



## Local Development Strategy 2014-2020

(Abridged version Nov 2015\*)

*\*The Coastal 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 Content from the original document which is now outdated or invalid has been omitted from this abridged version. For example, planned procedural arrangements for operating LEADER in Lincolnshire which have been superseded by a mandatory National Operations Procedure and Financial Plans that were based on indicative funding amounts.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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## 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 Coastal Action Zone. The LAG was awarded a total allocation of €1.884m\* for the 2014-20 programme.

*(\*Sterling equivalent: £1.507m based on an exchange rate of 0.8 and subject to annual reviews and exchange rate fluctuations).*

## A word from the LAG Chair

Our Strategy details the priorities and plans we have developed, through wide consultation, and built on from the previous programme, which provides us with a strong starting point to deliver an effective programme.

We will be prepared to create and manage a good level of projects to achieve targets and we have processes in place to ensure LAG business continues effectively and efficiently. The LAG is now a blend of experience and new ideas with breadth of representation across farming, business, community including young people and the environment.

We look forward to having the opportunity to turn our vision for this Coastal Action Zone programme into reality through the Rural Development LEADER Programme 2015-2020

## 1 THE LOCAL ACTION GROUP PARTNERSHIP

### 1.1 Membership

The LAG for this programme is a strong blend of experienced members from the previously successful Local Action Group (2007-2013) and new members joining as a result of the consultation activity. This membership now has proven experience of endorsing and approving projects to fit with LDS objectives and new ideas, ways of working and networks. We have an increased, strong representation across the priority sectors. The public/non-public split is 11:14 with the public sector representing less than 50% of the group and no single sector has more than 49% of the vote. The gender balance is 'positive' with 15 females to 10 males, we will seek to maintain an even balance.

An up-to-date list of LAG members is published on the 'About Us' section of the LAG's website: [www.coastal-rdpe.co.uk](http://www.coastal-rdpe.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 at the AGM in April. A register of interests will be taken at every meeting. Where relevant, LAG members will leave the room and take no part in discussions and decisions about projects in which they have declared an interest.

## 2 THE LAG AREA

### 2.1 Rural Population

| CAZ Population |        |
|----------------|--------|
| Total          | 77,193 |
| Rural          | 39,786 |
| Urban          | 37,407 |

The area encompasses the coastal zone of the East Lindsey District and is defined through its location, geography and nature of the coastal issues faced.

The urban areas of Skegness and Ingoldmells and Mablethorpe and Sutton on Sea are included as rural urban areas.

### 2.1 Map of the Area



The Coastal Action Zone area covers a key area of the east coast of Lincolnshire. This coastline is essentially the coastline for both Lincolnshire and the East Midlands region. At 772 km<sup>2</sup> in size it covers an area that takes in the coastal elements of the local authority district of East Lindsey. This area is ranked as one of the most rural in the country; “Rural-80” (i.e. 80% of the population live in a rural area)

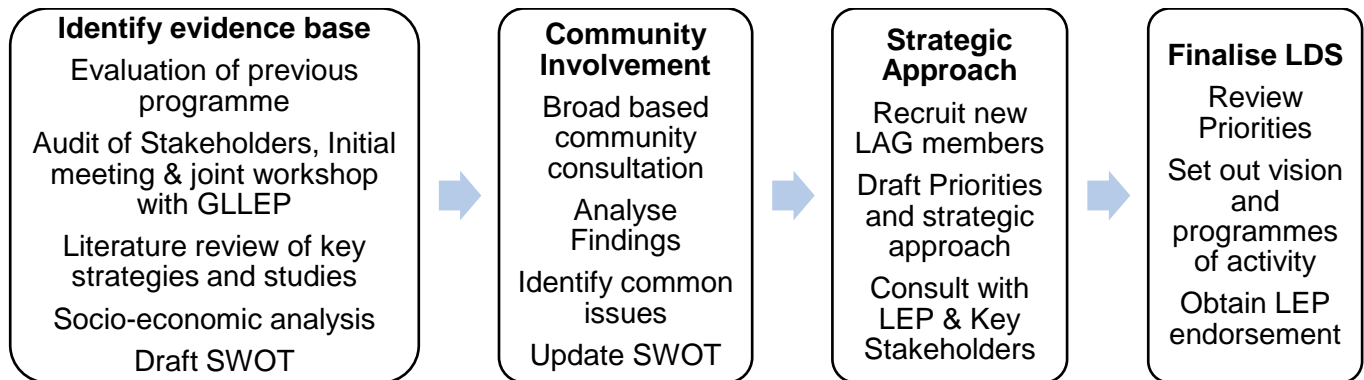
The CAZ area lies solely within the Greater Lincolnshire Local Enterprise Partnership (GLLEP). This coastal strip includes the seaside resorts of Skegness and Mablethorpe, and the historic market town of Alford.

Three LEADER areas border the Coastal Action Zone; to the west; the Lindsey Action Zone (East & West Lindsey Districts), the north; Northern Lincolnshire and the south; the Wash Fens (Boston Borough & South Holland District)

### 3 THE STRATEGY

#### 3.1 Involvement of the community and consultation activity undertaken

##### Overview of how the strategy was formulated



Careful consideration has been given to the best methods of involving community and businesses in development of the LDS with the resources available. Local stakeholders have contributed through a mix of activities ensuring their inclusive participation so that we have been able to put together a strategy that incorporates relevant views and will incorporate a sense of ownership and to help us deliver the strategy. Some of our communities are hard-to-reach through lack of transport, restricted time or preference to comment in small groups verbally or in writing. 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 and individuals.
- Raised awareness of the consultation opportunity and survey through local press, partner newsletters, social media, websites, email and direct contact via local agents.
- Arranged consultation events at different time of the day - breakfast, daytime, evenings and utilised an on-line questionnaire that can be completed anytime.
- Engaged with the community at local events
- Targeted meetings and phone calls

Specific activities have included consultation workshops; attendance at sector specific fora; face to face interviews with key stakeholders and individuals, on-line survey and drop-in day for potential applicants.

#### 3.2 Local Context – Socio-economic and environmental assessment

The population of the Coastal Action Zone area is 77,193 (2011 Census). As a result, the population density of the area is only **100 per km<sup>2</sup>** compared with the national population density of 407 per km<sup>2</sup>. The rurality and sparseness of the area is further highlighted when comparing the percentage of population living in the rural areas; CAZ (51.5%) with the County (48.1%) and nationally (17.6%).

The area is known as the '**Lincolnshire Coast and Marshes**' (Natural England's NCA profile) and includes a small area of the Fens NCA in the south. The landscape comprises of a wide coastal plain which extends from Barton-upon-Humber in the north, across to Grimsby at the mouth of the Humber and south to Skegness. Bounded by the North Sea on the eastern edge and by the Lincolnshire Wolds to the west. The wide coastal plain has three distinctive but interconnected areas.

To the west; the **Middle Marsh** a softly undulating arable landscape with a greater number of woodlands and hedgerows than other areas. To the east the **Out Marsh**, now an open landscape of arable land, mixed with rich pasture divided by narrow dykes but once as grassy as Romney Marsh or the Somerset Levels. Change occurred gradually particularly with effective pump drainage following the 1953 floods. Much of the agricultural land of the Out marsh has been reclaimed from the sea over many centuries.

The wild and ever-changing landscape of the **Coast**, subject to continuous erosion and accretion. It has extensive stretches of intertidal habitats including salt marsh, coastal dunes, wetlands and at low tide exposed extensive sand flats and mudflats in the north. A complex series of waterways (natural and manmade) flow east across the plain to the sea, combining to form important networks linking with other semi-natural habitats.

The coastal area has a discrete set of characteristics from that of the rest of East Lindsey that make it an easily defined area geographically, socially and economically. With a defined set of needs and issues which are unique to Lincolnshire but are similar issues that other coastal areas of England are experiencing.

Most settlement is concentrated on the coast, around the resorts of Skegness and Mablethorpe, whose fine sandy beaches and low rainfall have attracted holiday-makers for generations. The extensive caravan parks, particularly around Skegness, are very distinct from the rest of the area. The settlement pattern is dispersed and within the coastal hinterland there are nucleated settlement patterns, with many smaller villages and the historic market town of Alford.

Typical of coastal areas the area has an ageing population, seasonal industries predominantly tourism, providing a traditional seaside holiday, and agriculture, with seasonally related unemployment, low skills and low wages. With this type of employment profile aspirations are not high and young people entering workforce age usually move out of the area for further education and careers.

The coastal area is not just about ‘the fine sandy beaches and low rainfall that have attracted holiday makers for generations’, there is the wild coast, with a high proportion of the area having national and international recognition for the wildlife habitats. The coastal hinterland has an attractiveness in its landscape and settlements including the Market Town of Alford that is also distinctive but often overlooked between the Wolds and the Coast. The area has a culture and heritage which is wider and with more depth than the one most known about centred on the traditional seaside holiday.

#### Population:

| Table 1: Population by selected age groups | CAZ | Lincolnshire | National |
|--|-----|--------------|----------|
| % of people aged 0-15                      | 15% | 17%          | 19%      |
| % of people aged 16-64                     | 58% | 62%          | 65%      |
| % of people aged 65+                       | 27% | 21%          | 16%      |

The CAZ area has an older age profile when compared to county and national profiles (Table 1) which is typical of a coastal and rural area.

Source: 2011 Census, Office for National Statistics

| Table 2: Projected population growth rates (2012 -2037) by selected age groups | East Lindsey | Lincolnshire | National |
|--|--------------|--------------|----------|
| All people   | 12%          | 16%          | 16%      |
| People aged 0-15   | 10%          | 9%           | 9%       |

|                   |     |     |     |   |
|-------------------|-----|-----|-----|---|
| People aged 16-64 | -5% | 0%  | 5%  | Latest population projections for East Lindsey local authority district show high growth projected in the 65 plus |
| People aged 65+   | 50% | 64% | 64% |   |

age group (though lower than county and national rates) and that the working population age group is projected to shrink. Growth in the 0-15 age group is projected to be roughly in line with county and national rates.

Source: 2012 Sub national population projections, Office for National Statistics

The gender split for East Lindsey's whole population is in line with national averages and the ethnic composition presents low levels of diversity compared to national trends and close to the County average. Based on Mosaic data, East Lindsey's largest mosaic group is 'Rural Isolation', reflecting the area's rural nature. The 'Grey Perspectives' group has a higher prevalence reflecting the larger numbers of retirees.

**Changes in population** – It is difficult to provide accurate statistics but evidence suggests there is a 'hidden' population that could be counted as 'local residents' within the caravan population who are more than 'short stay' visitors, (Living in Seaside Caravans report 2012). This has serious impact on the area particularly for services that have to be provided. The population levels also fluctuate widely, as expected in a coastal area, increasing dramatically in the summer months and at its lowest January. Recorded visitor numbers (ELDC STEAM data 2012) indicate a change from 143K visitors in January to 508k in August.

**Principal towns and villages** – Skegness is the main town in the Coastal area and is recognised as a principal seaside town, dominated by the seaside tourism offer. Based on the sectoral mix score of principal seaside towns, the key issues is the lower level of economic resilience compared to other seaside towns. Mablethorpe and Alford were categorised in the emda study (Secondary Centres of Economic Activity in the East Midlands) as 'Centres without critical masses, the characteristics follow the expected elements of rural settlements, but the scores suggest they were underperforming. Therefore there is the potential to diversify their economies, potentially towards a more knowledge based economy.

**Economy**-Approximately 22,200 people are employed in the CAZ area. Over the next decade projections show that employment in East Lindsey district is set to grow by around 8 per cent. This is slightly above the local and national rates of 7 and 6 per cent respectively. The area's two main economic sectors; Agri-food and Visitor Economy support 22% and 27% respectively of the employment in the area and are two of the GLLEP priority sectors. Health and care provides 11% of the employment and is an 'emerging growth sector' priority for the GLLEP.

The agricultural sector provides a high level of employment for the district but the crops grown require higher input of machinery resources rather than labour resources. Tourism is the main employer and is labour intensive but has low demand for highly skilled and qualified personnel.

The more knowledge based occupations; professionals, technical and administrative are present but underrepresented. Conversely lower skilled occupations such as process/plant and machine operatives and those in sales and customer service, are over represented. There is also a relatively high proportion (though low numbers) of people employed in the electricity, gas and water supply sectors when compared nationally which partly reflect the presence of offshore wind farms and gas terminal. (ELDC Economic Baseline 2010)

**Employment Levels** in the CAZ area are generally lower than local and national comparators, reflecting both the over representation of older people on the coast, and the issues around seasonal employment/unemployment and higher rates of benefits claimants. The cycle of seasonal employment

on the coast can clearly be seen when looking at unemployment figures for Skegness and Mablethorpe. For example, and based on the number of people claiming Job Seekers Allowance (a narrow measure of unemployment), the unemployment rate in July 2014 was 3% and 2% respectively, compared to a county rate of 2.1% and a national rate of 2.3%. However unemployment in the coastal area reaches its peak during winter with highs in January for these two areas of 5.8% and 4.7% respectively, compared to a rate of 2.9% at both the local and national level. Tourism tends to have the greatest impact on the seasonal fluctuation of employment levels on the coast, from 3,478 employed in Jan, peaking at 10,466 in August. (STEAM 2012)

**Full time and part time employment** is reasonably evenly split in the larger and traditional employment sectors of tourism, health and social work. Part time employment is typically low paid and a higher proportion of staff are also older (50 years plus). Agriculture has a higher level of full time employment. Micro and small businesses have a higher rate of employment compared to medium and large businesses in the area.

### **Work Force Profile**

Age- The workforce is an older one, this follows the national recognition that the working population is getting older. Older workers are perceived as having better generic skills but to be less geographically mobile. As a consequence they tend to be locally employed and in low skilled occupation regardless of previous occupation. This may be for some, preferred, but for others it is underemployment of their worker skills. This workforce group has further needs identified by Department of Work and Pensions research for continuous provision and access to training as well as the increased health care needs for this age group.

Gender & Skills- workforce split has slightly higher number of males compared to County & national average. The adult workforce skills levels is generally lower with a high proportion of people without qualifications or level 1 and 2 compared to County and national averages. There is also a marked difference in figures for Level 4 qualifications with the district being significantly lower than the County and national averages. A recent GLEP intelligence report on Skills identified that Skills Gaps are “substantially hindering the local Visitor Economy in respect of the Lincolnshire Coastal strip. Its general reliance on an acutely seasonal Visitor Economy, with few alternative opportunities combined with the full-on intensity of the peak periods provide unique challenges in respect of business, individual and economic development.”

Migration Trends – The area has some inward migration of foreign nationals particularly in the tourism sector but not as high as other parts of Lincolnshire encounter for example in the agriculture and food sectors of south Lincolnshire. The area’s greater concern is the challenge of an outward migration of young people just entering the labour market seeking wider education and employment opportunities. This is a nationally recognised challenge for all rural areas. The impact of this outward migration is the loss of the working age group that are most likely to drive economic growth.

**Enterprise:** The area is characterised by a large number of small businesses, typical for a rural area and business densities are higher than regional and national averages. This is driven by the large number of agricultural businesses. Exclude this sector and business density falls, giving the district a small but important enterprise gap. The coastal area has the highest number of tourism businesses in the district. 20% of businesses in Skegness are hotels and restaurants, giving a high level of dependency on tourism. The business base is dominated by small employers, with few high growth companies. However this small business sector is reasonably stable and has the potential to grow helping the local economy. Key businesses of size in the area include Butlins and Batemans Brewery and the utilities sector.



Referring to information on business births and deaths for East Lindsey then generally, and certainly in recent years, the rate of start-ups has been lower than locally and nationally. The onset of the recession and ensuing economic downturn affected the rate of business start-ups everywhere. Where we see a local and national recovery in terms of business numbers with more births than deaths since 2011 according to the latest 2012 data this is yet to be reflected in East Lindsey. Business survival rates in the first three years after start-up are also lower in East Lindsey district relative to local and national survival rates.

**Tourism** is one of the main economic sectors of the coastal economy not least in terms of supporting local employment. Based on STEAM (Scarborough Tourism Economic Activity Model) data for 2012 the sector was worth approximately £496m to the economy of East Lindsey (which in turn is over two fifths of the total value generated by the sector at county level). £396.80m comes from the coastal area (East Lindsey DC Tourism). The primary tourism offer is traditional seaside activity, with visitors staying in self-serviced accommodation predominantly static caravans. The key towns are Skegness and Mablethorpe which also have a high number of hotel and Bed and Breakfast accommodation for visitors as well.

The Wild Coast green tourism offer, based on the natural heritage assets has strong growth potential with the area's high value nature sites as key attractors. Gibraltar Point (on average prior to the loss of the visitor centre in the December Tidal surge event in 2013 attracted 188K visitors annually. Visitor numbers for 2013/14 were 155k), Donna Nook, the Coastal Country Park and Coastal Grazing Marshes. The seals at Donna Nook attracted 52,000 visitors in winter 2012. Saltfleetby-Theddlethorpe Dunes National Nature Reserve is estimated to support a total of 26.7 FTE jobs and approximately £845,000 of GVA in the local economy per annum. Of the 290,000 visitors a year though many are local. The FTE and GVA figures are significant but can be even more so if integrated within a visitor economy package for Lincolnshire to create a sense of place, (ICF GHK (2013) The Economic Impact of Natural England National Nature Reserves).

**Agriculture** – another important sector in the area in terms of economic wealth generation and employment (approximately 1,500 people). Based on the latest data (2009), produced by the Department for Environment, Farming and Rural Affairs (Defra) as part of the Agricultural Census, and released at National Character Area level, there are over 650 farms within the 'Lincolnshire Coast and Marshes' area farming an area of 72,300 hectares. The greatest percentage of these holdings either farm an area greater than 100 ha (29%) or between 5 and 20ha (24.5%), the remainder farm less than 5ha (15%) and between 50 to 100ha (15.5). This suggests a strong need for the majority of farms to diversify their activity to have a viable income.

The main farm type is arable with a spread of grazing livestock and general cropping, together with dairy, some horticulture, mixed (root crops, oil seed rape, vegetables) and specialist pig and poultry. The entire CAZ area is designated as a Nitrate Vulnerable Zone (NVZ) particularly with surface water, where nitrate from agricultural land is causing, or could cause, pollution of the water environment.

**Forestry**- This sector within the coastal area does not feature in main data sources other than with the Forestry Commission. Woodland covers approximately 1,267 hectares of land and is made up of various different types, 70% is Broadleaved woodland, with the rest being a mix of conifer, broadleaf, shrub and young trees. Within the CAZ area 51.3% of this woodland is managed privately and the rest unmanaged there are approximately 5 businesses associated with forestry (Forestry Commission Data).

**Knowledge based Industries** – The coastal area is underrepresented in this sector and needs to increase these businesses and employment in order to reach the national average. This sector is defined

as; manufacturing, includes chemical, pharmaceutical, engineering (including IT), motors and other transport equipment (including aerospace) and service sector; telecommunications, financial, business services, (including R&D and high tech services, education and health care). (ELDC Economic Baseline 2010)

**Enterprise and Innovation** – The area lends itself to self-employment opportunities. This is born out by the self-employment rates in the area being higher than both locally and nationally (19% of those in employment aged 16-64 compared to 14% and 15% respectively). Reports from Business Link before the service closed suggested there was good interest and potential for this sector. Enquiries to the business support organisation at that time indicated the district was not short of entrepreneurial spirit. However due to the historic levels of skills and qualifications there needs to be strong support to nurture this spirit and bring forward new businesses to close the enterprise gap. This is particularly so given the fall in business births here since the recession and economic downturn. The ratio of business births to deaths is less than 1 (i.e. more businesses are failing than starting up), this is lower than most other Lincolnshire areas Lincolnshire, and nationally.

**Landscape-** Half of the coast is internationally recognised for its biodiversity and in particular the bird species. There are adjacent estuaries; to the north, the Humber Estuary and to the south, the Wash and the area is of international significance as a Ramsar site, with half of the National Character Area coast designated as a Special Protection Area for the large flocks of overwintering migratory and breeding birds. Several National Nature Reserves follow this part of the Lincolnshire and some key species exist, including an important breeding colony of grey seals. In the south, Gibraltar Point NNR, at the entrance to the Wash, is internationally designated for its area of dunes, salt marsh and shingle.

**High Value Nature Sites-** There are 24 Sites of Special Scientific Interest (SSSI) covering an area of 4,161 hectares this represents 48% of the total SSSI area in the county. Sites include: Saltfleetby Theddlethorpe Dune NNR, Sea Bank Clay Pits, Gibraltar Point NNR, Donna Nook NNR, Bratoft Meadows and Candlesby Hill. Over half of the sites are considered being in a favourable condition, the remainder classified as recovering and unfavourable condition. The Local Nature Reserve (LNR); Willoughby Branch Line covers 6 ha and is part of the disused branch railway from Willoughby to Mablethorpe.

**Heritage:** The area has a rich heritage of Grade I and Grade II\* listed buildings and churches, some are still used for religious worship and others in the care of charities such as the Churches Conservation Trust. There are different historic themes to the area which include; agriculture, aviation, military, land drainage, maritime and natural history, for example the seals at Donna Nook and Gibraltar Point, the Coastal Grazing Marshes and Coastal Country Park area. Historic Houses include Gunby Hall (Grade I) and Alford Manor House (Grade II\*). Famous people and connections include; John Smith, Darwin and Wedgewood. Listed buildings also include a number of Grade I and II\* windmills and watermills. The four conservation areas are; Burgh Le Marsh, North Thoresby, Alford and Wainfleet. The latter two are listed by the English Heritage 'At Risk Register' as deteriorating and their vulnerability rated as Medium and High respectively.

**Communities-** East Lindsey has seven areas classed as being in the top ten per cent of most deprived areas in England. This number rises to 16 if the top twenty most deprived in the country are considered. These deprived areas have a total population of approximately 28,000 and are concentrated in the coastal wards. Lincolnshire has 19 areas in the top 10% per cent and 49 in the top 20% most deprived.

**Accessibility to services, level of rurality and isolation** – Consultation activity drew out repeatedly the issues of rurality and isolation, particularly with respect to access to services. Residents have to travel 2.25 times as far as residents nationally and 1.23 times as far as residents overall in Lincolnshire. There are bus routes offered along most of the roads but few offer an hourly service throughout the day. Some services are seasonal with routes from rural centres to the coastal areas operating purely for visitor demand. Large areas have limited access to public transport and some, no access at all.

**Travel infrastructure** - The A158 and the A16 are the main routes into, out and around the area. The east west routes are generally poor, meaning the east is relatively isolated from key centres of economic activity. As with much of Lincolnshire these roads are predominantly single carriageway, without motorways or trunk roads, with only a short stretch of dual carriageway servicing traffic to the coast. Rail services are limited; a regular service between Skegness and Boston and Skegness to Lincoln via linkages and East Coast mainline to Grantham. There are no airports or port along the District's coast line.

**Digital Connectivity**-Where broadband is available take up is good with two thirds (66 per cent) of households using it and three quarters (75 per cent) of businesses. Within the ELDC Economic Baseline 2010 development and promotion of the benefits to use digital technology was seen as crucial to improving connectivity in the area due to the limitations placed upon by the physical transport infrastructure and also the potential new markets that internet use can provide. By mid 2016 nearly £50m will have been invested in broadband infrastructure (additional local, European and private sector investment) resulting in 80% of premises in the CAZ area having access to superfast services. A further 15% will have a service of greater than 2mbps (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.

**Flood Risk Status** – 72% of the approximate 36,400 domestic properties are at risk of flooding (i.e. they are in an area classified as flood zone 3 by Environment Agency; this means a likelihood of flood once every one hundred years). 76% of its 2,100 non domestic properties are also at risk of flooding. The investment in coastal protection has been significant and includes hard defences and the maintenance of dunes. The rising sea levels, when combined with river flooding, can potentially cause major flood events in the low-lying areas and there is a need for combined action in coastal areas to address flood risk. Major flooding has occurred in the area and fluvial flooding is managed by a network of over 30 pumping stations. Addressing and understanding the natural coastal processes is challenging, particularly where coastal development exists.

**Planned Flood Defence Management**-The coastline is covered by two Flood Defence Management strategies; one for the Humber Estuary to Saltfleet and the second being the Lincshire Project from Saltfleet to Gibraltar Point. The Humber Strategy is under review necessitated in part by the tidal surge event in December 2013 and the changes to national funding processes. Information on planned actions is therefore not available. The current Lincshire programme runs until March 2015 and again forward strategy plans are under review and nothing can be confirmed. Improvements to flood defences made in 2012/13 along a 15km stretch of coastline between Tetney and Saltfleet probably saved this area from serious flooding in the December tidal surge event. Economic development will be pro-actively supported within the context of planning and flood risk management policies. Our strategy takes into account the limitation for self-catering accommodation which means operation can only be between March and October.

### **3.3 Consultation Feedback - Key areas of priority emerged from the feedback:**

**Enterprise and Aspirations** – Low wages and low skills suppress aspirations, limiting innovation taking place and new ideas coming forward from people in the area. This also discourages younger people from coming to the area. There is potential to develop new businesses but strong support will be needed to help new entrepreneurs. Also potential for older people with underused skills to become engaged and younger people in the area need to support to identify the market opportunities in the area to create new businesses.

**Productivity and sustainability** – Issues with balancing growth and development with the flood risk status of the area means challenges and there is a need to increase productivity within sustainable limits.

**Provision of Rural Services, transport and access** – cut backs in service provision has increased the rural isolation felt by the communities on top of the poor public transport options leading to the need to use cars. This adds to the cost of living in rural areas with high fuel costs and congested narrow roads.

**Landscape and Heritage** – Many comments highlighted potential opportunities to develop the natural landscapes and heritage to increase the culture and heritage visitor offer and enhance the attractiveness of the area away from the traditional seaside towns of Skegness and Mablethorpe. RSPB studies evidence the value of nature to the visitor economy as does the Yorkshire Wildlife Trust (CWWWLEADER) commissioned report on the economic potential of Nature Tourism (E Yorkshire). Natural England's 4 years of MENE survey data also demonstrate the potential the coastal area has. To maximise the opportunities we need to improve and increase the access to the natural landscape for walking, cycling and riding. Existing Public Rights of Way (PRoW) in the Coastal Country Park (CCP) attained an overall pass rate of 46.22%, whereas the county pass rate is 71.98% (CCP PRoW Survey 2014). The Coastal Country Park Socio-economic baseline (2010) conclusions highlight the need for good access to nature sites, well managed and planned access routes.

**Seasonality and dominant tourism sector, range of quality and offer** – there is a limited visitor offer in terms of type and quality. There are assets in the area that have potential and are not used enough. Seasonality is also a big concern; in terms of weather and employment; high proportion of part time casual workers. The British weather is unpredictable! Bad weather in the height of the summer season can drastically impact on businesses reliant on visitors as customers. To increase growth and minimise the impact businesses need to provide all weather facilities. This is also true in order to extend the visitor season and type of offer. The range of quality also needs to be improved for visitor facilities and services. Visitors all have need of facilities and services that communities require so joint benefits can be gained.

**Perceptions and promotion** – Views expressed brought out that perceptions of the area were poor, both within the county and area and also out of county. The reason for this is seen as fragmented and poor promotion, with the main emphasis being on the traditional sea side holiday. Low perceptions in the district continue to depress aspirations and out of the county, limit the potential to reach new visitor audiences.

### 3.4 Strengths, Weaknesses, Opportunities, Threats (SWOT analysis)

The findings below were gathered through consultation in the coastal area during summer 2014. The detail within the SWOT analysis below includes only detail relevant to the potential for impact on growth and jobs within the scope of RDP priorities. This SWOT analysis supports the socio-economic and environmental profile of the area and demonstrates the current views held at the local level.

#### STRENGTHS

- Resilient, resourceful communities open to opportunities on new projects
- Undeveloped open coast areas has internationally important wildlife & habitats. Elsewhere e.g Coastal Country Park & Coastal Grazing Marshes, restoration & habitat creation taking place
- Good cultural & built heritage assets; aviation, travel, military, agriculture, famous people, Alford
- Good business location, low cost premises Broadband improving, strong push with technology hubs, digital & retail regeneration support
- Key attractions include out of area attractors – Wildlife (Seals & National Parrot Zoo), Heritage Railway & Churches. Nature land Seal Sanctuary in top 10 E midland attractions (Visit England 2010)
- Events, crafts, blue flag beaches, picturesque coast, quiet beaches, good place to live for food & produce. Select Lincolnshire strong on promotion
- Established value for money seaside holiday attracts large numbers of seasonal visitors, many returning annually. Well known, nationally recognised locations & businesses.
- Strong farming sector including business network, good public engagement. Traditional farm buildings potential for diversification. Productive land and farmers interested in improving productivity  
Projects from previous programme created 'ground swell' of enterprise activity & interest.

#### WEAKNESSES

- Rural isolation, limited public transport, poor infrastructure & network links, high fuel costs
- Ageing population, very large seasonal influx places a serious strain on all local services
- Cultural & heritage assets not used, potential; diversify tourism, contribute to quality of life
- Concentration of economic activity in low value/ low skilled sectors.
- Area dependent on agriculture & tourism
- Historic absence of broadband, Low digital technology use barrier homeworking, some tourist provision
- Good staff needed, difficult to attract, lacking decent, affordable quality accommodation. Younger working age population leave
- Fragmented visitor offer promoting & marketing landscape & natural resource.
- Limited tourism infrastructure range & variety to attract wider audience, e.g all weather attractions, hotels & restaurant choice, leisure access along coast & hinterland. Town/Street scenes variable
- Lost valuable visitor centre at Gibraltar Point Nature Reserve (tidal surge Dec 2013).  
Farmers; stress, isolation, reducing labour force & rural jobs, increase specialist skills & productivity.  
Limited uptake of grant schemes

#### OPPORTUNITIES

- New leisure, interest & exercise activity (ageing population different generation). Multi-use of community areas, develop community plans to help co-ordination of provision of rural services
- Whole population upskilling to increase opportunities and encourage entrepreneurship in the older generation. Encourage provision of more apprenticeships, supporting leadership programmes.
- Diversify summer offer, create niche visitor offers esp. winter. Use heritage potential (eg Middle Marsh Wetlands and Coastal Country Park) for new additional tourism markets e.g 'pre nesters'
- Coastal heritage & wildlife assets use more & promote (Visit England: these tourism sectors demonstrate visitor number increases since the recession)
- Improve tourism infrastructure quality; better visitor management & experience incl; access & leisure. Visit England: Historic sites & more urban based places of interest have strengths in wet weather periods, outdoor attractions have greatest attraction for all year round activity.

- Digital technology to enable and engage businesses as broadband expands
- GLEP Growth Deal Projects- Skegness Countryside Business Park, ‘Go Skegness’ -Sustainable Transport – interconnected sustainable transport improvements
- Market & business opportunities, young people & market towns in particular: Coastal Green Economy, renewable energy, sustainable transport, services and knowledge based industries
- Increase farm productivity; animal welfare, resource efficiency (water use and quality), supply chains & adding value. Improve, Local produce promotion and marketing untapped niche potential

### THREATS

- Large numbers and sizes of caravan parks and differing needs of farmers and visitors could hamper development of Green Tourism offer and infrastructure development
- A lack of appreciation/awareness of business opportunities within the area could stop business development and loss of higher skilled qualified individuals
- Limited parking, congested roads and poor transport infrastructure contribute to limiting the movement of visitors between attractions and sites. Farmers moving equipment between fields, local residents and visitors. Farm machinery has increased in size but road widths have not.
- Strategic planning policy and coastal flood risk management could hamper development.
- Loss of Gibraltar Point Visitor Centre detrimental to attracting out of area visitors until rebuilt.
- Loss of services due to cut backs, pressure on services with large influx of summer visitors at peak times negatively impacting on quality of life and sustainability.

**Based on the analysis the identified needs and challenges for the Coastal Action Zone are:**

#### Identified Needs

- Sustainability (social, economically and environmental)
- Concentration of economic activity in few low value, low skilled sectors
- Need and interest by farmers and businesses to improve productivity
- Low aspirations
- Large existing visitor population that could become engaged with additional tourism offer
- Potential new visitor groups to attract with a different offer
- Under used culture & heritage assets, opportunities for green tourism
- Poor, fragmented visitor offer promotion & marketing of the area’s landscape & natural resource.
- Changing interests and expectations of the population (local and visitor)
- Unconnected green infrastructure
- Limited public transport, poor infrastructure and links in network, high fuel costs
- Ageing population with very large seasonal influx places a serious strain on all local services
- Loss of rural services

#### 3.5 Local Priorities

### THE COASTAL ACTION ZONE VISION

**Creating a coastal area that uses enterprise and innovation to make the most of resources and opportunities to create growth in a sustainable manner. An area where businesses, communities, the environment and visitors are respected and valued equally.**

#### COASTAL ACTION ZONE OBJECTIVES:

**To build on previous achievements** using exemplar projects to encourage innovation and enterprise in developing the coastal green infrastructure, growth and productivity for businesses and communities. Our successful RDPE 2007-2013 programme brought forward many project examples to inspire new projects.

**To widen the economic base and increase the visitor offers** by investing in new businesses and businesses using innovation, increasing productivity and supporting rural growth harnessing new ideas, markets, work models and approaches that will create growth and make the most of the areas opportunities and potential. At the same time raising aspirations and increasing the level of coastal entrepreneurship

**To strengthen sustainability for communities and the area** by helping to reduce isolation, embed sustainability principles into everyday life and raise aspirations to increase rural growth for all communities and age groups

**To address the issues of seasonality** including weather and employment that negatively impact on the area for communities and visitors

**To enhance the coastal area** we will make the most of the cultural and heritage assets. By improving facilities, infrastructure and services for the benefit of the community and visitors alike we will sustain and raise the area's quality of life. With all activity; we protect and enhance the coastal landscape (habitats and wildlife).

**To improve the green infrastructure and connectivity between people, businesses and places across the coastal zone;** between towns & villages, sites of interest and activity, businesses, services and customers to increase growth opportunities and change perceptions of the area.

**Theme 1 - Broaden and strengthen the coastal economy** – Addressing the identified needs of: **Narrow economic base, Seasonality (Economy and Weather), Infrastructure (visitor, services and access), Perceptions and Low Aspirations.** Using innovation, enterprise and entrepreneurship as drivers to maximise opportunities and new markets and increase and improve the number of sustainable micro and small businesses. This will broaden the economic base from the traditional sectors of tourism and farming and improve productivity, efficiency and sustainability across all sectors. The focus will be on the growth sectors of; low carbon, care and development of knowledge based industries, agri-food, green tourism, creative industries and niche activity. Collaborative businesses projects and activities that strengthen local supply chains will be a priority.

**Theme 2 - Increase coastal connectivity** - Addressing the identified needs of: **Rural Isolation, Infrastructure (visitor, services and access) and Perceptions-** Developing sustainable green infrastructure and coastal access, that is joined up and connecting centres of population. This will open up opportunities for activity and leisure pursuits, increase access to the natural landscape and encourage enterprising business opportunities. Activity will contribute to health and wellbeing and movement around the coast and the area's low carbon economy. This theme will support improved use of digital technology to connect businesses to businesses and businesses to customers, strengthen local supply chains and communities to make the most of the opportunities as broadband coverage increases.

**Theme 3 - Diversify and enhance the coastal area for all** -Addressing the identified needs of: **Seasonality (Economy and Weather), Infrastructure (visitor, services, access), Perceptions, Under used cultural & heritage assets, loss of rural services** - Improving the range and quality of leisure and interest facilities and activities focussed on cultural, natural and built heritage assets and provision of rural services, embracing the coastal hinterland, wild coast, culture and heritage of the area. Investments will need to benefit local communities and visitors. Collaborative projects to create visitor offers

**Cross Cutting Priority: Sustainability including flood risk mitigation** Project activity will need to consider and integrate appropriate sustainability actions. We will promote sustainability awareness through information and signposting to support programmes e.g SUSTAIN (and emerging successor).

**Economic** – Develop business growth in a way which uses resources efficiently and within limits

**Social** – Build sustainable communities with their resilience to collaborate and openness to opportunities

**Environmental** – To protect and sustain the ecosystems services we rely on

**Integration of themes and Innovation** The unique coastal issues cannot be separated out or dealt with in isolation. We have distilled the issues into themes which will address the elements of the coastal environment identified through consultation as limiting growth; the **infrastructure**, the **connections** and the **narrow economic base**. Integration is achieved by targeting the type activity we can support through the RDP priorities within these themes and encouraging projects to achieve multiple benefits.

**We will be innovative when** considering projects, seeking added value & opportunities to link activity and increase networks. Encourage innovation and new technology in projects, get people and businesses to look at different approaches find new solutions to solve some of the long standing issues. Use collaboration and integration within projects and in the programme with the Strategic Business Support Programmes aimed at nurturing innovation and enterprise to help stimulate innovative and strong projects. Skills development is identified as a barrier. We will integrate our activity with the GLLEP's skills development programmes to add value and achieve the holistic approach that is needed to grow the economy and jobs and raise aspirations.

This activity will create ideas for new markets, provide the environment to stimulate sectors, widening the economic base. This will demonstrate transferable innovation and enterprise skills to existing businesses. Increased job opportunities follow, raising aspirations and demand for new and more highly skilled roles. Tourism and community benefits can go hand in hand, improvements in quality and service provision, together with diverse visitor offers improves the quality of the area and life for the communities and visitors alike. This will help change area perceptions, attracting new visitors and younger, higher skilled workforce.

Increasing and improving access to the natural landscape will be key to unlocking the potential for the green tourism offer based on culture and heritage. New corridors of business opportunities will be created opening up opportunities to develop the offer. Improving key sites in the 'Diversify and enhance' theme will be the 'hub' to the 'spoke' of this theme. Connecting people on communication and information levels is fragmented hence the focus on digital promotion and collaboration.

The Coastal area needs 'catalyst' activity and direct support for growth. We will seek to join up activity to gain multiple benefits and maximise the funding. For example a bike hire business creation including cycle way route development including habitat enhancement working with a range of partners to achieve this.

Each theme responds to individual issues but all address three key elements seen as limiting growth. Reducing these barriers will help the area be more conducive to enterprise and entrepreneurship. This will increase the level of opportunity exploitation, in turn creating growth, jobs and sustainable communities. Whilst the issues are not new, the approach to use innovation and enterprise to encourage businesses and communities to look ahead and think 'outside of the box' is different.

**All Projects will be expected to:**

- Involve innovation and creativity in their approach or delivery
- Are entrepreneurial and 'lead the way' in their field
- Demonstrate collaboration and partnership
- Bring about closer integration between sectors or along supply chains in the rural economy
- Provide multiple benefits/beneficiaries and demonstrate wider impact to the rural area
- Demonstrate the best quality standards and environmental performance



### 3.6 Coastal Action Zone Programme of Activity

| <b>THEME 1 BROADEN AND STRENGTHEN THE COASTAL ECONOMY</b><br>(Subject to publication and content of final RDP Measure Fiches)  |
|--|
| 1.1. Encourage entrepreneurship across all ages and business activity by investments in; business start-up aid for innovative, niche, growth and emerging sector activity  |
| 1.2. Invest in use of innovation to increase business productivity, efficiency & sustainability; activity could include small scale infrastructure works, equipment and new technology to improve the use of ecosystem service resources.  |
| 1.3. Invest in the use of innovation to exploit market opportunities including; priority & emerging growth sectors, rural services, creative industries, eco-tourism, local food offer & supply chain  |
| 1.4. Create new and improved business & work facilities in rural settlements: Investments in storage facilities, manufacturing equipment, restructuring of facilities, digital technology, creating specialised small scale business workspace, complimenting and meeting demands for start-up, micro and small businesses |
| 1.5. Support innovative farm diversification to improve viability and maximise existing farm resources e.g visitor attractions based on the cultural & natural landscape, niche, specialist type workspaces, rural service provision   |
| 1.6. Increase farm and forestry productivity to improve efficiency, viability and sustainability; e.g to improve resource efficiency, animal welfare and the take up of new technology. Modernisation & development of supply chains & added value   |

**APPROACH:** to work with; Coastal Business Modernisation programme and Technology Hubs to promote and engage with businesses. NFU, CLA and Farmer groups, Soil Association Innovation Clubs and Field Labs, to bring forward innovative and collaborative projects. Network through Growth Hub, Federation of Small Businesses, Lincolnshire Chamber of Commerce, Princes Trust, Coastal Communities Alliance

NB: We wish to support the small Forestry sector in the CAZ. But the number of businesses and approach may not be the most effective. We would welcome advice on this following release of final guidance

| <b>THEME 2 INCREASE COASTAL CONNECTIVITY</b><br>(Subject to publication and content of final RDP Measure Fiches)  |
|---|
| 2.1. Improve connectivity through the use of new, digital technology; e.g Village destination marketing, digital promotion to inform and promote sites of interest and services. Collaborative e-marketing projects to strengthen local supply chains and promote the area. |
| 2.2. Improve the area's Green Infrastructure: Investments in new multiuser access routes and linking up existing ones across the coastal area. Improving signage, interpretation & small scale infrastructure to help increase use of routes                                |
| 2.3. Develop innovative solutions to improve access to rural services: Collaborative community solutions or new business opportunities, utilising new technology  |

**APPROACH:** Work with coastal partnerships coming together to form a Wild Coast and Grazing Marsh Strategy Group including; Coastal Country Park, Lincolnshire Coastal Grazing Marshes, Lincolnshire Wildlife Trusts, Ramblers Association, East Lindsey Internal Drainage Board & East Lindsey District Council, to develop the approach to increasing and improving multiuser access routes. We will maintain contact with the Natural England Coastal Path team (Sally Fishwick, Senior Adviser, eastern England) to liaise towards integrating access routes in and around the coastal area with proposed plans for the

national coast path to be created along this section of coast line. Sustrans will be approached to be involved to increase the joined up activity and access network.  
 Work with Business support programmes and Online Lincolnshire to stimulate digital technology projects and Lincolnshire Community Volunteer Services, Parish Councils and community groups to develop service access projects

**THEME 3 DIVERSIFY AND ENHANCE THE COASTAL AREA FOR ALL**

(Subject to publication and content of final RDP Measure Fiches)

- 3.1. Increase the use of the area's natural & built heritage assets: Investments that promote, protect and enhance underused & little known assets: e.g waterways, railways, military heritage and historic sites. Restore/create landscape and wildlife habitats.
- 3.2. Enhance the area's market towns & villages: Investments to enhance, restore or upgrade village culture & heritage, conservation of small scale built heritage, Innovative cultural activity, enhancements of cultural & community activities including venues providing cultural & heritage activity
- 3.3. Improve and enhance the visitor infrastructure and facilities: Creating and enhancing visitor facilities including covered facilities, infrastructure and services relating to culture, heritage and the environment. Investments in innovative quality self-catering or serviced accommodation, shops, catering services, restaurants and cafes Use of digital technology and online booking facilities.
- 3.4. Develop specialist and niche visitor offers: Innovative collaborative activity to promote and market movement around the area and increase length of visitor stay; e.g linking accommodation with restaurant, cafes, sites of interest & activity
- 3.5. Improve provision of rural services where communities identify the need. Including village plans, creation improvement or expansion of all types of small scale infrastructure including renewable energy, setting up, improvement or expansion of rural services

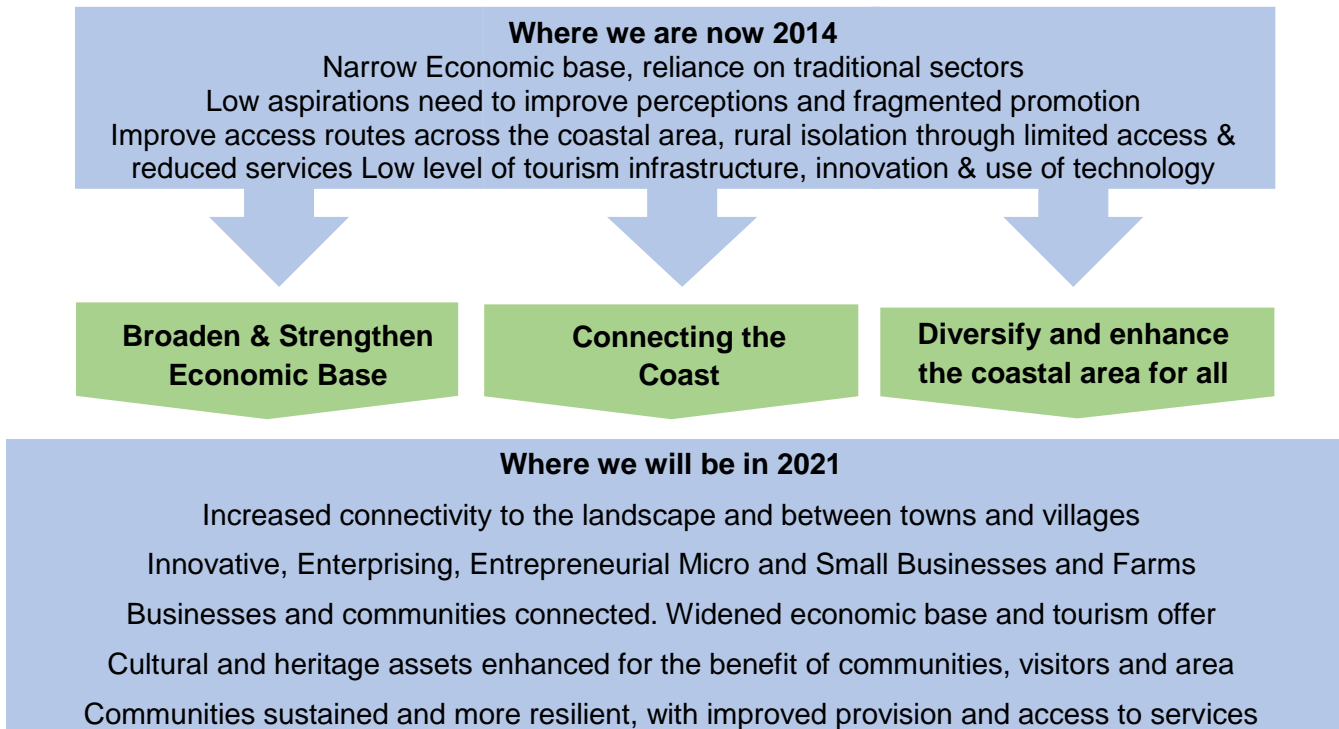
**APPROACH:** Work with tourism businesses (Country Parks and tea rooms, Accommodation providers and associations, Alford Manor House, Gunby Hall), special interest groups to encourage collaborative project ideas along the tourism supply chain and promote funding opportunities through the tourism networks (visit Lincolnshire, Arts, Culture and Heritage. Work with Lincolnshire Community Volunteer Services, Parish Councils & community groups to develop service project. A key project proposal for the North Sea Observatory at Chapel is being prepared for submission to the Coastal Communities Fund if successful this will strengthen the impact the activity we propose even more and we can support the impact of their activity.

**Cross Cutting Theme – Delivered through programme and project activity**

- 4.1. Encourage & embed integration of sustainable principles & practices into daily life & business activity
- 4.2. Increase integration of flood risk mitigation actions
- 4.3. Encourage activity to mitigate climate change impact

### 3.7 Targets, results and outputs

#### The success we aim to achieve:-



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 Coastal Action Zone Applicant Handbook (Pages 7-21)*

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

| HOW COASTAL ACTION ZONE PRIORITIES SUPPORT DEFRA POLICY PRIORITIES                        | Business & Diversification | Farming | R Tourism | R Services | Culture & Heritage | Forestry |
|---|----------------------------|---------|-----------|------------|--------------------|----------|
| <b>BROADEN AND STRENGTHEN THE COASTAL ECONOMY</b>   |                            |         |           |            |                    |          |
| 1.1 Encourage entrepreneurship across all ages and business activity                      | ✓                          |         | ✓         |            |                    |          |
| 1.2 Use of innovation & technology; increase productivity, efficiency & sustainability    | ✓                          | ✓       | ✓         | ✓          |                    |          |
| 1.3 Invest in the use innovation and technology to exploit market opportunities           | ✓                          | ✓       | ✓         | ✓          |                    |          |
| 1.4 Create new and improved business & work facilities in rural settlements               | ✓                          |         |           | ✓          |                    |          |
| 1.5 Support innovative farm diversification, improve viability & maximise resources       | ✓                          |         | ✓         | ✓          |                    |          |
| 1.6 Increase farm & forestry productivity, improve efficiency, viability & sustainability |                            | ✓       |           |            |                    | ✓        |
| <b>INCREASE COASTAL CONNECTIVITY</b>  |                            |         |           |            |                    |          |
| 2.1 Improve connectivity through new technology   | ✓                          |         | ✓         | ✓          |                    |          |
| 2.2 Improve the area's Green Infrastructure   |                            |         | ✓         | ✓          | ✓                  |          |
| 2.3 Develop access to rural services  |                            |         | ✓         | ✓          |                    |          |
| <b>DIVERSIFY AND ENHANCE THE COASTAL AREA FOR ALL</b>                                     |                            |         |           |            |                    |          |
| 3.1 Increase use of coastal cultural & heritage assets, enhance towns & villages          |                            |         | ✓         |            | ✓                  |          |
| 3.2 Enhance the area's market towns & villages:   |                            |         | ✓         |            | ✓                  |          |
| 3.3 Improve & enhance the visitor infrastructure  | ✓                          |         | ✓         | ✓          | ✓                  |          |
| 3.4 Develop specialist and niche visitor offers   | ✓                          |         | ✓         |            | ✓                  |          |
| 3.5 Develop new rural services where community need demonstrated                          |                            |         | ✓         | ✓          | ✓                  |          |

### 3.8 Evidence of alignment with Local Enterprise Partnership (LEP) activity

The LEADER activity will work to compliment and add value to the GLLEPs strategy for growth, as part of the approach to use combined sources of funding to support the growth sectors identified in the Strategic Economic Plan and the EU Structural & Investment Fund Strategy. This will be achieved by:

- Effective and clear signposting, using mechanisms like the [www.businesslincolnshire.com](http://www.businesslincolnshire.com) which is the GLLEP online web signposting portal to provide a more effective way of co-ordinating and promoting business support activity, establishing a Growth Hub covering all sectors and growth stages through a collaborative partnership approach to business support, growth and advice.
- Joint working at an operational level across different partnership structures for example the Local Sub-Committee specialist advisors including the Employment & Skills Board, Forum for Agriculture and Horticulture, LEADER Local Action Groups, etc. Helping individuals involved in the delivery of specific programmes to effectively signpost to relevant areas of support including activity delivered at a national level (including Opt-in proposals, FFPS etc.)
- Alignment with GLLEP EAFRD funds, the priority will be on strategic programmes to support the Agri-food sector and LEADER activity compliments this plan

| GLLEP Priorities  | How the CAZ support the GLLEP Priorities  |
|---|---|
| <b>Growth Sectors</b> "... that are vibrant and growing" Agriculture a leader to ensure sustainable growth through application of technologies, reduce inputs, water use & soil impact. Visitor Economy establishing environmental tourism as part of wider destination-marketing strategies to diversify our visitor offer | Priorities 1.2 & 1.6 will support agri-food sector, improve farm productivity, create innovation for new markets add value to supply chains and products Priority Actions 1.1,2,3,5, 2.1-3 & 3.1-5 will support the visitor economy, widen & strengthen the coastal offer focussed on culture and heritage. Also activity that raises quality and attracts higher value visitors to the area. Promotional activity that is collaborative, focussed niche offers to lengthen the visitor offer and increase length of stay |
| <b>Emerging Sectors</b> Care, Low Carbon, Small Business, "Strong business to business links & supply chains", "Renewable energy sector enhancing environmental credentials   | Priority themes 1, 2 and 3 will increase the leisure and interest activity for communities in particular the older population contributing to health and wellbeing. Support business activity to exploit the use of or provide low carbon sector activity. Increases productivity and sustainability of the small business sector   |

|   |  |
|---|--|
| <p><b>Adapting to the Future</b> -sectors must not stand still.... must adapt ...higher level skills, innovation, &amp; advanced technologies.....effective knowledge transfer .... " backed up by "Excellent digital communications &amp; coverage"</p>                    | <p>All priority themes will use innovation as a driver to develop the businesses within the growth and emerging sectors as well as the traditional sectors of the coastal area. CAZ Priority activity will develop the use of digital technology as a means to grow and create jobs. Promote the area and Green visitor offer.</p>   |
| <p><b>Lincolnshire a special place where</b> 'transport infrastructure connects us with ....., heritage / environment, and communities as a place for sustainable growth. "Traditional market towns make economic &amp; social contributions to residents and visitors"</p> | <p>Themes 2&amp;3 will support with investments to improve green infrastructure, restore and enhance the area's culture and heritage (natural and built) improving the quality of life and attractiveness of the market towns and villages. All projects will address sustainability (social, economic and environmental including flood mitigation actions) in their activity. Projects will positively impact on communities to help make them sustainable</p> |
| <p><b>Residents now and in the future:</b> LEP recognises the opportunities that Lincolnshire offers to new residents and it will support housing growth and promote the county effectively.</p>  | <p>Priority themes 2&amp;3 improving areas around villages and towns increasing the area's attractiveness. Adding value to property prices and quality of life. We will support promotion of the area from the bottom up to meet the LEP's strategic activity helping to change internal and external perceptions of the area in order to attract new visitors, workforce and residents.</p>   |

### Alignment with other relevant Strategies

| Strategies  | How the CAZ will contribute:   |
|---|--|
| <p><b>East Lindsey District Council Economic Strategy 2006 to 2020</b><br/>Addressing skills and aspirations, Stimulating competition and growth, Enhancing the Visitor Product &amp; <b>ELDC Corporate Strategy 2014</b><br/>'Proud of our people' &amp; 'places'. Retaining young people and growing businesses. Encourage new business</p> | <p>Theme 1 &amp; 2 investments will support the strategic objectives of addressing aspirations, stimulating competition and growth by increasing the use of innovation and technology and supporting the identified growth sectors. Theme 2 and 3 will increase the development of Green Tourism &amp; utilise the cultural &amp; heritage assets, helping to enhance the Visitor Product. Activity under all three themes reflect and will support young people to stay, start up new businesses, improve facilities and productivity for existing business to grow, support new business opportunities</p> |
| <p><b>LCC Environmental Policy &amp; Mainstreaming sustainable development Government Sustainability Vision 2010</b></p>  | <p>Considered in developing the LDS sustainability appraisal and our approach to integrating sustainability into the programme and projects. We are using the Egan review sustainable communities principles and UK Government guiding principles</p>  |
| <p><b>Lincolnshire Destination Management Plan</b> ...tourism recognised as making a real &amp; positive change to Lincolnshire's economy. Deliver growth, safeguarded &amp; created jobs, driven investment &amp; positive impact on quality of life for residents.</p>  | <p>Themes 2 &amp; 3 will directly support the DMP vision without conflict In the main the CAZ activity will focus on developing the tourism offer based on the environment, heritage and culture, improving visitor facilities and services which will benefit communities as well and directly contributing to the DMP vision of; 'The Coastal product re-established as a quality offer presenting a range of experiences appropriate to a wide range of target audiences'</p>   |
| <p><b>Environment Agency:</b> 1 Flood risk &amp; coastal erosion impacts &amp; implications &amp; managed in partnership. 2 Sustainable growth 3 Improving water quality in line with the WFD</p>   | <p>Included in selection &amp; appraisal criteria to seek possible positive and multiple benefits. The Coastal Country Park and Grazing Marshes are integral to the culture &amp; heritage tourism offer being developed. Support work towards WFD requirements e.g farm productivity &amp; natural heritage &amp; access projects.</p>  |
| <p><b>Lincolnshire Wildlife Trust</b> Enhance restore/create habitats. Sustainable access. Multi-functional farm reservoirs for CGM</p>   | <p>Priority themes 2&amp;3 support the LWT priorities directly and all other actions will integrate consideration for these aims to ensure there is multiple benefit achieved where possible (e.g landscaping, inclusion of habitat restoration)</p>   |
| <p><b>Greater Lincs Nature Partnership/Lincs Biodiversity Action Plan (BAP 3<sup>rd</sup> Edition) Coast and Marine Habitats</b></p>  | <p>The LDS supports the complex makeup of the coastal habitats and the objectives of the Lincs BAP by considering project proposals for likely impact on habitats and ensuring only positive benefits to increase or improve habitats are supported.</p>   |

## 4 MANAGEMENT AND ADMINISTRATION

### 4.1 Accountable Body

The Lincolnshire County Council (LCC) Rural Development Team comprises of LAG Managers, Funding Officers, Line Manager and Programme Manager. All have experience of running the previous Lincolnshire LEADER programme (3 LAGs) together with ERDF, other EU and UK programmes. LCC has combined experience of all the required functions associated with acting as an Accountable Body to deliver LEADER activity. The Accountable Body role will ensure that the correct systems and procedure 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:

#### ↓ **PROJECT DEVELOPMENT**

- Facilitate community participation to deliver the strategy
- Developing proposals that help deliver Strategy aspirations, programme outputs and value for money
- Ensuring under-represented groups are enabled to exploit opportunities within the programme
- Promoting and celebrating the successes of the LAG and projects through the lifetime of the programme

#### ↓ **PROJECT ASSESSMENT**

- Supporting the LAG in developing a clear and transparent project selection mechanism that ensures delivery towards local development strategy priorities and adds value to the programme
- Ensure that projects are appraised fairly and without prejudice
- Support the LAG to make informed project approval decisions giving consideration to value of investment, deliverables, technical compliance and overall contribution to the LDS
- Provide constructive feedback on projects that are not approved and implement an appeals process
- Providing robust contracts to support project delivery

#### ↓ **PROJECT MONITORING**

- Produce a risk based forward monitoring plan to ensure that the programme is operating effectively
- Undertake project monitoring visits to identify successes and added value and provide assistance to ensure applicants are delivering against contractual requirements
- Conduct compliance inspections to identify weaknesses and risks in the operation of projects
- Report on financial discrepancies and contract variances to the LAG, Defra and RPA

#### ↓ **COMPLIANCE**

- Establish robust systems that fit with the operational guidance
- Establish clear separation of duty roles to meet audit requirements
- Meet statutory obligations incl: response to Freedom of Information requests & complaints on delivery
- Produce accurate, timely & adequate evidence to support management and administrative expenditure
- Monitor and record running cost and project animation split using Defra guidance of 72/25 split
- Maintain project & programme information ensuring availability for scrutiny (minimum period 7 years)
- Set out clear systems to manage and maintain the security of data, information and project records

#### ↓ **CLAIMS AND PAYMENTS**

- Examine financial claim submissions for accurate information, report variances and/or noncompliance
- 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
- Compile and submit regular M&A claims with supporting documentation as require

### Annex 1: Financial Plan

- Total allocation for the 2014-20 programme = €1,884,000m.
- Sterling equivalent = £1,507,200m (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                | £1,281,120        |
| Management & Admin (over 5/6 Yrs)  | 15*               | £226,080          |
| <b>Total Indicative Allocation</b> | <b>100</b>        | <b>£1,507,200</b> |

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

#### Expenditure by LEADER Priority

| LEADER Priority                         | % of Project Budget | Rationale  |
|---|---------------------|--|
| Farming Productivity                    | 12                  | Funding allocations are indicative of the relative importance of each priority in helping to achieve the Coastal Action Zones' LDS objectives. |
| Micro/Small Enterprise, Diversification | 49                  |  |
| Rural Tourism                           | 18                  |  |
| Provision of Rural Services             | 14                  |  |
| Cultural and Heritage Activity          | 5                   |  |
| Forestry Productivity                   | 2                   |  |
| <b>Total</b>                            | <b>100%</b>         |  |

#### Annual Expenditure Profile £

| Policy Priority  | 2016/17<br>£   | 2017/18<br>£   | 2018/19<br>£   | 2019/20<br>£   | 2020<br>£      | All Years<br>£   |
|--|----------------|----------------|----------------|----------------|----------------|------------------|
| Support for increasing farm productivity                       | 23,060         | 30,747         | 46,120         | 38,434         | 15,373         | 153,734          |
| Support for micro and small enterprises & farm diversification | 94,162         | 125,550        | 172,631        | 172,631        | 62,775         | 627,749          |
| Support for rural tourism                                      | 34,590         | 69,180         | 69,180         | 34,590         | 23,060         | 230,602          |
| Support for cultural and heritage activity                     | 26,904         | 35,871         | 35,871         | 62,775         | 17,936         | 179,357          |
| Provision of rural services                                    | 0              | 19,217         | 19,217         | 25,622         | 0              | 64,056           |
| Support for increasing forestry productivity                   | 0              | 0              | 25,622         | 0              | 0              | 25,622           |
| <b>Total</b>   | <b>178,716</b> | <b>280,565</b> | <b>368,641</b> | <b>334,052</b> | <b>119,144</b> | <b>1,281,120</b> |

## Annex 2: Forecast Outputs

| Programme Outputs   |         |         |         |         |      |       |
|---|---------|---------|---------|---------|------|-------|
|   | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020 | Total |
| <b>Support for Increasing Farm Productivity</b>                         |         |         |         |         |      |       |
| <i>No. of Projects</i>  | 2       | 2       | 2       | 2       | 0    | 8     |
| <i>No. of Businesses or Holdings Benefitting</i>                        | 2       | 2       | 2       | 2       | 0    | 8     |
| <i>No. of Jobs Created</i>  | 0       | 0       | 0       | 0       | 0    | 0     |
| <b>Support for Micro and Small Enterprises and Farm Diversification</b> |         |         |         |         |      |       |
| <i>No. of Projects</i>  | 3       | 5       | 5       | 5       | 3    | 21    |
| <i>No. of Businesses or Holdings Benefitting</i>                        | 3       | 5       | 5       | 5       | 3    | 21    |
| <i>No. of Jobs Created</i>  | 2       | 9       | 10      | 11      | 11   | 43    |
| <b>Support for Rural Tourism</b>  |         |         |         |         |      |       |
| <i>No. of Projects</i>  | 0       | 2       | 2       | 2       | 1    | 7     |
| <i>No. of Jobs Created</i>  | 0       | 0       | 1       | 1       | 1    | 3     |
| <b>Provision of Rural Services</b>                                      |         |         |         |         |      |       |
| <i>No. of Projects</i>  | 0       | 1       | 1       | 1       | 0    | 3     |
| <i>No. of Businesses Benefitting</i>                                    | 0       | 0       | 0       | 0       | 0    | 0     |
| <i>Jobs Created</i>   | 0       | 0       | 0       | 0       | 0    | 0     |
| <b>Support for Cultural and Heritage Activity</b>                       |         |         |         |         |      |       |
| <i>No. of Projects</i>  | 1       | 1       | 2       | 1       | 1    | 6     |
| <i>No. of Businesses Benefitting</i>                                    | 0       | 0       | 0       | 0       | 0    | 0     |
| <i>Jobs Created</i>   | 0       | 0       | 0       | 0       | 0    | 0     |
| <b>Support for Increasing Forestry Productivity</b>                     |         |         |         |         |      |       |
| <i>No. of Projects</i>  | 0       | 0       | 1       | 0       | 0    | 1     |
| <i>No. of Businesses Benefitting</i>                                    | 0       | 0       | 0       | 0       | 0    | 0     |
| <i>Jobs Created</i>   | 0       | 0       | 0       | 0       | 0    | 0     |