonic local business groups/networks need support to access funding and advice and to make supply chain connections.

3.4 'SWOT' analysis of the local area

The following SWOT analysis reflects the issues that have been identified through our analysis as the most pressing for the area and opportunities with the greatest potential to drive growth.

<p>Strengths</p> <ul style="list-style-type: none"> • Important food producing landscape with AONB, diverse geology, rich prehistoric & historic interest in countryside & market towns. • National & international award winning local food producers and local museums. • International and national examples of rare habitat including Lincs Limewoods, chalk streams, SSSIs and local wildlife sites. • Recreation & tourism offer includes national attractions eg Cadwell Park; WWII aviation heritage; Viking Way; National Cycle Route 1. • Annual Lincolnshire Wolds Walking Festival; Network of footpaths, bridleways, green lanes and Lindsey Carriage Driving Trail. • High level of “tranquillity”. Dark skies and astronomical observation. "Big Skies". • Good schools with high level of pupil attainment. Level 4 attainment in rural areas. • Proportion of employment generated by higher skilled industry mainly around relatively stable (population and growth) market towns. • Healthy entrepreneurial spirit in 'good times'. • Strong level 4 skills & professional skills base. • Lincolnshire Firewood Fair initiative, already supporting the local forestry sector. 	<p>Opportunities</p> <ul style="list-style-type: none"> • Market towns as hubs to support projected population growth through services, connectivity & collaboration. • Protect and manage the Lincolnshire Wolds' landscape, water resources/wetland habitats. • Maintain/enhance innovative, sustainable, productive agricultural practices for continued provision of food & sense of place. • Protect & manage the area's rich historic environment/geodiversity for contribution to local character & identity. • Investment in arts and cultural activity - links to Lincoln Castle relaunch/high profile initiatives. • Increase skills and volunteering opportunities to improve careers and visitor experience. • Development of eco-tourism and waterways. • Development land around market towns with some population growth occurring. • Specialist niche businesses in market towns & emerging connections to Humber Bank. • Develop business perceptions to better engage/aspire through professional/level 4 skills base. • Sustainable Development & NPPF (planning). • Roll out of Onlincolnshire Broadband initiatives • Woodland to support growth in forestry markets
<p>Weaknesses</p> <ul style="list-style-type: none"> • Under developed heritage assets and fragile market town centres. • Low water availability, poor groundwater status, pollution of water courses. • Insufficient promotion of LAZ tourism/heritage assets and products. • Cost of travel, lack of public transport, no/poor broadband in many rural areas. • Loss of pubs, post offices and shops in villages • Insufficient quality visitor accommodation/attractions. • Over half the population live in rural villages & hamlets with significant populations of older people who have issues accessing services. • Youth skills and aging population need targeted support – over-reliance of some 	<p>Threats</p> <ul style="list-style-type: none"> • Heritage eg burial mounds; medieval monastic remains; DMVs; ridge & furrow under threat from intensive farming practice. • Loss of habitats eg unimproved grasslands, wide roadside verges, hedges, streams, copses • “Over-abstraction” from rivers rising in the Wolds & climate change threats to the resource • Windfarms may threaten scenic beauty, rural distinctiveness and community cohesion. • Some high demand community facilities need help to be more sustainable. • Employment is forecast to decline in the rural areas around the market towns. • Poor links between education & skills required for business. • Lack of awareness of business support is

<p>sectors on older workforce.</p> <ul style="list-style-type: none"> • Vulnerability to job losses/levels of worklessness between main centres & in towns. • Young people with high attainment migrate to other areas with higher income levels. • Poor trunk road infrastructure • Some wards in market towns in top 20% IMD. • House prices doubled since 2002 – affordability • Fragile small business economy since 2009. 	<p>leading to unfulfilled growth ambitions.</p> <ul style="list-style-type: none"> • Inappropriately scaled development in market towns threatens local infrastructure & retail survival. • Rising fuel costs. • Issues around an ageing workforce and succession planning in the Agri-food sector. • Production threats from need to improve water quality/reduce inputs of fertilisers & chemicals • Impact of tree diseases on woodland resource – changes to forestry management practice
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3.5 LAZ local priorities

Our vision for the LAZ

A growing economy creating diverse employment opportunities in an outstanding landscape, known for its rich heritage, its food and high quality visitor experiences

To achieve this vision the LAZ strategic approach aims to focus on the following objectives:-

Objectives

- Assist businesses in activities that help them grow and lead to diverse employment opportunities for its rural residents by investing in GLLEP priority and emerging sectors
- Maintain and enhance the vitality of our market towns to create a memorable, rural destination enabling communities and businesses to become increasingly sustainable.
- Enhance the potential of our under-developed landscape, heritage and cultural assets to improve our tourism and amenity offer for both residents and visitors.

These objectives will enhance our economic position within the UK economy, increase the growth potential of our businesses and communities and create new jobs. In order to focus our resources, we will concentrate on three priority areas:-

Priority 1: Improve business efficiency and growth

The purpose of this priority is to assist the growth of the diverse range of businesses located in and around our small market towns and rural hubs. We aim to support traditional and niche businesses to improve their productivity, create diverse employment opportunities, improve local supply chains and to support farms to be more resource and carbon efficient.

Priority 2: Improve the rural visitor economy

This priority aims to enhance the experience of visitors to our area. We can support our tourism businesses to make the LAZ a more welcoming and attractive place to live, work, invest and visit by supporting a drive for high quality attractions and accommodation which are better connected and well-marketed.

Priority 3: Realise the potential of environment, heritage and community assets

We aim to sensitively enhance the key environmental and heritage strengths of the LAZ and to support our communities to emphasise our rural area as attractive and welcoming, well-known for its local character and special features and to develop the area by increasing a wider understanding of its distinctive assets.

Cross cutting themes – Local distinctiveness

A number of cross-cutting themes important for all project applicants to consider will be:-

- Innovation (including digital infrastructure improvements where possible)
- Environmental sustainability
- Local uniqueness
- Good practice
- Quality

3.6 Programmes of activity – turning priorities into actions

The LAZ LAG was successful in meeting its contractual targets in the last programme supporting 39 projects and creating 52 jobs across a wide range of business sectors by December 2013. Amongst a range of outcomes, we supported our market towns through heritage projects that supported new business and increased quality of our accommodation provision. We intend to build on this by focussing our efforts on the following priority areas and encouraging projects that will deliver outcomes that benefit our area.

Priority 1: Improve business efficiency and growth – Proposed Eligible Investments (subject to publication and content of Final RDP Measure Fiches)
a) Create diverse employment opportunities and increased productivity by assisting our diverse range of micro and small businesses to establish new business units, premises and facilities and to purchase equipment
b) Start-up aid for new businesses
c) Support traditional/niche businesses particularly in the food & forestry sectors to improve productivity & local supply chains eg development, processing & marketing of products
d) To support the adoption of business practices that improve the sustainability of our farms and businesses by helping them to become more resource and carbon efficient
e) To support landowners and woodland managers and contractors to improve the economic productivity of local woodland
f) Farm diversification projects that create new income streams to improve farm viability, particularly for our smaller farms.

To implement these actions, the LAG will aim to promote RDP and LEADER through its LAG membership organisations across a range of sectors and through its constructive relationships with others including the Lincolnshire Forum for Agriculture and Horticulture, Woldmarsh farmers buying Group, FSB, the Lincolnshire Chamber of Business and Commerce, Women in Rural Enterprise, the National Farmers Union and Country, Land and Business Association Ltd, local business networks as well as regularly updating the new Business Lincolnshire Growth Hub, a single point of contact for those wanting to start, develop and grow local businesses.

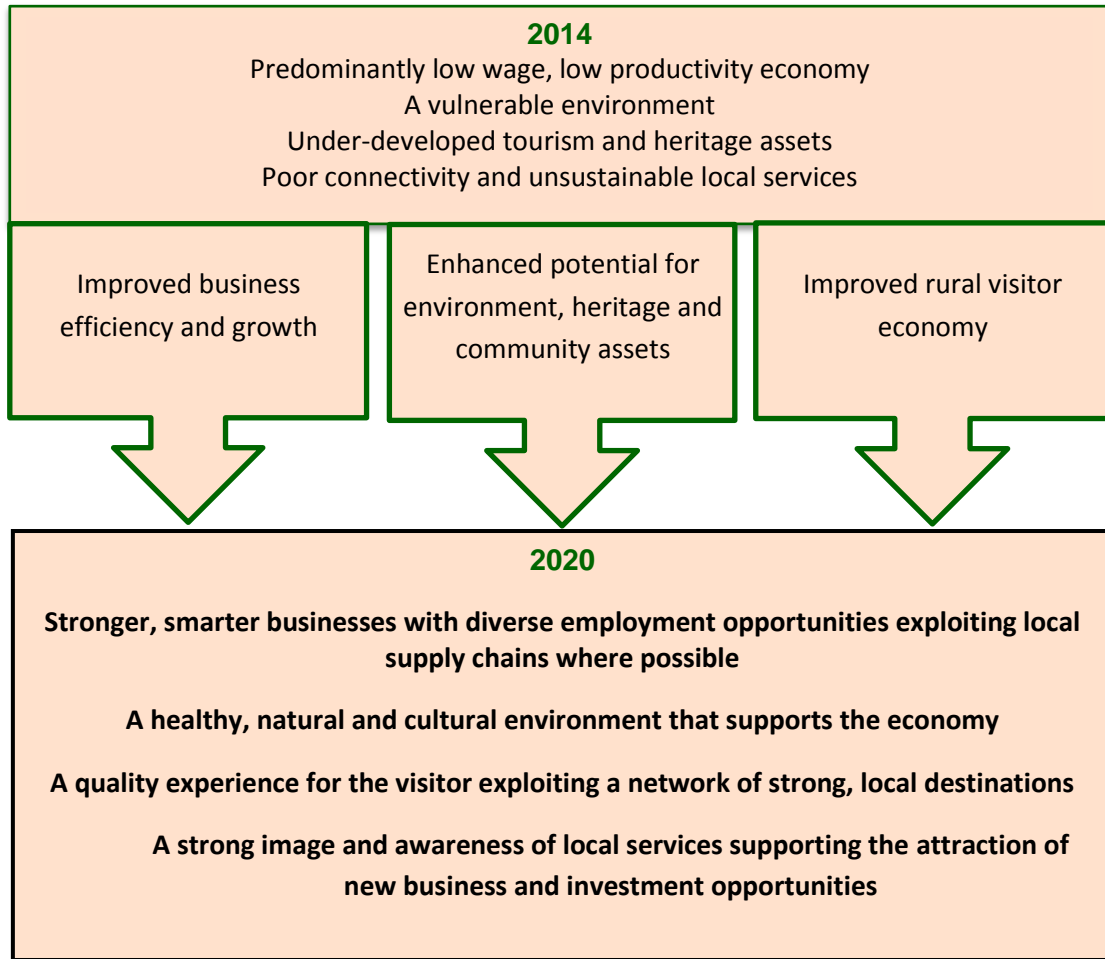
<p>Priority 2: Revitalising our Rural Visitor Economy – Proposed Eligible Investments (subject to publication and content of Final RDP Measure Fiches)</p>
<p>a) Projects that enhance the experience of visitors to our area encouraging them to stay longer and increase their spend eg cafes and shops, events and festivals</p>
<p>b) Projects that support a drive for high quality accommodation which is better connected & well-marketed.</p>
<p>c) Projects that improve the attractiveness and viability of our market towns eg conversion and improvement of dilapidated historic buildings, innovative ideas for re-use of empty shops, signage and interpretation</p>
<p>d) To support the development and interpretation of green eco-tourism experiences through enhancing access to our cycle routes, waterways, public footpaths and green spaces; and supporting links with the AONB, Lincolnshire Limewoods and local and community nature reserves and conservation areas.</p>
<p>e) To encourage innovative ideas and the use of new technology to promote our area as a welcoming and attractive destination for visitors to enjoy and to increase the efficiency of our tourism businesses eg destination marketing and e-booking systems.</p>

We will use a co-ordinated approach through county and local Destination Management Organisations, Greater Lincolnshire Nature Partnership, Heritage Trust for Lincolnshire, Lincolnshire Wildlife Trust, Natural England, Lincolnshire Wolds Countryside Service, LCC development and local officers working on landscape-scale projects e.g. Lincolnshire Limewoods to stimulate sustainable projects and to ensure activity is complementary and delivers the best outcomes for the area.

<p>Priority 3: Realising the Potential of our Environment, Heritage and Community Assets – Proposed Eligible Investments (subject to publication and content of Final RDP Measure Fiches)</p>
<p>a) To sensitively support sustainable growth and management of our water, wildlife, green space and other natural resources by helping people and wildlife adapt to climate change and reduce its adverse impacts</p>
<p>b) To support activities which contribute to the sustainability of our rural communities eg development of villages and their rural services, local renewable energy and broadband initiatives, local transport solutions, childcare and community hubs</p>
<p>c) Support the re-use of our under-used and redundant listed buildings and significant unlisted historic buildings, especially if viable & commercial opportunities can be exist</p>
<p>d) To support projects which seek to create, conserve and enhance our distinctive cultural and natural landscape features and habitats eg our chalk streams, woodlands, wildflower rich verges and archaeological sites and to promote understanding of them.</p>
<p>e) To cooperate with similar rural areas, learning from their experiences and sharing ours, using partnership working to enrich the environment in which our communities and businesses live, work and invest and our visitors enjoy.</p>

3.7 Targets, results and outputs

What will success look like in 2020?



To attract LEADER funding, all projects must also contribute to one or more of the national priorities for LEADER:

- Increase farm productivity
- Support micro and small business and farm diversification
- Boost rural tourism
- Provide rural services
- Provide cultural and heritage activities
- Increase forestry productivity

Further information about each of these priorities can be found in the Lindsey Action Zone Applicant Handbook (Pages 7-21)

The following table illustrates how the Lindsey Action Zone local priorities will contribute to the national LEADER Priorities.

How the Lindsey Action Zone Priorities contribute to Defra Policy Priorities

(✓ indicates the funding priorities that will be used to support activities)

	Defra Priorities	Farming	Enterprise	Rural Tourism	Rural Services	Culture & Heritage
Lindsey Action Zone Priorities						
1. Improving business efficiency and growth						
a) Create diverse employment opportunities/increase productivity		✓	✓	✓		
b) Start-up aid for new businesses		✓	✓	✓		
c) Support traditional/niche businesses & local supply chains		✓	✓	✓		
d) Improve the sustainability of our farms and businesses		✓	✓			
e) Improve the economic productivity of local woodland		✓	✓			
f) Farm diversification projects creating new income streams		✓	✓	✓		✓
2.Revitalising our Rural Visitor Economy						
a) Enhance the experience of visitors, staying longer, more spend		✓		✓		
b) Support high quality accommodation, well connected & marketed		✓		✓		✓
c) Improve the attractiveness & viability of market towns			✓	✓	✓	✓
d) Development/interpretation of eco-tourism experiences				✓	✓	✓
e) Encourage innovative ideas and use of new technology to promote our area and to increase business efficiency		✓	✓	✓	✓	
3.Realising the Potential of our Environment, Heritage and Community Assets						
a) Support sustainable growth/management of natural resources		✓		✓	✓	
b) Sustain our rural communities			✓		✓	
c) Re-use of under-used/redundant listed/other significant buildings				✓		✓
d) Create, conserve and enhance our distinctive cultural and natural landscape features and habitats		✓	✓	✓	✓	✓
e) To cooperate with similar rural area to enrich our environment		✓	✓	✓	✓	✓

3.8 Evidence of alignment with LEP activity

The LAG membership has been developed to represent the development needs of the area following local consultation and analysis of a wide range of socio-economic and environmental data. The Greater Lincolnshire Local Enterprise Partnership (GLLEP) aims to add value to, and not duplicate or dilute the bottom-up approach to this structure. We therefore see the Forum for Agriculture and Horticulture, specialist advisors to the GLLEP Local Sub-Committee on rural development funding, to be the link between Growth Programme funds and LEADER funding. The Forum is keen to have representation from the Accountable Body to attend relevant meetings, also attended by Defra, to ensure funding streams are integrated and co-ordinated effectively. A letter of support from the GLLEP is attached as Appendix C.

The Chair of the Forum (or a nominated representative), who is also a GLLEP board member, will have an open invitation to attend LAG meetings. The Accountable Body representative can help identify where it might be appropriate for Forum members to be involved in specific LAG meetings but they will not be full members or endorse local schemes. The Forum will then be able to provide an overview of how funds are managed to the GLLEP's Local Sub-Committee.

The GLLEP's priority areas are set out in its Single Investment Fund and Strategic Economic Plan. The LAZ LDS will contribute to five of these:-

<p>GLLEP Single Investment Fund and Strategic Economic Plan statements:</p>	<p>LAZ LDS contributions to GLLEP priority areas:</p>
<p>1.Growth sectors The GLLEP will make real efforts to drive the growth of the three sectors that it has most competitive advantage in; Agri-food, Manufacturing, Tourism. Delivering these strategic priorities will be our no 1 objective. Our vision is that our world class food production and manufacturing sectors are recognised for their contribution to the UK and businesses in leisure and tourism have grown from greater Lincolnshire's heritage and natural assets’.</p> <p>‘Strengthening and promoting the image and awareness of a destination and the services available can be highly important in attracting new business and investment across all sectors.</p>	<p>LDS Priority 1: Improve business efficiency and growth - assisting the growth of the diverse range of businesses aim to support traditional and niche businesses to improve their productivity.....</p> <p>LDS Priority 2: Improve the rural visitor economy</p> <p>LDS Priority 3: Realise the potential of environment, heritage and community assets</p>
<p>2.Emerging sectors and businesses The GLLEP recognises that as well as the sectors in which it has a competitive advantage; it has other strong sectors like care and ports/logistics but also emerging opportunities around low carbon and small business.</p> <p>By encouraging & facilitating our businesses to reduce waste throughout their processes & become resource efficient, we will help them to build resilience to outside pressures of fluctuating resource & raw material costs, thereby promoting/realising sustainable economic growth.</p>	<p>LDS Priority 1d) & 1e) will support businesses and farms become resource efficient.</p> <p>LDS Priority 3a) aims to support sustainable growth and management of our water and wildlife resources by helping people and wildlife adapt to climate change and reduce its adverse impacts</p>
<p>3.Adapting for the future - ‘We know that managing water resources is critical to the growth of the agri-food sector. This includes improving water quality and storing water during times of flood for use during drier periods’.</p>	<p>LDS Priority 3a) supports sustainable growth and management of our water/wildlife resources by helping people and wildlife adapt to climate change/reduce adverse impacts</p>
<p>4.Lincolnshire’s strength of Place Lincolnshire has a network of attractive market towns. Each can play a strong role both in attracting visitors and investors, and in providing good quality services to its residents.</p>	<p>LDS Priority 2c) seeks to improve the viability of our market towns. LDS Priority 3b) aims to contribute to the sustainability of our communities through supporting rural services</p>
<p>5.Housing Growth - GLLEP will substantially increase levels of promotion of the area in order to reduce recruitment problems, and provide new market opportunities for its businesses.</p>	<p>By 2020, the LDS aims for the LAZ area to be viewed as a better place to live & work due to actions directly aimed at stimulating growth & jobs and supporting LAZ as an attractive area to start a new business/attract new business/investment ideas. Appropriate housing is essential to recruitment and retention of employees.</p>

Avoiding potential overlap - To achieve its strategy for growth the GLLEP intends to use combined sources of funding to deliver strategic support to its growth sectors, as identified in its Strategic Economic Plan and EU Structural & Investment Fund Strategy. For this to be achieved there needs to be close alignment and co-ordination of funding streams and the LEP has

planned a number of initiatives to facilitate this. The LAG will actively promote and participate in these plans to achieve synergy and demarcation.

- Effective and clear signposting using mechanisms such as www.businesslincolnshire.com an online web signposting portal that is providing a more effective way of co-ordinating and promoting business support activity
- The establishment of a ‘**Growth Hub**’ covering all sectors and business growth stages through a collaborative partnership approach to business support, growth and advice.
- **Joint working at an operational level** across different partnership structures eg specialist advisors to the Local Sub-Committee including the Employment & Skills Board, Forum for Agriculture and Horticulture, LEADER Local Action Groups, etc. which will help individuals involved in the programme delivery to effectively signpost to appropriate areas of support including activity delivered at a national level (including Opt-in proposals, FFPS etc.)
- **Aligning sector plans and strategies** with particular relevance to rural development funding eg using the Lincolnshire Destination Management Plan (DMP) 2013-2020 to help shape/inform how tourism activities are brought forward to align LEADER and EAFRD Growth Programme funding to ensure that the greatest impact is achieved.

Alignment with other relevant strategies

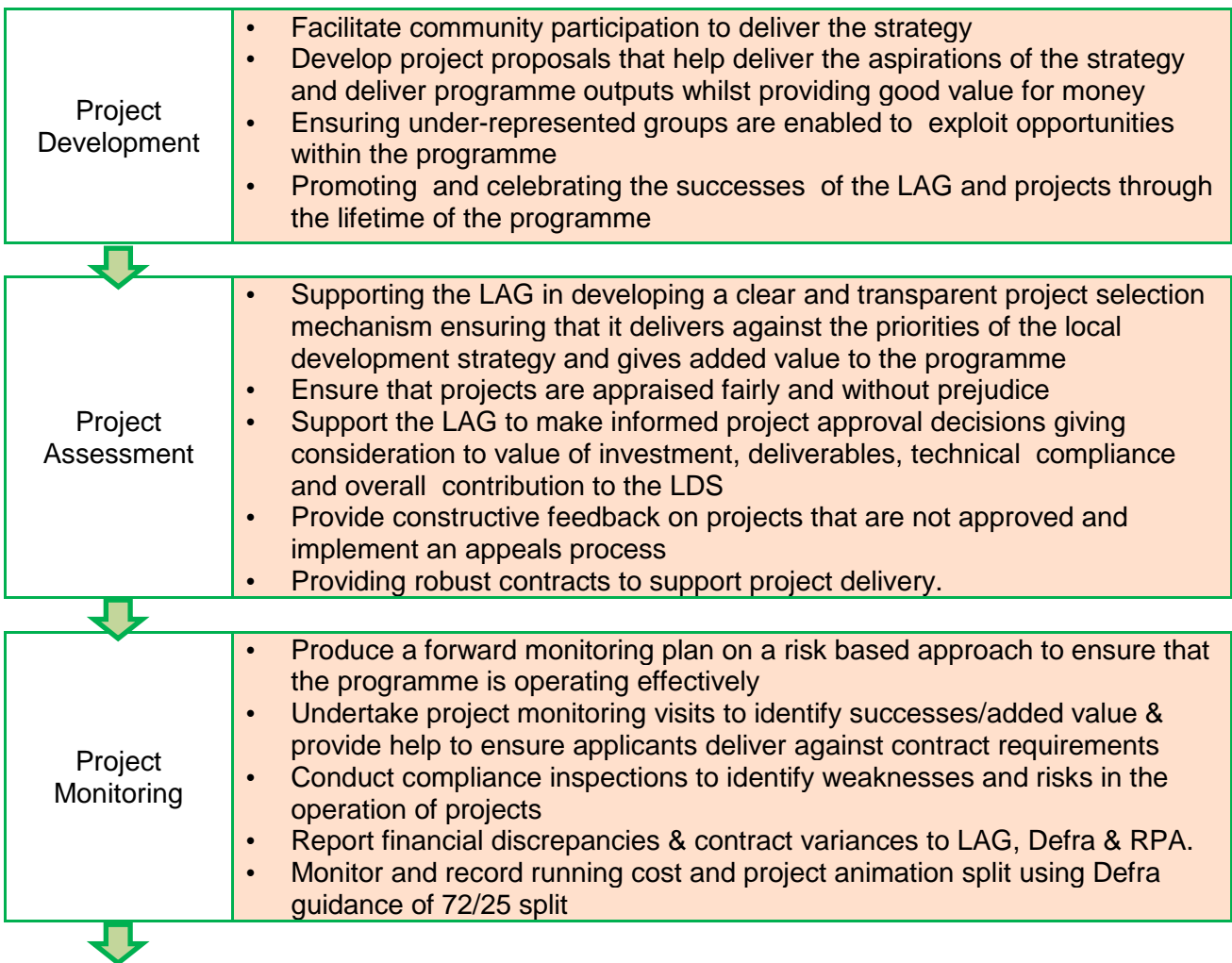
<p>Lincolnshire Destination Management Plan - aims to double the real value of tourism to our economy by 2020.</p> <ul style="list-style-type: none"> • Experiences built around market towns, rural themes, aviation, food and drink. • An overall increase in the quality of the visitor experience, and especially a growth in quality accommodation provision. • A network of strong, fully functioning, supporting destinations and an established reputation as a provider of high quality visitor experiences. 	<p>LDS Priority 2a) Enhancing the experience of visitors by encouraging them to stay longer and increase their spend. LDS Priority 2b) High quality accommodation which is better connected and well marketed. LDS Priority 3c) Improve the attractiveness and viability of our market towns. LDS Priority 3d) Support development and interpretation of green eco-tourism experiences through enhancing access to our cycle routes, waterways, public footpaths and green spaces etc.</p>
<p>WLDC – Corporate Plan Summary 2014-2018</p> <ul style="list-style-type: none"> • A Prosperous and Enterprising District • An Accessible and Connected District • A Green District Where People Want to Work, Live and Visit • Active and Healthy Citizens and Communities • Organisational Transformation 	<p>LDS Priority 1a) Create diverse employment opportunities. LDS Priority 2e) Encourage innovative ideas and the use of new technology. LDS Priority 3a) Support sustainable growth and management of resources. LDS Priority 3b) Support activities which contribute to the sustainability of our rural communities. LDS Priority 3d) Support development of green eco-tourism experiences.</p>
<p>ELDC Corporate Strategy – 2014 to 2018</p> <ul style="list-style-type: none"> • Healthy economy with skilled workforce and access to range of job opportunities • Variety of thriving & attractive town centres • Choice of good quality homes whatever age & income in clean, safe district • Resilient, self-sufficient communities • Access to good quality health services and reducing inequalities • A countryside ... valued by residents and visitors with good quality leisure and cultural provision that promotes wellbeing & attracts visitors 	<p>LDS Priority 1a) Create diverse employment opportunities. LDS Priority 2e) Encourage innovative ideas and the use of new technology. LDS Priority 3a) Sustainable growth/ resource management to combat climate change. LDS Priority 3b) Support activities which contribute to the sustainability of our rural communities. LDS Priority 3d) Support development of green eco-tourism experiences.</p>


<p>Greater Lincolnshire Nature Partnership Strategy notable features – eg:-</p> <ul style="list-style-type: none"> • Bardney (Lincolnshire) Limewoods • Chalk streams • Lowland dry acid grassland • Rivers, canals and drains • Springs and flushes • Wood pasture and parkland 	<p>LDS Priority 3a) sustainable growth and management of our water, wildlife and green space resources by helping people and wildlife adapt to climate change and reduce its adverse impacts.</p> <p>LDS Priority 3d) create, conserve and enhance our distinctive cultural and natural landscape features and habitats eg our Chalk Streams, woodlands etc.</p>
<p>Central Lincolnshire Local Plan – In process and working with WLDC and other Lincolnshire Councils to create an overall plan for Central Lincolnshire.</p>	

4. Management and Administration

4.1 Accountable Body

Lincolnshire County Council’s (LCC) Economy and Place Commissioning area will be responsible for the delivery of the programme on behalf of the LAG. This role as Accountable Body will be to ensure that the correct systems and procedures are being adhered to against the national RDP operational programme and operational manual which will set out the required delivery mechanisms for the funds. The Accountable Body will implement a Memorandum of Understanding with each successful LAG group and will agree to deliver the following functions:



Claims and Payments	<ul style="list-style-type: none">• Examine financial claim submissions for accurate information and report variances and/or non-compliance• Recommend payments to project applicants• Update and maintain management information on the CAP-D IT system• Regularly Inform the LAG and partners of project performance.
	
Compliance	<ul style="list-style-type: none">• Establish robust systems that fit with the operational guidance• Demonstrating separation• Provide statutory requirements including response to Freedom of Information requests and complaints on delivery• Produce accurate, timely and adequate evidence to support management and administrative expenditure• Maintain project and programme information and ensure it is available for scrutiny for a minimum period of 7 years.

Annex 1: Financial Plan

- Total allocation for the 2014-20 programme = €2.573m.
- Sterling equivalent = £2.058m (Based on annual exchange rate for 2015/16 of 0.8.)
- Forecasts will be reviewed annually through a formal Delivery Plan submitted to Defra in April each year.

Overall funding profile 2015-2020

	% of Total Budget	£
Grants to Projects	85	£1,749,640
Management & Admin (over 5/6 Yrs)	15*	£308,760
Total Indicative Allocation	100	£2,058,400

*Below 18% limit set by Defra. This will maximise funds for projects in Lincolnshire.

Expenditure by LEADER Priority

LEADER Priority	% of Project Budget	Rationale
Increasing Farm Productivity	7%	Funding allocations are indicative of the relative importance of each priority in helping to achieve the Lindsey Action Zones' LDS objectives.
Micro/Small Enterprise, Diversification	43%	
Rural Tourism	22%	
Provision of Rural Services	6%	
Cultural and Heritage Activity	15%	
Increasing Forestry Productivity	7%	
Total	100%	

Annual Expenditure Profile £

Policy Priority	2016/17 £	2017/18 £	2018/19 £	2019/20 £	2020 £	All Years £
Support for increasing farm productivity	13,413	22,354	29,061	29,061	28,586	122,475
Support for micro and small enterprises & farm diversification	120,714	160,952	230,251	185,542	54,886	752,345
Support for rural tourism	50,521	67,063	92,324	141,504	33,508	384,921
Support for cultural and heritage activity	35,767	62,593	80,476	80,476	3,134	262,446
Provision of rural services	13,413	26,825	33,532	20,119	11,090	104,978
Support for increasing forestry productivity	13,413	22,354	29,061	29,061	28,586	122,475
Total	247,241	362,141	494,705	485,763	159,790	1,749,640

Annex 2: Forecast Outputs

Programme Outputs						
	2016/17	2017/18	2018/19	2019/20	2020	Total
Support for Increasing Farm Productivity						
<i>No. of Projects</i>	0	1	1	2	2	6
<i>No. of Businesses or Holdings Benefitting</i>	0	1	1	2	2	6
<i>No. of Jobs Created</i>	0	0	0	0	0	0
Support for Micro and Small Enterprises and Farm Diversification						
<i>No. of Projects</i>	4	4	5	8	3	24
<i>No. of Businesses or Holdings Benefitting</i>	4	4	5	8	3	24
<i>No. of Jobs Created</i>	8	11	11	16	3	49
Support for Rural Tourism						
<i>No. of Projects</i>	1	2	2	5	2	12
<i>No. of Jobs Created</i>	1	1.5	1.5	4	1	9
Provision of Rural Services						
<i>No. of Projects</i>	0	1	1	1	1	4
<i>No. of Businesses Benefitting</i>	0	0	0	0	0	0
<i>Jobs Created</i>	0	0	0	0	0	0
Support for Cultural and Heritage Activity						
<i>No. of Projects</i>	1	2	2	3	1	9
<i>No. of Businesses Benefitting</i>	0	0	0	0	0	0
<i>Jobs Created</i>	0	0	0	0	0	0
Support for increasing Forestry Productivity						
<i>No. of Projects</i>	0	1	1	2	1	5
<i>No. of Businesses Benefitting</i>	0	0	0	0	0	0
<i>Jobs Created</i>	0	0	0	0	0.4	0.4