

# *Broads and Rivers LEADER+ Development Plan*

## **CONTENTS**

<b>Paragraph Ref.</b>	<b>Paragraph</b>	<b>Page No</b>
<b>SECTION A</b>		
A1	<a href="#"><u>Membership of Partnership</u></a>	2
A2	<a href="#"><u>Administrative Structure</u></a>	4
A3	<a href="#"><u>Decision making body - membership</u></a>	5
A4	<a href="#"><u>Decision making body - operation</u></a>	6
A5	<a href="#"><u>Local action group staff</u></a>	7
A6	<a href="#"><u>Equal opportunities policy</u></a>	8
A7	<a href="#"><u>Involvement of the wider local community</u></a>	9
<b>SECTION B</b>		
B1	<a href="#"><u>Definition of the geographical area</u></a>	11
B2	<a href="#"><u>Coherence</u></a>	13
B3	<a href="#"><u>Population</u></a>	15
<b>SECTION C</b>		
C1	<a href="#"><u>Area analysis</u></a>	16
C2	<a href="#"><u>Theme</u></a>	28
C3	<a href="#"><u>Objectives</u></a>	30
C4	<a href="#"><u>Target Groups</u></a>	32
C5	<a href="#"><u>Programme of planned activities</u></a>	33
C6	<a href="#"><u>Targets, results and outputs</u></a>	49
C7	<a href="#"><u>Transferability</u></a>	50
C8	<a href="#"><u>Complementarity</u></a>	51
C9	<a href="#"><u>Sustainability</u></a>	53
C10	<a href="#"><u>Innovation</u></a>	54
C11	<a href="#"><u>Contribution to Action 2</u></a>	56
C12	<a href="#"><u>Contribution to Action 3</u></a>	58
<b>Sub-section 2</b>		
C13	<a href="#"><u>Project selection procedure</u></a>	59
C14	<a href="#"><u>Communication strategy</u></a>	61
C15	<a href="#"><u>Monitoring arrangements</u></a>	63
C16	<a href="#"><u>Financial arrangements</u></a>	72
<b>Sub-section 3</b>		
C17	<a href="#"><u>Financial Plan</u></a>	73

## **A1 Heading 1 - Membership of the local action group partnership**

**A1.1** The Broads and Rivers LEADER+ Partnership has developed from an initial county meeting of interested organisations and agencies where potential areas for LEADER+ bids were discussed. From this meeting consultations with a range of interested individuals, groups, agencies and statutory bodies resulted in two workshops being held in the early part of 2001. A number of people and organisations that were working, living or had important connections with the area then indicated their willingness to be involved with the Partnership. Development of the bid has reflected this Partnership and the contributions from those attending the two workshops. A third workshop was held immediately prior to submission of the bid, at which the development gained overwhelming endorsement by the community representatives and all partners.

**A1.2** Details of members of the Local Action Group Partnership are listed in **Appendix A**, but brief details are give below

### **A1.3 Social/Economic Partners**

Norfolk Rural Community Council  
Ms Mel Burrige  
Henry Cator (Building Partnerships Ltd)  
Anthony Davis (Anglia Woodnet)  
Pat Holtom  
Peter Howe (Camelot Craft)  
Ian Robinson (RSPB)  
Mark Wells (Norfolk and Suffolk Yachting Assoc)  
Tully Wakeman (East Anglian Foodlink)  
Calvin Stubbs (Loddon buildings Preservation Trust)  
Ms Nicky Stainton (Rural Arts East)  
Mr Adrian Brownsea (Harleston Market Town Initiative Partnership)  
Daniel Zeichner (Trustee Burston Strike School)  
Howard Stephens (Bressingham Steam and Gardens)

(14 members - 52% of total)

### **A1.4 Statutory Partners**

Norfolk County Council  
North Norfolk District Council  
South Norfolk Council  
Broadland District Council  
The Broads Authority  
East of England Development Agency (EEDA)  
The Environment Agency  
Collin Haddow (NNDC Councillor)  
John Halliday (SNC Councillor)  
David Edwin Teaford (Broadland DC Councillor)  
Geoff Wise (NNDC Councillor)  
Clive Hudson (SNC Councillor)  
Mr I C Caldwell (South Norfolk Council)

(13 members - 48% of total)

**A1.5** The LAG partnership will meet at least 3 times a year. All members of the body will have equal roles and representation. At its first meeting, and on subsequent anniversaries, the partnership will elect a chair. In the event of an equal split of votes within the partnership, the chair will have a casting vote. The partnership will oversee strategic direction of the

Programme, the development of the annual development plans and the partnership's involvement in transnational co-operation.

- A1.6** All members of the LAG Partnership will be invited to score projects against agreed scoring criteria, according to their interests and expertise. Scoring will be carried out by a minimum of three Partnership members. No member will score a project application submitted by an organisation for which they work in a paid or voluntary role.
- A1.7** A list of participants for the meetings held on 20.01.01, 24.03.01 and 06.09.01 can be found in **Appendix B**. Letters of support for the programme from the above participants can be found in **Appendix C**
- A1.7** This is a new partnership drawn together for the express purposes of meeting the objectives of the Broads and Rivers LEADER+ Programme. It is the first time this area will benefit from the LEADER initiative. However, there are numerous examples of where these partners have worked together successfully, for example the East Norfolk Rural Transport Partnership, the Wherry Lines Partnership, Norfolk Rural Development Programme, the Shaping the Future partnership, and the Market Towns Initiative. In addition, East of England Development Agency, Norfolk Rural Community Council, Norfolk County Council, North Norfolk District Council and Broadland District Council officers have extensive experience of running the successful Central Norfolk LEADER II Programme, albeit in a different part of the County. Norfolk Rural Community Council managed the Central Norfolk LEADER II Programme and had an active role in the Fens LEADER II Programme.

## **A2      Heading 2 -Proposed administrative structure**

- A2.1** Norfolk County Council, the countywide local authority for Norfolk has been nominated to act as the administrative and financial leader of the Broads & Rivers LEADER+ Programme. The Action Plan approach has been chosen.
- A2.2** Norfolk County Council has the ability to administer public funds and has a good track record of administering grant funds, including the successful delivery of projects and programmes under Objective 5b, ESF Objective 3, LEADER II and the Norfolk Rural Development Programme.
- A2.3** The Action Plan approach has been chosen as the most appropriate model for the successful implementation of the development plan, within the Broads and Rivers area, and provides the partnership with flexibility and local accountability.
- A2.4** As the lead organisation Norfolk County Council will be responsible for the administrative functions of the partnership; support staff; financial responsibility for making/paying claims; monitoring and evaluation procedures and all other related administrative tasks. The Economic Development Unit of the County Council has considerable experience of project management and has an annual budget of £2.77 million.
- A2.5** Auditing arrangements will be conducted independently through the administrative and financial procedures currently carried out by District Audit.

### **A3 Heading 3 - Membership of decision-making body**

**A3.1** The LAG Board is a balanced representation of the Partnership as a whole with at least half of the membership are economic and social partners. Many of the LAG members have previous experience of both partnership working and involvement with local, regional, national and EU funding programmes. All members of the decision making body have volunteered to take on the role and are committed to the programme. As this is a new group, training will be provided to ensure the capacity of all members to undertake the programme, for example project appraisal.

**A3.2** The following partnership members will form the decision making body.

#### Members from within the voluntary/community or business sector

Ms Mel Burrige (Individual)  
Anthony Davis (Anglia Woodnet)  
Pat Holtom (Individual)  
Howard Stephens (Bressingham Steam and Gardens)  
Ian Robinson (RSPB)  
Tully Wakeman (East Anglian Foodlink)  
Mark Wells (Norfolk and Suffolk Yachting Assoc)  
John Dixon (Norfolk Rural Community Council)

Total of 8 from 15 - which is 53% of the total membership

#### Members from the statutory sector

Collin Haddow (NNDC Councillor)  
John Halliday (SNC Councillor)  
Jason Middleton (Norfolk County Council Officer)  
Tony Oram - (Broadland DC Officer)  
Barry Stone (Gt Yarmouth BC Cllr)  
Helen Noble (Broads Authority)  
Jen Wingate - (EEDA - Officer)

Total of 7 from 15 - which is 47% of the total membership

**A3.3** Name, organisation and contact details of the decision making body are attached as **Appendix D**, together with their completed commitment forms, brief details are given below

**A3.4** **Appendix C**, which is the set of letters of support from the wider partnership (and embracing the members listed above), contains references to the specific skills and experience of each of the above LAG members.

**A3.5** Although individuals have put themselves forward as representatives of the partner organisations from the statutory sector, it is probable that it is the organisation itself that will have a place on the LAG, and either an elected member or an officer from each organisation will attend.

**A3.6** Decisions made by the body, and the procedures adopted will be subject to independent audit within the first year, and midway through the programme

#### **A4 Heading 4 - Operation of decision-making body**

- A4.1** The LAG decision making body will meet at least 6 times a year. All members of the body will have equal roles and representation. At its first meeting, and on subsequent anniversaries, the body will elect a chair. In the event of an equal split of votes within the body, the chair will have a casting vote. The body will oversee operational matters, such as the approval of projects; the achievement of output and financial targets, and the implementation of the communications strategy.
- A4.2** All members of the LAG Partnership will be invited to score projects against agreed scoring criteria, according to their interests and expertise. Scoring will be carried out by a minimum of three Partnership members. No member will score a project application submitted by an organisation for which they work in a paid or voluntary role.
- A4.3** Most members of the LAG decision making body have had experience in the management of public funds and/or active involvement in partnership steering committees, panels and decision making bodies. Members who have an interest in any project application coming to the decision making body for approval will be required to declare that interest and not take part in the discussion or subsequent decision. Appropriate training in the scoring of projects will be arranged for all partnership members. The preparation of case papers for each application will follow the successful model used for LEADER II. The body will approve projects following a presentation of the scores and case paper by the Monitoring and Support Officer.

## **A5 Heading 5 - Local Action Group staff**

- A5.1** Two full time staff will be appointed to deliver the programme. A full-time Programme Officer and full time Monitoring and Support Officer.
- A5.2** Both officers will work to ensure the smooth delivery of the Broads and Rivers LEADER+ Programme and work together in the development of the annual action plans. The Programme Officer will support the development of projects that are likely to come forward during the coming year. The Monitoring and Support Officer will identify project and financial commitment that is brought forward from previous years and any areas that may need further development, as well as collate the views of the decision making body, Local Action Group Partnership, and others, into the plans.
- A5.3** Norfolk County Council as the accountable body, will be responsible for the recruitment and employment of staff. The posts will be advertised locally through the eastern Daily Press (a county wide newspaper), and nationally in the Guardian. The staff recruitment process will be managed by the personnel unit of Norfolk County Council. The shortlisting and interviewing of the candidates will be undertaken by Norfolk County Council and representatives from the LAG partnership.
- A5.4** Accountancy support will be provided by Norfolk County Council. The Monitoring and Support Officer will work independently of the Programme Officer and will be accountable directly to Norfolk County Council, thereby separating the project development and monitoring functions, ensuring accountability and robust management of the Programme overall.
- A5.5** The job descriptions and salary scales of the staff have been approved by Norfolk County Council's personnel department and are inline with existing council staff. Staff will be employed within the salary band listed in the table below. The Programme Officer will be employed from 2002 until 2006, to enable the development of projects, whilst the Monitoring and Support Officer will be employed from 2002 until 2008 to ensure the programme is delivered and monitored successfully until the end of the programme. Note: - the upper salary points stated in the table assume that inflation is set at 3% and staff receiving one increment each year throughout the duration of the Programme.

<i>Post Title</i>	<i>Salary Scales</i>	<i>Annual Salary (£)</i>
<i>Duration of Post</i>		
Programme Officer	NJC29 to 33	19770 to 25145
2002 to 2006		
Monitoring and Support Officer	NJC27 to 33	18417 to 26676
2002 to 2008		

The full job descriptions for each post can be found in **Appendix E**

## **A6 Heading 6 - Equal opportunities policy**

- A6.1** Development plans, strategies and approaches under the Broads and Rivers LEADER+ Programme will promote equality of opportunity within the local action groups' area, irrespective of sex, race, colour, ethnic or national origin, marital status, disability, sexual orientation, religious beliefs or age.
- A6.2** The Broads and Rivers LEADER+ Programme will be implemented in accordance with this principle. This will be achieved by the formal adoption of the Equalities Policy set out by Norfolk County Council - **(see Appendix F)** at the first meeting of the Local Action Group. Project development guidance will include details about how to address equalities issues and ensure that these are taken into account by all projects applying for LEADER+ funding. Applicants will have to show how their projects will help tackle equality issues in the area in line with the guiding principle outlined above. Questions on the extent to which applicants have addressed equalities issues will be included as part of the project scoring and assessment procedure.
- A6.3** There will be a requirement for all applicants to sign a declaration on equal opportunities as part of the application process. The Local Action Group will adopt, monitor and maintain a general equalities standard based on the Commission for Racial Equality (CRE) standards on Race Equality, working with Norfolk Race Equality Council (NREC), and disability, mental health and other groups to agree a service charter covering equal opportunities commitments and criteria for assessing applications in terms of accessibility of projects to people, regardless of sex, race, colour, ethnic or national origin, marital status, disability, sexual orientation, religious beliefs or age. Local authorities will champion this work on behalf of the Local Action Group and ensure that all its efforts and terms of reference comply with Race Relations Acts, Disability Discrimination legislation and Sex Discrimination legislation, both that which exists now and that emerging during the lifetime of the Programme.
- A6.4** Training on equalities issues will be provided for Local Action Group members throughout the lifetime of the Programme and in response to issues arising from Programme delivery, focusing specifically on the range of legislation which must be complied with and the practical ways that compliance is achieved. It is hoped that projects developed will provide examples of best practice that can be replicated in other LEADER+ areas across the EU, and demonstrate best practice which can be incorporated into the Broads and Rivers LEADER+ Programme and its associated projects.

## **A7 Heading 7 - Involvement of the wider local community**

**A7.1** The Broads and Rivers Local Action Group see the involvement of the community in the development and implementation of the programme as the key to its success within the area and the only way that the benefits to be gained from the programme can be maximised.

### **A7.2** *Community Involvement in the formulation of the development plan*

**A7.2.1** To date a number of individuals, community and business representatives have been involved in the formation of the development plan. Three public meetings have been held at different stages in the process of formulating the delivery plan. Officers from the district and County Councils, East of England Development Agency, Broads Authority and Norfolk Rural Community Council have facilitated these meetings. Invitations to the meetings were sent to identified community groups and businesses in the area. There was also coverage in the local media. All three meetings have been held at village halls, centrally located within the area. Notes from all meetings and workshops were taken and circulated to all people who have shown an interest, for comment.

**A7.2.2** The first meeting held on 20 January 2001, (attended by 45 people), discussed the objectives of and the opportunities provided by LEADER+ for the communities and businesses within the proposed area, and experiences from LEADER and LEADER II elsewhere. The proposed Broads and Rivers area and the rationale for the proposal were explained, and the proposed area was agreed. The role and responsibilities of the Local Action Group were explained. Workshops were held which focused on the LEADER+ Regional Objectives and identified which objectives were highest priority for the area. Potential projects that could contribute to the objectives were identified, as were potential project partners. This meeting enabled the development plan to start to be formulated around the chosen regional objectives.

**A7.2.3** The second meeting was held on the 24 March 2001 (attended by 47 people) discussed the feedback received from the Expression of Interest, and debated the target groups and identified potential projects. Following a debate the decision was taken that the under/unemployed will be the target group, as this incorporates the vulnerable groups that are considered a high priority for the area. The workshop sessions focused on specifying potential projects and measurable outcomes, which were suitable to the area and contributed to the LEADER+ Regional Objectives selected at the previous meeting. Potential Local Action Group members were identified and the type of administrative arrangements preferred for the Broads and Rivers LEADER+ Programme were discussed. This meeting enabled the delivery plan to be further developed in relation to the target group and the identification of activities and potential projects.

**A7.2.4** At the meeting on the 6 September 2001(attended by 31 people), the development plan was discussed and agreed and partners were invited to formally sign up to the Broads and Rivers LEADER+ Programme. Individuals were nominated as members of the Local Action Group and the decision making body. The development plan was fully endorsed by all present.

### **A7.3** *Planned future community involvement in the implementation of the programme*

**A7.3.1** It will be important in the development and delivery of projects under the Broads and Rivers LEADER+ Programme that there is the active involvement of a wide range of community of interest groups from the area. These will include local Town and Parish Councils, business, environmental, community and voluntary organisations; all of which will have a contribution to make to the future sustainable development of the Broads and Rivers area. It will therefore be necessary to develop structures which seek to secure the involvement of such groups in a meaningful and valued way.

**A7.3.2** The strategic partners to the Broads and Rivers LEADER+ bid have attempted to promote such an approach during the development of this bid, as detailed in the paragraphs above. It

is hoped that this approach can be further developed during the delivery of the Programme to ensure that the projects brought forward for funding under the various measures of the Programme have wide ownership at a local level. This will ensure that the benefits of the Programme are widely understood and taken up by local communities – be they environmental groups, specialist boatbuilding companies, tourism operators or local community groups.

**A7.3.3** It is therefore envisaged in the development and delivery of detailed project proposals that small project or focus groups will be established. It is hoped that as the Programme develops, people involved in specific projects will become involved in the wider partnership and so determine the shape of the annual action plan. The membership of the Local Action Group partnership may, therefore, change as the Programme unfolds. This evolutionary approach is seen as being a very exciting element of the Programme and is innovative within the Broads and Rivers LEADER+ area.

**A7.3.4** An annual conference for community organisations and other interested parties will be held to report on the progress of the programme against planned activity, evaluate the effectiveness of the programme and contribute to the development of the annual action plans. In this way the communities within the Broads and Rivers LEADER+ area will be able to contribute to the ongoing development and implementation of the programme.

**A7.3.5** As the local strategies and projects are developed, it is envisaged that the following potential partners will emerge to support programme delivery:

Countryside Agency; East of England Tourist Board; Easton College; English Heritage; Enterprise Agencies; Environment Agency; Great Yarmouth College; Learning & Skills Council; Millennium Company; Norwich City College; Primary Care Trusts; Small Business Service; Workers' Education Association; Work on Organic Farms.

## **B1 Heading 1 - Definition of the geographical area**

**B1.1** The total geographical area is 1,043 km<sup>2</sup>. The area is contiguous. It does not straddle regional, Government Office or county boundaries, but is made up of parts of four district councils. Each of these are members of the partnership and decision making body, and all cross boundary issues have been addressed through partnership working. There is no overlap with any other LEADER+ partnership bid, and no part the area selected has been identified for support under the URBAN Community Initiative. A map of the wards is attached as **Appendix G**, and a more detailed map showing the broads and rivers in relation to the overall area is attached as **Appendix H**.

### **B1.2 WARDS IN THE LEADER+ AREA**

#### **BROADLAND:**

Acle, Burlingham, Freethorpe, Rackheath, Reedham, South Walsham and Wroxham

#### **GREAT YARMOUTH**

Fleggburgh, Hemsby, Lothingland, Martham, Rollesby, and Winterton and Somerton

#### **NORTH NORFOLK**

Bacton, Catfield, Happisburgh, Hickling, Horning, Horsefen, Hoveton, Neatishead, Stalham and Worstead.

#### **SOUTH NORFOLK**

Abbeyfield, Beauchamp, Beckvale, Boyland, Broads, Brookwood, Chet, Clavering, Crown Point, Depwade, Dickleburgh, Diss, Ditchingham, Harleston, Hempnall, Long Row, Marshland, Valley and Waveney.

### **B1.3 PARISHES IN THE LEADER+ AREA**

#### **BROADLAND**

Acle  
Beighton  
Belaugh  
Cantley  
Freethorpe  
Halvergate  
Lingwood/Burlingham  
Rackheath  
Reedham  
Salhouse  
South Walsham  
Strumpshaw  
Upton  
Woodbastwick  
Wroxham

#### **GREAT YARMOUTH**

Ashby w Oby  
Belton  
Burgh Castle  
Filby  
Fleggburgh  
Fritton/St Olaves  
Hemsby  
Martham  
Mautby

#### **Repps w Bastwick**

Rollesby  
Somerton  
Stokesby w Herringby  
Thurne  
Winterton-on-Sea

#### **NORTH NORFOLK**

Ashmanhaugh  
Bacton  
Barton Turf with  
Irstead  
Brumstead  
Catfield  
Dilham  
East Ruston  
Happisburgh  
Hickling  
Honing  
Horning  
Horsey  
Hoveton  
Ingham  
Lessingham  
Ludham  
Neatishead  
Potter Heigham  
Sea Palling

#### **Sloley**

Smallburgh  
Stalham  
Sutton  
Tunstead  
Witton  
Worstead

#### **SOUTH NORFOLK**

Aldeby  
Alpington  
Ashby St Mary  
Bedingham  
Bergh Apton  
Bixley  
Bramerton  
Bressingham  
Brockdish  
Brooke  
Broome  
Burgh St Peter  
Burston  
Caistor St Edmund  
Carleton St Peter  
Chedgrave  
Claxton  
Denton

Dickleburgh  
Diss  
Ditchingham  
Earsham  
Ellingham  
Geldeston  
Gillingham  
Gissing  
Haddiscoe  
Hales  
Heckingham  
Hedenham  
Hellington  
Hempnall  
Holverston  
Howe  
Kirby Bedon  
Kirby Cane

Kirkstead  
Langley w Hardley  
Loddon  
Morningthorpe  
Mundham  
Needham  
Norton Subcourse  
Pulham Market  
Pulham St Mary  
Ravensingham  
Redenhall with  
Harleston  
Rockland St Mary  
Roydon  
Scole  
Seething  
Shelfhanger  
Shelton

Sisland  
Starston  
Stockton  
Surlingham  
Thurlton  
Thurton  
Thwaite  
Tibenham  
Tivetshall St Margaret  
Tivetshall St Mary  
Toft Monks  
Topcroft  
Trowse/Newton  
Wheatacre  
Winfarthing  
Woodton  
Wortwell  
Yelverton

## **B2 Heading 2 - Coherence of the area**

**B2.1** The Broads is one of the finest wetland environments in Britain and has international status as being amongst the best examples of wetland habitat in the world. However, as is the case with many areas of high landscape value or special interest, The Broads are also a place where people live and work.

**B2.2** The LEADER+ area covers just over 1000 km<sup>2</sup> to the east of Norwich. The area has a long social and economic history, indeed the Broads are manmade features created through the digging of peat in the middle ages. More recently in the 18<sup>th</sup> and 19<sup>th</sup> centuries the network of Broads and rivers served as an important means of transport in an extensive rural and agriculturally dependent area poorly served by strategic infrastructure. During the 20th century the Broads became a popular holiday destination for boating holidays. The influence of the city of Norwich as a centre of employment and services has grown, reducing the social and economic fabric of the more traditional rural communities of the Broads area, which have increasingly become dormitory settlements, providing housing for people who either work in Norwich or Great Yarmouth.

### **B2.3 Geographic and environmental coherence**

**B2.3.1** The Broads are a key feature that define this particular LEADER+ area and provides a major focus for the Programme's aims and objectives.

**B2.3.2** The Broads area is internationally important as being one of Britain's finest wetlands being the only such area in the country with National Park status. Its rivers, shallow broads, marshes and fens merge to create a unique area of 300 km<sup>2</sup> (the Broads Authority administrative area), precious for its wildlife and landscapes. The Broads has a huge variety of habitats and landscape types created by centuries of farming and human development in the area, which are inextricably linked to form this unique, fragile wetland eco-system, the integrity of which is dependent on it remaining as a cohesive geographical unit. The proposed area embraces the river valleys and watersheds of the Ant, Bure, Chet, Thurne, Waveney, and Yare, all of which drain into Breydon Water.

**B2.3.3** The Broads include 200 km of boating on lock free tidal rivers, and 309 km of footpaths traversing attractive landscapes. The area contains nearly all of the Broads National Park, managed by the Broads Authority, which includes most of the navigable, tidal waters of the Broads. It also includes the towns and villages which act as rural service centres for the rural hinterland, and are integral to the rural economy and social fabric of the LEADER+ area.

### **B2.4 Economic coherence**

**B2.4.1** The economy of the Broads and Rivers area is heavily dependent upon the agricultural, tourism and boatbuilding sectors, with few other significant business or employment sectors represented. There is however a significant and increasing amount of commuting out of the area, particularly to Norwich and Great Yarmouth, and the expanding role of the area for predominantly dormitory purposes is resulting in an increasingly unbalanced population with many young people being displaced due to lack of local employment opportunities in traditional sectors and a lack of affordable housing. These changing economic and social characteristics are also resulting in a loss of local services in the area – for example village shops, pubs and garages, particularly from smaller village communities.

### **B2.5 Social coherence**

- B2.5.1** Rural isolation is a major problem in the area, which is exacerbated by the slow decline in rural services. Elderly people, the young, those on low incomes, single parents and other economically inactive people are faced with declining opportunities for jobs, training courses and services such as shops, public houses, and entertainment in the local area. At the same time the area is experiencing a decline in public transport provision.
- B2.5.2** The increasing number of commuters, and affluent retired moving in, is causing a disproportionate rise in house prices. Coupled with the limited availability of rented accommodation, there is a threat to community cohesion.
- B2.5.3** With the exception of the market towns, there are relatively few job, further education and training opportunities for people in the Broads and Rivers LEADER+ Programme area. This leads to a tendency for people (especially the young) to either move or commute to Norwich or Great Yarmouth, to take up such opportunities.
- B2.5.4** In smaller communities, there is a tendency for local services in the target area to be supported by a small core of people who depend on them. These services are becoming less sustainable, with the result that many close, or operate on a minimal basis, and the range of services in the area diminishes.

**B3      Heading 3 - Population**

**B3.1**    The total population of the area is 99,975 people (Norfolk County Council – mid 1999), with an average population density of 95.85 inhabitants per km<sup>2</sup>. The largest town in the area is Diss with a population of 6,640 inhabitants which means there are no towns or settlements with a population of 10,000 or above. It therefore follows that 0% of the population falls within settlements greater than 20,000.

**B3.2**    In total, there are five rural service centres within the area, these are Acle, Diss, Harleston, Loddon and Stalham. All of these are crucial to the fabric of the area as a whole and act as focal points within the area. The overwhelming majority of the projects envisaged through this programme will benefit the people living and working in the very rural parts of the area. Those projects based in the small towns will be for the benefit of the towns and their respective rural hinterlands.

## **C1 Heading 1 - Analysis of the strengths, weaknesses and potential of the local action group**

### **C1.1 Introduction**

The process of bidding for LEADER+ status for the Broads and Rivers area means that the area is being viewed as a coherent whole due to its geographical, environmental, economic and social attributes. The area is dissected by several different administrative boundaries, which poses difficulties for analysis of the strengths, weaknesses and potential of the area as data and information has not been gathered systematically for the area to be covered. This problem will be addressed by a baseline data research project to be conducted by the Local Action Group, following the approval of the Development Plan.

### **C1.2 Change and key influences of change**

The drivers of change identified in the Regional Appendix apply very strongly to the Broads and Rivers LEADER+ Programme area and all are touched upon in the following sections.

One other major driver of change is worth additional consideration - the Local Government Modernisation Agenda. The new duty on local authorities to produce community strategies that promote the social, economic and environmental well-being of their areas coupled with the new powers to do anything which promotes this well-being provides a major opportunity to mainstream many of the innovative rural development initiatives proposed by the LEADER+ programme in the Broads and Rivers area.

### **C1.3 Economic issues**

The economy of the Broads and Rivers area is heavily dependent upon the agricultural, tourism and boatbuilding sectors, with few significant other business or employment sectors represented in the area.

#### **C1.3.1 *Strengths***

Agriculture is an important feature of the local economy – both in terms of the physical appearance and management of the landscape, which attracts significant tourism revenue for the area; and business and employment activity. Much of the Broads and Rivers area is classified as being of Grades 1, 2 and 3 (MAFF Agricultural Land Classification of Norfolk). To the north of the River Yare predominant agricultural land use is general cropping i.e. the growing of cereals, sugar beet and potato crops, with some horticultural activity – particularly the growing of soft fruit. To the south of the River Yare there is more mixed farming including the growing of cereals and raising of pigs and poultry. The marshes alongside the principal rivers in the area are largely classified as Environmentally Sensitive Areas and are mainly used for grazing purposes.

The agricultural sector is a significant local employer, both in terms of direct and indirect employment. Over half the wards in the Broads and Rivers area record agricultural employment levels of over 6.5% of the total workforce, with several wards recording agricultural employment rates in excess of 10% (source – 1991 Census). These figures are significantly above the Norfolk, East of England and England averages of 4.9%, 2.6% and 1.8% respectively. In addition farming within the Broads and Rivers area supports a large number of jobs in associated and support industries

– particularly haulage, contract and farm services, machinery supply/servicing and engineering and to a lesser degree in food processing.

Historically, the dependence of the area upon the agricultural sector has been seen as a strength. However, increased commercial pressures within the sector over many years has seen a reduction in the number of people employed in the sector and a decline in the number of small family farms as unit sizes have increased in order to remain competitive. These issues can be shown to have had an impact upon the economic and social fabric of the LEADER+ area.

Tourism is also a vitally important part of the local economy. It is a major source of employment, as the area attracts large numbers of visitors every year. Tourism in the Broads is seen to promote regional identity, finances the rural community, and maintains cultural diversity. Staying visitors in the Broads spend in excess of £250 million a year, of which some £146 million was derived from people taking boating holidays. In addition it is believed that angling / fishing within the Broads area has a value of some £20 million per annum. It is estimated tourism supports some 2000 jobs in the programme area. (Source – East of England Tourist Board)

The third sector of critical importance to the local economy is boatbuilding, which is estimated to employ some 1500 people in the Broads and Rivers area. After the Solent area, on the English South Coast, the Broads and Rivers area has the second largest cluster of boatbuilding companies in the UK. Companies operating in this sector manufacture a diverse range of craft from small racing dinghies to luxury leisure cruisers in wood and Glass Reinforced Plastic materials. A number of ancillary businesses also operate within the area including sailmakers, marine window manufacturers and marine engineering companies, a number of which are at the forefront of technological developments in terms of electric and solar powered craft.

### **C1.3.2 Weaknesses**

Between 1987 and 1997 the number of people employed in the agricultural sector in Norfolk fell by some 19.3% (MAFF Farming and Rural Issues report for Norfolk 1999) and this reduction is believed to have impacted particularly heavily in areas which are reliant upon arable production such as the LEADER+ area, where increased mechanisation and contracting arrangements have resulted in a significant contraction of the agricultural labour force.

Within the Broads and Rivers area the agricultural workforce is ageing, with low numbers of people entering the industry. This is due to concerns about career prospects within a declining employment sector and historically low rates of pay associated with agricultural employment. However, there is a need for young people to be recruited into the sector in the future. This, coupled with the depressed state of the markets for agricultural products, reform of the Common Agricultural Policy and GATT World Trade Agreements - which could have significant impact upon the local sugar beet sector - means that the short to medium term outlook for the local agricultural sector is difficult.

Whilst expenditure and employment within the tourism sector both within the UK and internationally are forecast to grow, recent experience within the Broads boat hire sector has seen a significant contraction in the demand for boating holidays. Statistics compiled by the Broads Authority chart the decline of this sector, with the number of hire cruisers registered on the Broads network falling from 2200 in 1980 to 1296 such craft in 2000. This has had a knock on effect upon land based services with the loss of boating holidaymakers contributing to the speed at which local services have been lost.

Concerned at this decline in the market for Broads boating holidays, a study of the industry was commissioned by the Broads Authority during 2000 in an attempt to understand this decline and develop new tourism markets for the area. Issues which have been seen to contribute to the decline in the attraction of Broads boating holidays and which therefore need to be addressed locally by a wide partnership of public and private sector organisations include the relative costs of boating holidays in relation to the competition in terms of price and product offer by modern package holiday destinations; the perceived lack of quality of the boating stock in terms of facilities and services offered and a concern about the limited range and nature of shore based services and attractions. This issue of quality and branding needs to be addressed as a matter of urgency if the area is to share in the future growth of tourism markets.

The dominance of tourism in the Broads and Rivers LEADER+ economy tends to result in a seasonal economy and workforce, meaning that people have access to jobs during eight or nine months of the year. However, these jobs are often likely to be part time and low paid. Although data on wages is not available at ward level, information for Norfolk highlights the low level of wages compared to the rest of the East of England and discrepancies between male and female employees. Women are both more likely to earn less than men and to work part time.

The boatbuilding sector is locally important in terms of economic activity and employment within the Broads and Rivers area. However, in the context of Norfolk and the East of England region it is a small niche sector with limited linkages with other mainstream economic sectors, with the possible exception of advanced engineering. The sector is dominated by small and medium sized companies which often have difficulty in accessing finance to develop new products / technologies and / or business development and expansion plans e.g. new sites / premises, equipment purchase, recruitment of additional staff etc., even where strong demand exists for their products. In addition, recruitment into the sector is difficult as the relatively small number of employees employed in the sector means that the delivery of training programmes for young people entering the sector is difficult because of the need to have a critical number of trainees at a given point in time to deliver specialist training courses. In this respect there is a significant amount of in-house training delivered by local companies, and although this is often of a high standard it does not often provide trainees with a recognised qualification. A further problem experienced by companies operating in the boatbuilding sector is the retention of skilled staff. This has been seen to be a critical issue in recent years in Norfolk where a number of significant building projects have been taken forward in the Norwich sub-region, which have attracted skilled tradespeople through premium rates of pay. This has caused problems for boatbuilding companies which have been unable to offer similar rates of pay.

### C.1.3.3 *Potential*

Increasing demand for local food products, organic crops, and traceable meat products could present some local farmers with opportunities to develop new markets for their produce - "Broads Beef" for example. Whilst it is recognised that large scale arable production will not be replaced quickly by less intensive agricultural systems, opportunities will exist for small farming businesses to change the nature of their farming operations to serve specialist markets. Whilst there are costs associated with conversion to organic farming practices some farmers in the Broads and Rivers area may be in a position to change their businesses to meet the demand expressed for organic and traceable food products. As detailed above, horticulture whilst of less importance to the area than in the past, remains an important element of the local agricultural sector with increasing opportunities to develop local markets. Furthermore the Environmentally Sensitive Area designations covering much of the marshland grazing in the Broads and Rivers area provides opportunities to promote the area for the production of high quality meat products. This has recently been developed through the Broadland Beef brand, but other opportunities to develop this branding further will exist.

Consideration could also be given by the agricultural sector to diversify their business operations through the growing of renewable energy crops. This would potentially develop new income streams for farming businesses whilst promoting the increased biodiversity of the Broads and Rivers area. Short rotation coppicing, the improved management of woodland areas and areas of marsh/fen, and the use of straw litter all offer potential sources of fuel for renewable energy production which could be developed in the Broads and Rivers area with minimal environmental impact. These opportunities need to be explored further through the commissioning of feasibility studies.

Opportunities also exist to develop or rebrand the area for tourism related activities. The natural attraction of the area offers huge potential for the development of green tourism initiatives. Already a number of nature reserves in the Broads and Rivers area have developed visitor management initiatives and facilities which allow tourist visitors to understand and appreciate the unique Broads environment in ways which limit environmental damage e.g. the Norfolk Wildlife Trust Reserves at Hickling Broad and Malthouse Broad, Ranworth; and the Broads Authority facilities at How Hill. Further opportunities exist to develop new tourism markets including walking and cycling holidays in the area, as well as working holidays promoting the development of environmental management skills. The more traditional Broads boating holiday market also offers potential for development through investing in new high quality craft and on shore facilities, and the possibility of increasing the number of electric powered craft – both dayboats and cruisers through development of new propulsion systems and the provision of recharging infrastructure.

These latter issues provide potential for companies operating within the boatbuilding sector to further develop their expertise in the research and development of new technologies in the design and manufacture of boat hulls, propulsion systems etc. A number of companies operating from the Broads and Rivers area are already at the forefront of developing electric and solar powered craft and low wash hulls and selling their products into global markets. Opportunities exist for the further development of such activities through the development of collaborative working and cluster / supply chain development.

## **C1.4 Social issues**

### **C1.4.1 Strengths**

There is a range of community groups/organisations working in the Broads and Rivers area. These include Village Hall Committees; Women's Institutes; Pre School Play Groups/Parent and Toddler Groups; Older Peoples' Clubs; Community Care Schemes; Church based organisations; Youth Clubs; Sports Clubs and Playing Field Committees. Volunteers who give generously of their time run many of these groups/organisations. Over the last twelve to eighteen months, the following Village Halls have been awarded Lottery funding for major refurbishment in Brockdish, Dickleburgh, Filby, Limpenhoe, Martham, Needham, Sutton, with smaller awards in South Walsham and Upton. Such awards from the Lottery demonstrate the vitality of many communities and the capacity to develop and carry out large projects.

Many parishes have a long history of local action and self help often focused on addressing local needs. Community car schemes (a form of lift sharing for those in transport need) exist in Acle, Bressingham, Brockdish, Brooke, Cantley, Catfield, Chedgrave, Dilham, Diss, Freethorpe, Hoveton, Ingham, Loddon, Neatishead, Norton Subcourse, Potter Heigham, the Pulhams, Redenhall, Reedham, Roydon, Smallburgh, Stalham, Starston, Sutton, Thurlton, Tibenham, Winfarthing.

Many of the parish based groups and organisations are part of wider networks such as the Norfolk Village Halls Association, Norfolk CarLink, Early Years Support Network.

With new people moving into some villages there has been an increase in volunteers running groups and organisations. This has been especially where 'young' retired people have settled.

### **C1.4.2 Weaknesses**

Both women and the elderly are likely to be more vulnerable to problems of isolation and access to services. The DETR Indices of Multiple Deprivation highlight real issues in the LEADER+ area in terms of access to services with 26 wards in the worst 20% in the country and 9 in the worst 20% in Norfolk. This indicator measures access to post offices, food shops, GPs and primary schools and hence may particularly impact upon individuals with care responsibilities or people with disabilities, the elderly or the infirm. It will also have an impact on the under/unemployed who have financial restrictions in accessing services/employment.

Much of the Broads and Rivers area is geographically isolated and sparsely populated. Transport links are predominantly along the main roadways, and travel from many of the villages can be time consuming and expensive, or even impossible. This necessitates a high level of car ownership throughout the area, which is not synonymous with wealth. Elderly people and those on low incomes are less likely to own a car, further compounding isolation.

Patterns of schools distribution show that large parts of the LEADER+ area are not close to a school. The State of the Countryside Report 2000 for the East of England contains some preliminary findings from the 2000 Rural Services Survey which highlight that Great Yarmouth and South Norfolk have more than 15% of households more than 5km from a secondary school and North Norfolk has more than 20% of households more than 2km from a primary school.

The Index of Multiple Deprivation data shows that:

- for income deprivation Bacton and Martham are in the top 20% most deprived wards for Norfolk

- for Employment deprivation, Hemsby, Winterton & Somerton are in the top 20% most deprived wards for Norfolk.
- most of the coastal area is in the 40% most deprived for employment.

However many of the issues are below ward level and difficult to identify.

In March 1999, 4335 people were recorded as claiming income support in the LEADER+ area. 2580 are claiming incapacity benefit in the area with a significantly higher proportion over the age of 50 than in Norfolk as a whole (59.7% compared to 53.4%) (Source – ONS).

Rising house prices, resulting from the immigration of retired people has resulted in indigenous young people being unable to find suitable housing. Where affordable housing exists, local service provision is poor and transport inadequate. In South Norfolk, for instance, almost all of the “difficult to let” council houses are in its part of the LEADER+ area. People do not want to live in villages without pubs, shops, garages, doctors, libraries and with an infrequent bus service to get to the nearest town, especially the less well off who are dependent on public transport to access basic services.

Many of those who traditionally volunteered in the running of community and voluntary groups in villages no longer do so and in some instances the same few people end up shouldering the burden. There is a need to involve more people in their communities and the innovative delivery of local services.

### **C1.4.3** *Potential*

Increasing numbers of older people should be seen as a significant resource, which the LEADER+ Programme can utilise. People in Norfolk tend to be healthy, and so older people can offer many years of experience to their local community including ideas, skills and time and also by playing a mentoring or advisory role for others.

There is potential for involving people in local needs surveys, village appraisals and other forms of consultation in order to generate ideas and actions that address identified needs. This can link in with the community planning processes of local authorities. Some community buildings have the potential to develop as multi-service centres, tackling the issue of access.

The knowledge and skills developed in communities that have been successful with Lottery funding and the development of large local projects can be used to help other communities through a programme of capacity building and skills development. Many larger villages and small towns have potential to enhance existing local services and become service centres with a range of professional, cultural and retail services that meet local needs.

The network of village/parish newsletters and magazines has the potential to promote LEADER+ to most homes and residents through regular short articles.

## **C1.5 Environmental and cultural assets**

### **C1.5.1 Strengths**

The Broads are characterised by the rich diversity and distinctiveness of its natural and built environments. It is one of the most remarkable areas in England for wildlife, has a rich cultural heritage of historic buildings from Roman times and contains some of the most prized landscapes in England. A quarter of its agricultural land is classed as the best and most versatile in England, which counts as an important national and local resource. (Norfolk, Environmental Overview, The Environment Agency, 1999)

There are nearly thirty Sites of Special Scientific Interest in the area, extending over some 7,500ha, all of which now benefit from protection under European Law, through designation as Special Protection Area (SPA) or Special Area of Conservation (SAC). These designations recognise the value of the area both to birds such as bittern, marsh harrier and various species of wildfowl (SPAs), and to aquatic flora and fauna (SACs). Those sites which are designated under NATURA 2000 are:

### **C1.5.2 Nature Conservation Designations in the Broads**

International Special Protected Area

Ramsar Sites

Special Areas of Conservation

NATURA 2000

National

National Nature Reserve

Sites of Special Scientific Interest

National Park Status

Regional/Local

Local Nature Reserves

County Wildlife Sites

Regionally Important Geological and Geomorphological

Sites

Many of the settlements scattered through this area have strong community identities, and this has resulted in the emergence of many local cultural activities. Some of these have grown and become much larger events attracting many visitors. The Bergh Apton Sculpture Trail is a good example of how a locally organised event has grown to attract tens of thousands of visitors whenever it is held. There are also a range of existing major cultural events such as the Worstead Festival, Jazzangles, Herring Festival at Hemsby, Raveningham Threshing Fair; Diss Festival, Classic Motor Boat Rally at Fritton, Martham Carnival and Strumpshaw Steam Fair. The area has a scattering of museums, attractions and cultural sites, such as the Museum of the Broads at Stalham, Toad Hall Cottage/How Hill, Diss Museum, the Nutmeg Puppets Project, Freethorpe Arts Barn; East Ruston Gardens; Ranworth Church and Visitor Centre, St Lawrence's Church and Fairhaven Gardens, both in South Walsham, Caistor Roman Town and Burgh Castle.

### **C1.5.3 Weaknesses**

Flood risk is a major threat to the area. Flood defences, chiefly earth embankments, currently protect some 1700 homes in Broadland. At least 200 more properties currently have no defence against flooding, for example the river frontages of Brundall, Reedham and Wroxham are all undefended. Much of the land in the area lies below the mean high water level and is at risk from flooding. Some 21,300 ha of farmland is defended by earth embankments, which are designed to limit the extent of over topping when water levels are at their highest. Over the years the condition of

these banks has deteriorated, principally as a result of erosion and settlement, and a lack of maintenance which is now being addressed through the Flood Alleviation Project.

Also, the rivers themselves are a major physical barrier to access across the area, and the environment itself makes it difficult for visitors to gain access to many of the areas of interest, without a boat. General access within and beyond the area is hampered as much of the area is served by minor roads. Poor transport and road links seriously limit inter-settlement cultural activities, and this means that those cultural activities requiring larger numbers of participants are difficult to stage. The area has relatively low levels of major cultural activity, which is due partly to a shortage of major built cultural facilities. There are very limited sports facilities and no significant theatre, cinema, exhibition or concert space in the area. There are a few small libraries and museums, and no major heritage sites open to the public to serve as a focus for the area.

#### **C1.5.4 *Potential***

The Flood Alleviation Project provides a unifying theme and will be implemented through an area based development strategy. Although there are significant constraints on how money is spent both in terms of DEFRA rules and the constraints of the Agency's contract with Broadland Environmental Services Limited, there could be significant opportunities for jointly funded projects using LEADER+ funds. There is also potential to link flood alleviation work with new access and tourism projects across the area.

The Environmentally Sensitive Area scheme, is currently under review to enable the development of a coherent 'biodiversity vision' for the Broads. There is growing recognition amongst conservation agencies of the value of linking conservation objectives to socio-economic objectives – for example, employment and recreation opportunities.

In recognition of the area's local regional and national importance as a freshwater fishery, the Environment Agency is currently developing a Fisheries Action Plan (FAP) for the Broads area, in partnership with the Broads Authority and local angling clubs. This will set out overall objectives for the conservation, management and improvement of freshwater fisheries and identify mechanisms for their local delivery. These will aim to optimise the ecological, social, recreational and economic benefits of fisheries through the targeting and prioritisation of resources.

The Bergh Apton Art and Sculpture trail has shown that there is a large local and national audience for major cultural events. If other small cultural groups which exist within the area can be encouraged to combine their resources, broaden their visions; build confidence and be provided with appropriate support, back up and specialist advice, there is the potential to generate major cultural activities which will receive widespread support. Examples include Claxton Opera, Centre for the Arts and Training in South Walsham and Topcroft Festival.

Whilst some cultural events are very successful, there is always potential to build on these. There are also a number of possible cultural projects in the pipeline such as the Marshman's Museum and Wherry Tours. There is also the possibility of establishing a themed long distance path from Gt. Yarmouth to Norwich via Reedham and Loddon, called the Wherryman's Way. The History of Advertising Trust at Ravingingham has considerable potential to be developed as a tourist attraction.

**C1.6 Strengths, weaknesses and potential tables**

Economy

<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>POTENTIAL</b>
<p><b>Agriculture</b></p> <p>Arable production Pigs and Poultry</p>	<p><b>Agriculture</b></p> <ul style="list-style-type: none"> <li>· Current weak state of agricultural markets, reform of CAP and World Trade Agreements could have particular implications on the local sugar beet sector.</li> <li>· High levels of employment in agricultural sector, contracting employment numbers and ageing workforce.</li> </ul>	<p><b>Agriculture</b></p> <ul style="list-style-type: none"> <li>· Increasing demand for organic and traceable food products offers potential for area to serve local markets, develop local branding for produce</li> <li>· Opportunities to convert land to short rotation coppicing, marsh and fen management, new markets for straw litter as renewable energy sources</li> </ul>
<p><b>Tourism</b></p> <ul style="list-style-type: none"> <li>· Strong tourism product – The Broads area is the single most identified feature of the East of England region.</li> <li>· Most significant area in the UK for boating and also popular for angling holidays</li> </ul>	<p><b>Tourism</b></p> <ul style="list-style-type: none"> <li>· traditional boating holiday market has seen significant decline in recent years with changing consumer demands</li> <li>· the quality of Broads holidays has declined in the eyes of consumers – concerns about the level of facilities on boats and the range and quality of shore based facilities</li> </ul>	<p><b>Tourism</b></p> <ul style="list-style-type: none"> <li>· Develop green tourism initiatives including visitor management initiatives, environmental management working holidays.</li> <li>· Develop new branding for the Broads boating holiday focusing on quality.</li> <li>· Extension of tourism season</li> </ul>
<p><b>Boatbuilding</b></p> <ul style="list-style-type: none"> <li>· Is a locally based niche sector serving expanding international markets</li> </ul>	<p><b>Boatbuilding</b></p> <ul style="list-style-type: none"> <li>· Many businesses (c.85%) operating in this sector are SMEs with limited access to finance to fund R&amp;D activities and business expansion, staff development etc.</li> </ul>	<p><b>Boatbuilding</b></p> <ul style="list-style-type: none"> <li>· Develop cluster amongst boatbuilding companies</li> <li>· Develop new technologies e.g. solar and electric boats, low wash hull designs etc.</li> <li>· Provision of charging infrastructure around Broads network to support conversion of hire fleet to electric power.</li> </ul>
<p>Parts of the Broads and Rivers</p>	<p>Internal communications within</p>	<p>Workforce development</p>

<p>area are well served by strategic infrastructure – i.e. the A47, A12 and A143 roads, as well as being crossed by a number of Anglia Railways services with links into the national rail network. The area is also only a short distance from the Norwich International Airport.</p>	<p>the Broads and Rivers area are poor because of the physical barriers between parts of the area formed by the network of rivers. This has economic consequences in terms of service delivery, business performance etc. In large parts of the area there is a lack of critical mass in terms of customer numbers, cost of service delivery etc.</p>	<p>issues particularly for women, young people and the unemployed.</p>
<p>Significant number of small and medium sized companies operating from the area – even if in a narrow range of economic sectors. Employment is therefore spread across a large company base – relatively small number of large employers in the area.</p>	<p>Large number of small businesses with few employees, such companies often have difficulty in accessing business support and finance to fund business growth, staff development etc.</p>	
	<p>Employment in the agricultural and tourism sectors is often seasonal, part time and relatively low paid. This is a particular problem for women in the area who have limited employment choice and are often unable to travel long distances to work because of child care responsibilities. There is a severe lack of child care facilities within the Broads and Rivers LEADER+ area.</p>	<p>Improve the provision of child care facilities.</p>
	<p>Lack of employment choice and affordable housing within the area is contributing to a loss of young people from the area</p>	<p>Development of small scale self build and shared equity housing</p>

## Social

<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>POTENTIAL</b>
Large number of village voluntary/community organisations	Isolation and access problems for some groups such as women and older people and poor local service provision	Using community buildings as multi Service Centres
Support networks in existence	Some parts sparsely populated and geographically isolated and transport links difficult and expensive, leading to reliance on car	Niche holidays targeted at older people with disposable income
Track record of community projects and successful Lottery Bids.	Many communities have little or no experience of project management	Innovative delivery of services locally
Incomers with skills / experience for community projects	<p>Poor access to employment information</p> <p>Young people moving out of area</p>	Development of sustainable village communities
Older people a community resource	Increase in number of older people as % of population leading to imbalance in population	Older people significant resource bringing experience, skills etc. to local communities
Seen as attractive area to live	<p>Some wards high level of deprivation, with high level of claiming amongst older people</p> <p>Rising house prices and lack of affordable housing</p>	Development of larger villages and small towns as rural Services Centres

## Environmental & Cultural

STRENGTHS	WEAKNESSES	POTENTIAL
Finest wetland, of international importance	Problems of flooding	Eco-tourism
Unique area for wildlife	Rivers and wetlands are a major physical barrier	Low impact, niche holidays i.e. bird watching, working holidays and cycling holidays
Area is rich diversity/uniqueness in both the natural and built environment	River banks subject to erosion	Electric and solar boating
Prize landscape	Under selling of natural resources	Alternative energy crops i.e. fen waste
High level of protected sites	Pollution caused by boats and modern agricultural practises	Reed bed housing which can be linked with social programmes
Traditional building materials i.e. clay , reed and thatch	Under used/neglected traditional and farm buildings	Farm and other traditional buildings can be brought back into use
Rich cultural history		Church trails and other historical walks can be established
Important area for fresh water fishing		Development of a Fisheries Action Plan (FAP)
Nationally recognised annual cultural events such as Worstead Festival, Strumpshaw Steam Fair, and grass roots events such as Bergh Apton Sculpture Trail	Too few significant events, and too little community cultural activity in the majority of the area.	Build on what we have, and encourage local groups to initiate new cultural events through practical support and advice.
Museum of the Broads, Caistor Roman Town,		Significant potential to expand what we have. History of Advertising Trust Marshman's Museum Wherryman's Way

### C1.7 Conclusion

Most people can identify with the Broads. It contains some of England's most recognisable landscapes and is probably the first image conjured in people's minds if they think of Norfolk. Yet it is an area that is not easily defined. It straddles four districts of Norfolk but despite the emergence of the Broads Authority in 1988, it is still difficult to take a strategic viewpoint. The Broads Authority's administrative area (unlike other National Parks) is extremely tightly drawn, and misses almost all areas of population. As such, despite having had a considerable impact on the environment, it was never set up to directly influence the social, cultural and economic aspects of peoples' lives.

Viewing the area we have selected as a single entity will enable us to more closely identify and tackle the problems, referred to in the sections above.

**C2 Heading 2 - The theme around which the strategy is built**

**C2.1** The bid is built around LEADER+ Themes (1) and (4):

**1. The use of know-how and new technologies to make products and services of rural areas more competitive.**

**4. Making best use of the natural and cultural resources, including enhancing the value of sites of Community interest selected under NATURA 2000.**

**C2.2** The themes selected are a direct reflection of the way in which the Broads and Rivers LEADER+ Programme area has developed socially, economically and environmentally in the past and how it might develop in the future. The history of the area is one of centuries long integration of human development with nature. Environment and landscape have been shaped by the drive to meet local needs and a desire to develop a thriving rural economy dependent on the sensible use of natural resources. The Broads themselves are the product of peat digging for fuel which reached its height in the middle ages. Reeds have been harvested for thatching and basket making for centuries. Farming has shaped the landscape and created niches for a diversity of wildlife. The opportunities provided by the LEADER+ Programme make direct use of the skills and know-how of the local population, whether this be boat building, food production, environmental interpretation, brewing, local crafts, landscape management or tourism.

**C2.3** The Broads and Rivers LEADER+ Programme will tackle the issues outlined above in an integrated way that will contribute significantly to improving the quality of life in rural areas. This includes regenerating traditional industries and crafts, and supporting new business development; researching potential demand for alternative uses for redundant buildings; raising the skill levels required by local service businesses - and the capacity of local people to meet them. In addition, the LAG will develop ways of making rural service centres more accessible to rural residents and especially improving access to skills development and training courses. It will also look to support innovative projects that combine flood defence and protection of natural assets with improvement in landscape and environment, access to the countryside, tourism growth and the development of new products and services. This will maximise the use of natural and cultural resources, together with new technologies, to support the development of the area and make it more competitive.

**C2.4** Part of the Broads and Rivers LEADER+ area has national and international designations for its unique environmental qualities as a wetland habitat. In contrast, the area's economy is relatively weak, being dependent upon natural resources and heritage - employment is concentrated in the agricultural, boat-building and tourism sectors. The LAG recognises the scope for a range of innovative actions to create a more sustainable rural economy, which derives value from, safeguards and promotes the sensitive development of the natural and cultural heritage of the area. The quality of life of the area is to be improved by deriving greater value from its natural and cultural resources and the use of new technologies.

**C2.5** Much of the environmental degradation in the area can be attributed to the weakening of links between the local economy and natural resource base, coupled with new trends in tourism and all manner of technological advances (in agriculture, communications technology, transport etc.) which have shifted social and economic horizons to well beyond the immediate area. As economic dependency on natural environmental assets lessens the incentive to manage and conserve them also declines. There is a need to protect the unique social and environmental assets of

the area from the sometimes negative impacts of a rapidly changing world and build new types of sustainable relationships between economy and environment.

- C2.6** The LEADER+ Programme offers an exceptional opportunity to integrate the natural and cultural environment of the Broads and Rivers area and harness it for positive social and economic development in the future, most especially, but not exclusively, in the field of tourism. The themes chosen have been selected as they enable local people to build on the traditional skills associated with the areas history and develop new skills to provide an excellent opportunity to reconnect local needs with the local environment.

### C3 Heading 3 - Objectives

C3.1 The Broads and Rivers LEADER+ Programme supports the following regional objectives:

- **To increase the level of knowledge and understanding of the countryside and skills in environmental management** - many traditional skills associated with making a living in the Broads and Rivers LEADER+ area (e.g. reed cutting, wind-powered drainage management, grazing marsh husbandry) deliver environmental benefits that enhance its tourism appeal. These skills are in decline; only remembered, or practised by a handful of older people. They must be passed on to the next generation to ensure their long-term sustainability. The area is nationally and internationally recognised for its environmental quality and for this to be maintained the level of knowledge and understanding of the countryside needs to be raised in the local community and visitors.
- **To protect and enhance the local countryside and historic environment including the traditional landscape and cultural and architectural features** - ensuring that the right balance between economic development and protection of the built and natural environment is maintained in delivery of the Programme. A number of cultural activities are not used to their full potential, this will enable their development in a sustainable way.
- **To encourage sustainable natural resource management including the use of renewable energy** - this is integral to meeting the environmental aspirations of the programme and opens up possibilities for the development of new skills and innovative economic development opportunities through the use of new technologies. The area has many potential sources of renewable energy, the benefits of which could be demonstrated through this innovative LEADER+ Programme.
- **To increase local economic and environmental benefits from tourist and recreational activity** –historically the natural environment has supported a significant tourism industry which in itself has seen specialist skills develop in the boatbuilding and boat hire sectors. However, damage to the natural environment caused by insensitive tourism activity and increased environmental awareness has seen the development of new technology in the design and powering of boating craft, and also in land management practices and in terms of developing renewable energy sources. These developments support the objectives of eco-tourism.
- **To improve links between market towns and surrounding areas to a) increase job opportunities b) increase rural service provision** - the market towns in the proposed Programme Area are gateways to the Broads and Rivers, providing accommodation and services for tourists. They are focal points for the areas' population lives and will therefore be a source of innovation in economic development. They also provide many of services used by water borne tourists. They are also essential service and economic centres for local people.

C3.2 The objectives selected by the LAG strongly contribute to the objectives and impacts of the National and Regional Programme. The objectives selected will contribute to the two themes selected.

C3.3 The Programme will principally contribute to the key areas of 'sustainable rural communities' and 'the natural and cultural heritage', the Programme will also contribute to the other two key areas of 'helping rural communities to help

themselves' and 'improving the quality of life'. The Broads and Rivers LEADER+ Programme expects to contribute to the key areas in the following ways:

#### **C3.3.1 Sustainable rural communities**

- Increase employment levels. This will be focused on increasing activity rates amongst the target group of the under and unemployed
- Increase the number, diversity and sustainability of small businesses and visitor enterprises through advice and support mechanisms to enable them to trade more competitively
- Increase economic activity based on products derived from local materials or with a cultural link to the locality
- Increase sustainable tourism based on local distinctiveness

#### **C3.3.2 The natural and cultural heritage**

- An increase in the distinctive local countryside, wildlife, landscapes and cultural and architectural features enjoying protection and enhancement
- An increase in the sensitive natural and sustainable use of environmental and cultural assets for economic and recreational purposes. The distinctiveness of the area has been formed as the result of economic activity, the Programme will support actions which build on and widen the appeal of existing assets, attractions and events.
- An increase in the range and level of environmental knowledge and skills of people living in rural areas; and an increased knowledge of the countryside among people who visit it.

#### **C3.3.3 Helping rural communities to help themselves**

- An increase in the effectiveness of local leadership and partner organisations in identifying and addressing local needs
- An increase in the range of people involved in community action and local issues

#### **C3.3.4 Improving the quality of life**

- Increased provision and use of services in rural communities
- An increase in the range and use of community facilities
- Stronger, more inclusive and more sustainable rural communities

**C3.4** The Broads and Rivers LEADER+ LAG intends to learn from other LEADER+ LAGs, as well as to demonstrate, where possible, the experience already gained, and that which it hopes to learn throughout the Programme.

**C3.5** The Broads and Rivers LEADER+ LAG have the following objectives for Action 2 Co-operation, these all link to the regional objectives that have been selected:

- **To increase the viability of projects within the area by joining other LEADER+ groups within the UK and EU to gain the critical mass of either human or financial resources or specific know how.**
- **To co-operate with other LEADER+ groups to gain knowledge from their experiences and share the skill and knowledge gained through the Broads and Rivers LEADER+ Programme.**

#### **C4 Heading 4 - Target groups**

**C4.1** The Broads and Rivers LEADER+ Programme will focus on the under/unemployed target group. The target group has been selected as it allows for maximum impact in the area, as women, young people and older people also form a significant part of this generic target group. The target group has been selected because the area suffers disproportionately from poorly paid employment especially in the seasonal tourism and declining agricultural sectors. The table below show Average Gross Weekly Earnings in Norfolk as against regional and UK averages. The dependence of the LEADER+ area upon the tourism and agricultural sectors suggests that many people working in the area will be below this Norfolk average.

##### **Average Gross Weekly Earnings**

	Average Gross Weekly Earnings		% earning under £250	
	Male	Female	Male	Female
Norfolk	£394.20	£287.40	19.9	48.9
East of England	£436.00	£323.90	17.5	38.5
UK	£440.70	£325.60	19.0	39.3

Source: New Earnings Survey ONS

**C4.2** The table shows the Female Activity Rates of three wards within the area compared to the North Norfolk Average. This illustrates that the female activity rates within the area are particularly low. This relates to the analysis of the area where it was noted that women are more likely to be in seasonal and part time employment than men.

##### **Female Activity Rates in North Norfolk**

	Female Activity Rates (North Norfolk)
N Norfolk Average	41.8%
Happisburgh Ward	37.3%
Hickling Ward	38.0%
Horning Ward	36.5%

Source - 1991 Census

**C4.3** The target group fits within the selected themes, as the themes will enable the focused sustainable development of the area's economy. The development of the economy, and the aim to reduce seasonality through improvements to the tourism product and the development of new and more competitive products should bring benefits to the target group of the under and unemployed.

**C4.4** The target group will benefit from all the objectives that have been selected through the development of tourism, the enhancement of the environment and features that the improved links with the market towns.

**C5      Heading 5    Programme of planned activities and projects**

- C5.1**    A range of potential activities and projects have been identified for each of the Regional Programme objectives, that relate to the chosen themes of **the use of know how and new technologies to make products and services of rural areas more competitive and making the best use of natural and cultural resources, including enhancing the value of sites of Community interest selected under NATURA 2000.**
- C5.2**    The Local Action Group will ensure that projects and activities are complimentary and encourage potential project applicants to make links between their different activities, to increase overall Programme coherence and maximise opportunities for synergy.
- C5.3**    Some of the projects outlined below have been suggested by specific agencies, businesses and/or community organisations. Others are outline only, and require further development and negotiation before they can be implemented in the Programme area. They are included to illustrate the types of projects which will be brought forward. The ideas are based on consultation work carried out during the development of the Broads and Rivers LEADER+ development plan.
- C5.4**    The themes and objectives have been taken from the Regional Appendix, the activity types have been developed to meet the identified issues of the area.

## **ACTION 1**

### **Measure 1 - Local Action Group Administration Costs**

*Activity group A – Activities that enable the effective operation of the Broads and Rivers LEADER+ Programme*

- **Programme Officer** – to develop the projects that will be delivered by the programme, to assist in the development of UK and Transnational co-operation activity.
- **Operational Costs** – to enable the smooth running of the programme through to provision of adequate resources

*Activity Group B – Activities which enable the effective financial management and monitoring of the Broads and Rivers LEADER+ Programme.*

- **Financial Management** – to enable the effective financial operation, management and monitoring of the programme.
- **Audit** – to ensure the independent assessment financial, monitoring and operational processes.

*Activity Group C – Activities which enable the monitoring and evaluation of the projects and of the Broads and Rivers LEADER+ Programme as a whole.*

- **Monitoring and Support Officer** – to appraise, monitor and evaluate individual projects. To undertake periodic evaluations of the programme and co-ordinate external evaluation processes where necessary. To develop and implement bottom-up, innovative methods of performance measurement.

*Activity Group D – Activities that enable the effective appraisal of projects applying to the Programme.*

- **External Assessors** – for complex projects or very specialist areas the expertise of external organisations will be called upon to assist with the assessment of projects.

*Activity Group E – Administrative costs associated with the Local Action Groups involvement in the UK network*

- **Subscription to the England LEADER Network** – to enable full participation in the England and UK network.

## **Measure 2 - Local Action Group capacity building, training, skills development, publicity and promotion**

### *Activity Group A – Activities which motivate and empower the Local Action Group*

- **Team Building** – to enable all partners to become fully engaged in the partnership
- **Project Appraisals Training** – to enable staff and board members to have an understanding of good project appraisal techniques
- **Equal Opportunities Training** – to enable staff and board members to have an understanding of equal opportunities and how this relates to the implementation of the programme

### *Activity Group B – Activities which enable the developing of the capacity of the communities of interest groups.*

- **Designing and running project** – training to assist groups to be able to have the ability to develop and implement projects
- **Preparing funding applications** – training to assist groups to be able to prepare successful funding applications
- **Community audits and action plans** – to enable individuals to identify the needs of their communities, projects that would address these needs and to form an action plan. This could include community appraisals, community audits and community mapping.

### *Activity Group C – training which enables the staff and board members of the Local Action Group to effectively implement the Programme*

- **Project Management Training** – to enable staff to effectively implement the programme and development projects
- **Language and Cultural Introductions** – to enable staff and board members to become engaged in transnational projects

### *Activity Group D – training which enables the training of community of interest groups*

### *Activity Group E – activities which enable the implementation of the communication and publicity strategy*

- **Information Pack** – outlining the priorities, aims, objectives, themes and priority groups of the local programme and a map illustrating the area eligible for funding. Examples of best practice projects from the area and other LEADER+ areas. This section will be added to as the programme progresses and more projects have been delivered. Information about other sources of funding, their priorities and contact details will also be included. An electronic or paper version of the application form.
- **Web Site** – Contains much the same information as the information pack, giving information about the LEADER+ Programme, the LAG, project staff, what LEADER+ can fund and examples of projects. It will also include an electronic application form, guidance notes and links to other LEADER+ web sites and sources of other funding. Discussion areas for potential beneficiaries and project promoters, these will be by theme area, for example, tourism, environmental management, community projects, boat based businesses and environmental energy.
- **Press releases/local media** – Strong links will be developed with local media, who will be used to publicise the opportunities available under the LEADER+ Programme. Local media will allow the publicity of the benefits of the programme to the wider population of the area. Specialist press will be used for specific areas of the Programme activity.
- **Parish magazines** – Local village publications will be used to publicise the programme at a local level and help give ownership of the process to local people and communities.

- **Broads and Rivers Newsletter** – A Broads and Rivers LEADER+ newsletter will be developed, and will provide parishes and businesses, community, environmental and voluntary groups within the LEADER+ area with a constant source of information about the programme, examples of successful projects and how the Programme is working to help improve their quality of life.
- **Information to Regional Level** - DEFRA/Go East will be supplied with information relating to the Programme and how projects are developing. Summaries of projects will allow the region to publicise its work.
- **UK LEADER Network** – summaries of projects and submitting information to go onto their web site, articles for the network magazine etc.
- **AEIDL** – summaries of projects, to aid transnational co-operation. Promotion material at events etc.
- **Specialist Events** – Events concentrating on specific sectors (e.g. boat building) will build on existing networks and allow sectors of the rural economy to develop with LEADER support to make them more viable and sustainable.
- **Branding** – Plaques, stickers, logo and flags will be provided to projects funded by the Programme (as appropriate) to be displayed on buildings, in information material etc. Flags can be used on boats and buildings funded by LEADER+.
- **Display boards** to have at events, locally, nationally and internationally.
- **Presentations** - Representatives from all major partners will make presentations to parish councils and other local groups. These will take place as soon as the decision is made to award LEADER+ status, to inform as many local people and groups as possible how to get involved in the Programme. There will also be phases of additional presentations throughout the Programme period, to continue to encourage involvement, to inform people of developments and progress and to publicise opportunities to join the LAG.

### **Measure 3 Retrospective costs on 'acquisition of skills' for new Local Action Groups**

The Broads and Rivers LEADER+ Local Action Group is a new group, and as such has been formed for the express purposes of developing and implementing the LEADER+ Programme in the area. The group has been formed as a result of a number of community events and publicity. A number of organisations and individuals have come together to form the partnership. All the costs of the partnership building work that has been undertaken so far have been borne by the strategic partners. The Local Action Group will seek to claim the costs incurred in the further Programme development between the 17 September 2001 and the date at which the Programme is approved and started.

- *Activity Group A - training, motivating and empowering the Local Action Group and decision making body members.*
- *Activity Group B - developing publicity for the Programme*
- *Activity Group C – building the capacity of the local communities*
- *Activity Group D - developing systems and resources for the smooth running of the Programme*
- *Activity Group E - to establish the baseline position at the beginning of the programme, to enable the effectiveness of the Programme to be measured.*

**Measure 4 Theme 1: The use of know-how and new technologies to make products and services of rural areas more competitive**

***Objective1 – to increase level of knowledge and understanding of the countryside and skills in environmental management***

The types of activity to include:

*Activity Group 1A - activities which stimulate interest in environmental issues with potential to be translated into practical action in the Programme area that resolve the issues identified. Education courses based on environmental history and landscape evolution*

*Activity Group 1B - activities which support the marketing of traditional skills/materials, to stimulate demand for their availability in the Programme area*

- **Rural Skills Barn** - this project would focus on teaching local, traditional rural skills to Programme target group. For example, thatching, traditional woodworking, traditional fencing, basket making, willow work, quilting, and culinary/medicinal uses of herbs. The skills would be made relevant to the potential 'student'. The project aims to help people to be trained locally, also providing a new revenue stream for local businesses, rejuvenate rural skills, including finding markets for them, stimulate local companies to teach / facilitate local crafts, encourage sponsorship and support school involvement. The project would enable the protection of the historic built environment.

*Activity Group 1C - activities which increase involvement of local communities in environmental management projects, especially where these have clear economic, employment and skills development potential*

- **Conservation/countryside Management Skills** - this project will focus on increasing the involvement of the under and unemployed in environmental management, to gain skills which will increase their employability, and potential to link with the New Deal Environmental Task Force option

*Activity Group 1D - Activities which support innovative approaches to water management that have positive impacts on the environmental quality of the area*

- **Drainage Management Course** - this project would increase understanding of the issues associated with drainage in the Broads, promoting importance of continued knowledge as well as historical importance. Its aims would to provide practical assistance for land managers in the Programme area, extend environmentally sensitive drainage practices, and potential to link with work of Internal Drainage Boards.

**Objective 2 - to improve links between market towns and surrounding areas to a) increase job opportunities and b) to increase rural service provision**

The types of activity to include:

*Activity Group 2A - Activities which help redefine the role of market towns in the 21<sup>st</sup> Century and specifically support diversification from their role as service providers to the agricultural sector to wider service and facility provision*

- **Local Services Marketing Initiative** – to strengthen the local economy by making local services more viable, improve and expand the customer base of local services, encourage tourism and create more employment. This will be achieved by promoting services (either individually or collectively) such as high performance car/4x4/motorcycle repair and maintenance to potential customers in London and the South East, where such service costs are much higher. The promotion will include details of short-breaks in the Programme area, encouraging customers to take weekend breaks while using the local service. The promotion of services within the local area will also be encouraged.

*Activity Group 2B - Activities which support “health-checks” of market towns in the Programme area, principally auditing the range of services available, identifying gaps in service provision and establishing a benchmark against similar market towns in the Programme area and other LEADER+ areas. To transfer best practice with other LEADER+ market towns and develop opportunities for joint projects under Action 2 and Action 3. Such activities will support the development of an information exchange network between market towns. Activities in this group will be linked to EEDA and Countryside Agency Market Towns Initiative arising from Rural White Paper.*

- **Market Town Co-ordinators Initiative** – to strengthen local links between market towns and their rural hinterland, build links between market towns in different LEADER+ Programme areas, co-ordinate economic and tourism development activity, promote market towns in the Programme area as places to visit and locations for new businesses. The project will look to support a Market Town Co-ordinator working for market towns in the Programme area.

*Activity Group 2C - Activities which increase the penetration of business support and outreach services in the Programme area, notably where Activity Group 2B initiatives show there are gaps in such services which could be filled effectively using LEADER+ and matching funds. Expected activities include those which provide remote business support through mobile, outreach and locally based facilities (e.g. using GP surgeries, community buildings and schools)*

- **Mobile Outreach for Learning and Education (MOLE)** - this project will take education, life long learning and employment training services out to remote parts of the Programme area. The project extends access to accredited training and education services and opportunities enjoyed by larger urban centres and provided by Colleges of Further Education and other providers. Its main aim will be to improve links with people living in rural areas, especially those who, for a variety of transport-related reasons, find it difficult to access courses in their local area. Information Technology, video tutorials and CD-ROM based learning tools will form the basis of this mobile outreach.

*Activity Group 2D - Activities which encourage innovative, community-based solutions to transport and service access issues, enhancing the capacity of smaller settlements to play an active part in economic development, especially where transport initiatives are linked to accessing jobs, training centres and other learning facilities in market towns in the Programme area. This may include childcare services that help those who are under or unemployed to*

*access training opportunities and services being developed in market towns, and mobile training services which are taken to villages and hamlets in the Programme area.*

- **LEADER+ Learning Link** - this project will make learning and training opportunities in market towns more accessible for all in rural areas, by strengthening and enhancing existing community-based transport schemes and encouraging new schemes to be developed, innovative public transport scheduling, and brokering new types services. It will dovetail with the Rural Bus Challenge Learning and Leisure Links initiative.
- **Broads and Rivers Childcare Network** - a range of childcare projects to be established throughout the Programme area to enable parents to access training services and employment opportunities.

*Activity Group 2E - Activities which increase the range and diversity of local job opportunities and support the development and long-term viability of micro-businesses in the area. Activities would include improved business advice on innovative business start ups, for example, those associated with the alternative energy industry. Also, support services, notably training courses offered to clusters of small businesses to maximise economies of scale, helping small businesses to save money on training while maximising benefits.*

*Activity Group 2F - Activities which promote local business clusters through greater awareness of linkages across the rural economy, marketing opportunities and supply chain reinforcement. Activities may include development of business and marketing skills for local micro-businesses, including tourism accommodation and attractions*

*Activity Group 2G - Activities which encourage increased use of existing facilities through encouraging shared and multi-use centres.*

**Measure 7 Theme 4: Making the best use of natural and cultural resources including enhancing the value of sites of Community interest selected under NATURA 2000**

***Objective 3 - To protect and enhance the local countryside and historic environment including the traditional landscape, and cultural and architectural features***

The types of activity to include:

*Activity Group 3A - Activities which lead to business and community partnership initiatives to protect or enhance the built and natural environment. This might include restoration of community buildings, and other facilities, especially where it can be proven to have tourism benefits, such as visitor interpretation centres and new accommodation for “eco-tourists” (those who use their holiday time to do voluntary conservation work).*

- **Redundant Building Directory** - this project aims to identify opportunities for developing redundant rural buildings in the Programme area, survey potential uses for these buildings, promote the buildings and their potential uses via a web site, together with grant availability for development, and reverse the trend of declining levels of employment on farms.
- **Restoration of (historic) buildings for economic use:** for boat-building, wind turbine manufacture, other small-scale, local activities, and local crafts (including point of sale). Examples include Pennoyers School at Pulham St Mary; and various windpumps and barns in area.
- **Young people self-build projects** - projects in this category could include small-scale building using donated land or restoration of redundant buildings. The projects could concentrate on passing on of traditional building skills indigenous to the area. They may take the form of accredited apprenticeships supported by local schools and colleges. The sorts of skills required and localised training opportunities could be identified as part of local Community Audit, as supported by the Pack LEADER project. The main thrust will be to improve the range of workforce skills in the Programme area e.g. hedgerow maintenance

*Activity Group 3B - Activities which lead to the restoration, management or creation of significant features of environmental interest, significance or local importance. This might include creation of nature trails and sites along the edges of water-ways, cycle paths and walks across the Programme area, linked to camping barn and other low-impact tourist accommodation development and theme holidays*

- **Landscape trails** - village trails incorporating architecture, history and heritage, with information provided along trail using signs and boards backed with new guidebooks
- **Wherryman's Way** – the development of a long distance path from Norwich to Great Yarmouth through the Programme area. This would link existing paths and will include information panels and leaflets as part of the marketing campaign.

*Activity Group 3C - activities which increase interpretation of natural and cultural heritage in the Programme area, particularly in southern Broads where this is underdeveloped. The local tourism market is reliant upon but makes little reference to the historic and natural qualities of the area*

**Objective 4 - To encourage sustainable natural resource management including the use of renewable energy**

The types of activity to include:

*Activity Group 4A - Activities which encourage the exploitation of renewable and alternative energy resources via agricultural diversification. This might include short rotation coppicing, biodiesel production, and wind energy, all used to generate electricity locally and act as a focus for innovative community investment and share schemes and community enterprise*

- **Power Boat** - this project will encourage the development of boat-based tourism whereby the boats used are powered by electric motors and use sustainable / renewable energy sources for charging their batteries. The project will also provide additional landing stages and ramps, and moorings to increase participation. The boats themselves will be locally developed and marketing of Power Boat linked to tourism promotion initiatives in the Programme area, especially projects focused on theme holidays

*Activity Group 4B - Activities which increase positive waste management in the Programme area, for example, composting for commercial sales and use of agricultural residues to improve soil condition and fertility, thereby reducing the need for inorganic inputs to farm production systems and impacts on the environment*

- **Reed Bank** - this project will encourage reed-bed maintenance and development, by supporting innovation and promotion of the local thatching industry, crafts based on reed use e.g. basket-making and linking reed bed products to new markets e.g. animal bedding / fuel source. The project will also look at ways to use reeds as a sustainable fuel source for local community buildings, encouraging the development of the technology needed to make this viable. Much of the project's focus will be on skills development among the under/unemployed to create new business opportunities supported by a workforce with a range of traditional and new reed management and use skills

*Activity Group 4C - Activities which demonstrate the benefits of alternative food production, land and natural resource management, including marketing initiatives*

- **Holidays On Organic Farms (HOOF)** - this project will link with tourism promoting holidays where volunteers work on the farm for holidays, reducing costs of organic food production while spreading the message about the benefits of this approach to food production
- **Local Products Directory(ies)**- this project(s) would aim to stimulate the local economy by providing details for local businesses and others on the type and availability of products being manufactured, extracted or harvested in the Programme area which could be used as raw material by other businesses. This may include food produced for local shops, as well as farmers' markets, thatching and craft materials, malting products for breweries, and bricks/tiles/pavements.
- **Food Supply Chain** – this project will work with local food businesses to increase the amount of food which can be sourced locally. The project will increase local employment, increase the availability of local food through village shops, farmers markets, mobile services, schools, pubs and restaurants. The project will develop local distribution infrastructure, publicise the opportunities for purchasing food locally and develop new markets.
- **Community Food Project** – through a project worker this project will work with communities to identify food access problems, this can be linked to the Community Audit project. A series of food projects will be run, these may include cookery clubs, grow-your-own schemes, village markets and consumer co-ops.

- **Schools Food Project** – the project will cover both schools catering and education. The project will aim to supply more local food to schools caterers. The project would also focus on the classroom and would include school gardens, cooking classes and farm visits. The project would also develop school gate food co-ops, which would encourage parents to jointly purchase food and so have a more nutritious diet for the families, who are unlikely to be able to afford such food if they were buying individually. This project would link with the Food Supply Chain project

*Activity Group 4D - Activities which reduce the impact of tourist activity on the environment and encourage greater use of sustainable natural resources. Also, activities will include use of sustainable technology for low-impact tourism (energy efficient accommodation, eco-boating, promotion of cycle/walking/riding based tourism)*

- **Power Bank** - this project will expand the capacity to accommodate electric boats by providing more recharging/mooring sites throughout the Broads and Rivers network, promoting further development of the electric boat industry, and building on local skills and business development opportunities. Small-scale wind turbines and solar chargers could be used to provide power for charging electric boats at designated remote mooring sites, and this could stimulate the development of the alternative energy industry in the Programme area. This could be linked to innovative restoration of traditional wind pumps in the area.

**Objective 5 - to increase local economic and environmental benefits from tourist and recreational activity**

The types of activity to include:

*Activity Group 5A - Activities which increase opportunities to reduce pressure on the Broads by diversification of the local tourism product. These will include enhancing the quality of other attractions in the Programme area, making attractions more accessible to disabled visitors and collective promotion of small-scale tourism products.*

- **Broads and Rivers theme holidays** - encourage tourism focused on environmental management and education, cultural activities and local crafts and artists. Such projects will be small scale to start with, linking together different providers, skills and technology. The Broads is expected to be the focus for selling these holiday packages and should link water, walking, and cycling activities with boat-based and land-based accommodation and attractions.
- **Local Attractions Directory(ies)** - to better inform tour operators and all involved in countryside matters about the type and range of local attractions and features of the Programme area - a kind of “lonely planet” guide for the Broads and Rivers to link with other projects.
- *Activity Group 5B - Activities which promote new festivals, events and other cultural and leisure activities focused on the history and traditions of the Programme area to be established or revived, expanded and sustained*
- **Culture Link** - to develop links with established cultural organisations such as Norfolk and Norwich Festival and Rural Arts East to expand programmes of activities and large-scale celebrations for local residents and visitors, and to encourage new events. To form international links with cultural organisations based in rural areas for exchanges and international festivals or events.

*Activity Group 5C - Activities which enhance the quality of tourist accommodation in the Programme area.*

- **Language training for the tourist industry** -to support language training for tourism providers in the Programme area, supporting pan-European tourist promotion of the Programme area, notably increasing knowledge of Bed and Breakfast marketing to European / International customers. Care will be taken to ensure that this compliments the E-UROCOM initiative.

*Activity Group 5D - Activities which increase the appeal of traditional long-stay boating holidays and support restructuring of the industry to better meet the tastes of today's tourist*

- **Southern Broads Quality Charter** - currently a pilot project which, if judged successful, will be rolled out across the Programme area. It will help create a brand image for the Broads and Rivers LEADER+ Programme area, build a more coherent identity for the area, lead to improved standards of accommodation and attractions, provide opportunities to train staff working in the tourism sector, support joint marketing of local tourism activities and attractions.

**C5.5** Small Scale capital and commercial investments

- C5.5.1** It is envisaged that a number of projects proposed under the Broads and Rivers LEADER+ Programme will involve small scale capital expenditure and partnership working with private sector businesses. Examples include the possible development of a reed litter / wood burning power plant under the Reed Bank project which will be established in a community building but supplied through private sector sources; the Power Bank project which could involve the provision of charging infrastructure for electric powered craft and the Power Boat project which might involve the operation of a grant scheme to support the conversion of part of the day boat fleet to electric propulsion systems. Both of these project proposals are innovative, will contribute to the sustainability of the Broads and Rivers area and have the potential for transferability across the EU, and are crucial to the success of the Programme as a whole.
- C5.5.2** These projects are in the early stages of development and have not been costed in detail. However, the Broads and Rivers LEADER+ partnership considers that up to a third of the programme funds could be required to support these proposals and other small scale capital investments.
- C5.5.3** Projects which seek capital funding under the Programme will be required to demonstrate innovation, strong links to the core Programme objectives, and have the potential for expansion within and beyond the Programme area once the experimental phase of the project theme has been proven in terms of technical and financial viability. All projects will be assessed under the Scoring Process outlined under Sub-section 2, Heading 13.
- C5.5.4** It is possible that small delegated grant schemes may be operated under the Broads and Rivers LEADER+ Programme, for example the day boat conversion scheme proposed under the Power boat project. Any grants offered to private sector companies through such delegated schemes will need to consider the State Aids regulations, which limit the level of public sector funding which can be provided to individual private sector companies.
- C5.5.5** The Broads and Rivers LEADER+ Programme will not support investment to the private sector which has the potential to deliver reasonable returns financed from traditional commercial sources. Those projects being considered by the Partnership seek to deliver wider environmental and community benefits, the investment in which would probably not take place without funding support. All projects containing an element of commercial investment and which strongly support the Programme objectives will be assessed under the agreed Scoring Mechanism and could be supported up to a maximum grant intervention rate of 25%.

## **Action 2**

### **C5.6 Measure 8 Co-operation within the UK**

- C5.6.1** The Broads and Rivers LEADER+ Local Action Group would welcome working with other LEADER+ groups within the UK where this would result in the critical mass of skills, know-how or resources to enable a project to proceed effectively or would add value to a project by bringing in experiences from elsewhere.
- C5.6.2** A number of the activity types and indicative projects outlined in Measures 4 and 7 above could well benefit from being involved in co-operation within the UK. For example the three food projects could benefit from working with the other LEADER+ areas within the region to develop the local food economy. The Rural Skills Barn could draw on expertise from other areas of the UK that use similar traditional techniques, for example thatching. The Rural Skills Barn could act as a centre at a national level for the gaining of specialist skills. The Power Bank project could also draw on experiences from elsewhere in the UK where renewable energy sources have been developed at a local level.
- C5.6.3** There are a number of possibilities where co-operation within the UK could benefit the delivery of the Broads and Rivers LEADER+ development plan. The Broads and Rivers LEADER+ Local Action Group will seek information about possible partners through the UK LEADER+ Network, once all the UK LEADER+ areas have been selected.
- C5.6.4** The Broads and Rivers LAG will submit summaries of all approved projects to the UK Network to enable similar projects in other areas to form links with projects in this area.

## **Action 2**

### **C5.7 Measure 9 Transnational co-operation**

- C5.7.1** The Local Action Group are enthusiastic to pursue projects through Transnational co-operation. A number of the Local Action Group partners already have contacts with organisations within the EU and welcome the opportunity to develop these links further through the joint development of projects. The Local Action Group would like to focus the co-operation on other wetland areas, as these are seen as having similar natural resources that could be jointly developed. Other areas that could be the focus for co-operation include the development and use of renewable energies and the development of eco-tourism. Potential partner countries include Finland, Denmark, Poland, Austria, Netherlands and France.
- C5.7.2** An example of a project that could be pursued is to exchange experience and to undertake joint marketing initiatives with wetland LEADER+ areas in North West Germany and the Netherlands where tourism is important to the economy, and the opportunities for exploiting cycle and boat based short breaks can be explored.
- C5.7.3** Another example project is based around food. The project could develop information exchanges, co-operation programmes and joint marketing initiatives between LEADER+ areas in Britain, France, Spain, Portugal, Ireland and Italy. The project would be a partnership between SMEs who are involved in food production, sourcing and marketing in each of the areas. The project could involve awareness raising, training and sharing experiences and techniques. The project has the potential to develop transnational trading partnerships that will enhance local activities and initiatives, and make local products more competitive.

## **C5.8 Timetable of activities**

**C5.8.1** Activities supported under the Broads and Rivers LEADER+ Programme are expected to take place in the following sequence:

- Year 1 (2001) - capacity building and training projects; enabling local people, businesses and the wider community to gear up for the development and delivery of innovative projects within the overall framework of the Broads and Rivers LEADER+ Programme.
- Year 2 (2002) - development and delivery of projects
- Year 3 (2003) - further development and delivery of projects. Start to develop links with other projects in the UK and EU.
- Year 4 (2004) - international links developed with projects in other Programme areas across Europe. Maintain development and delivery of projects at a local level
- Year 5 (2005) – transnational project will be bringing benefits to the area through the adoption of new methodologies from other LEADER+ areas. Dissemination of lessons learnt to the UK and EU. Innovative projects that have proven to be successful will be assisted with the mainstreaming of their activities.
- Year 6 (2006) - detailed post project evaluation and wind down of the Programme; lessons learnt, impact of Programme in local area.

**C5.8.2** With this idealised sequence, the activities outlined under Measures 2 and 3 will form the basis of work in year 1. Activities under Measure 4 and 7 will form the core of activity in years 2, 3 and 4. During year 3 projects under Measure 8 and 9 will be developed with a greater emphasis being placed on these activities during years 4, 5 and 6. Year 6 will also focus on the post project evaluation and wind down on the Programme.

**C5.8.3** However, practical experience of the LEADER II Programme shows that activities do not always take place in the sequence suggested. There are a range of agencies and organisations, community groups and businesses who are able to deliver projects associated with the activity groups now, which means that projects that would be expected in years 2 and 3 of the Programme. In addition, as the Programme becomes widely known, certain capacity building and training projects are likely to be put forward in years 2 and 3. Furthermore, some projects will want to build in international links from their outset (this will be encouraged). Attempts to sequence and restrict activity to a pre-set timetable are therefore unwise and if projects are sought in this way it may restrict innovation and creativity, undermining the general ethos of the LEADER+ Programme.

**C5.8.4** The Local Action Group, therefore, will try to promote the development of projects in accordance with the timetable suggested above but will ensure that each years action plan is flexible enough to support projects which may have been expected in later years of the Programme. In addition, while the LAG will seek specific activities in accordance with this timetable of activities, promotion of the Programme in any year will not preclude activities which are envisaged at other stages in the Programmes implementation. The principle guide for project selection will be based around the outputs set out in the annual action plan but additional outputs from projects coming on stream sooner than anticipated will also be encouraged and monitored.

**C6      Heading 6 - Targets set and results or outputs the group expects to achieve**

- C6.1**    The tables showing the Broads and Rivers LEADER+ Programme's proposed results, impacts and outputs are shown starting in Heading 15. At this stage, it is not possible to accurately predict the overall impacts of the Programme, as only part of the proposed projects have been identified, and worked up in detail. An early project is the identification of benchmark measurements, to enable targets to be set and meaningful evaluation of the Programme. Due to the areas being dissected by a number of administrative boundaries has not possible to establish all data for area that is required, this will be established at the beginning of the Programme.
- C6.2**    The chosen impacts, outputs and results either relate to specific projects, or the general anticipated impact of the Programme as a whole.
- C6.3**    Although the Programme is primarily focused on LEADER+ Themes 1 and 4, it will contribute to National targets under all key areas. The way in which each proposed activity relates to the objectives and themes is shown in Heading 5 above.

**C7      Heading 7 - Transferability**

- C7.1**    The vast majority of projects identified under Heading 5 are believed by the Local Action Group to be directly transferable to other LEADER+ areas across the UK and the wider European Union. The other projects are specific to areas which are comprised of wetland habitats, waterways and river networks. Their transferability will depend on the extent to which other areas share similar environmental characteristics. Other as yet unidentified projects will include an assessment of transferability as part of the project selection process.
- C7.2**    The Broads and Rivers LEADER+ Programme staff will undertake interim and post-project evaluation to assess the effectiveness and impact of projects and advise on pitfalls and lessons learnt along the way. Each project supported will be expected to submit some interim and end of project reports on progress and implementation issues during the period of the Programme. Reports will be used where appropriate as part of the process of triggering phased grant payments. This data and information, coupled with project business plans, application forms and project evaluation systems will be used to generate project case studies which will be made available via the various LEADER+ networks in UK and Europe.
- C7.3**    The LAG will actively encourage initiatives linking project developers in the Broads and Rivers LEADER+ area with other areas across the UK and the wider European Community. It is possible that translation services could be developed in the Programme area as part of the language learning initiative and that project case studies could be presented in reports or web sites in different European languages. The LAG will consider production of Project Directories profiling successful projects for distribution to other LEADER+ Programme areas and project developers, as the Programme is developed and rolled out.
- C7.4**    Further details on the practical aspects of communicating transferable projects are outlined under Section C, Heading 12 and Section C, Heading 14.

## **C8 Heading 8 - Complimentarity**

- C8.1** There is a need for projects developed under the Broads and Rivers LEADER+ Programme to demonstrate linkage with other mainstream initiatives in order to add value to such programmes and avoid duplication, thereby maximising limited resources
- C8.2** There is a very close correlation between the LEADER+ objectives to support tourism, heritage and culture, ICT, energy, biotech, engineering, manufacturing as well as community groups and the voluntary sector. Some of the capacity building and training projects envisaged under the Broads and Rivers LEADER+ Programme could lead to applications for large scale projects to be supported under the England Rural Development Programme and other programmes targeted on the area.
- C8.3** Parts of the Broads and Rivers LEADER+ area benefit from inclusion within the Norfolk Rural Priority Area (RPA) and the towns of Diss and Harleston are contiguous to the Suffolk RPA. The Norfolk RPA programme is complimentary in that it could be used for matched funding and there is potential to mutually increase the impact and effectiveness of this and the LEADER+ Programme as a result. The funding from LEADER+ will act as the catalyst to encourage the more innovative projects to emerge and to be developed further.
- C8.4** The towns of Diss and Harleston, have been awarded Market Towns Initiative (MTI) status. Both towns are currently undertaking the Countryside Agency Market Town Health Check process and would benefit greatly from the additional opportunities LEADER+ will bring. LEADER+ match funding will be essential if the MTI project is to have a broader impact than the initial health check, especially where the health check leads to new and innovative projects aimed at tackling issues identified and encouraging greater links to the surrounding rural hinterland.
- C8.5** The England Rural Development Programme (ERDP), especially the Rural Enterprise Scheme (RES) has similar overarching objectives to LEADER+ and can be used to support those involved in the agriculture and forestry industries and related activities as well as rural community groups not directly involved in the industry. The ERDP will complement the activities of LEADER+ and may be able to fund major capital works that are beyond the scope of the LEADER+ Programme. The project staff will ensure that projects do not simultaneously benefit from ERDF and LEADER+ funding. The ERDP could be used for the mainstreaming of projects that are trialled through the Broads and Rivers LEADER+ Programme. It will be important for the Broads and Rivers LEADER+ Programme to develop a positive relationship with the Norfolk Agricultural Business Advisory Project, which is being financed by a broad partnership to promote diversification of agricultural businesses across Norfolk
- C8.6** East of England Development Agency (EEDA) match-funding opportunities include the Redundant Building Grant Scheme; the Community Investment Fund and the Land Reclamation Programme. Other EEDA scheme links vary by programme but include deprived communities and key sectors and clusters for example SMEs and unskilled workers. There will be opportunities to fund specific projects using these funds and LEADER+ grant support. EEDA also manages the Norfolk and Suffolk RPA programmes and Market Towns Initiative referred to above.
- C8.7** The Countryside Agency support small grocery stores in rural areas, working with the Norfolk Village Shop Support Partnership (all the Districts and the County Council working in partnership) and there is potential for the LEADER+ Programme to enhance benefits and outputs by match-funding initiatives and projects. There are opportunities for the LEADER+ Programme to complement the Vital Villages initiative.

- C8.8** Capacity building and community development projects supported under the LEADER+ Programme (notably appraisal work and health checks) will have direct benefits for the statutory requirement of local authorities to produce a community strategy for their areas (arising from the Local Government Act 2000). Appraisal and planning work supported under LEADER+ can be used to develop and refine a vision for the social, economic and environmental well-being of the area to be outlined in the community strategies being developed.
- C8.9** It may also be possible to link LEADER+ with other peripheral programmes, for example the East Norfolk Rural Transport Partnership; the Norfolk Early Years and Childcare Initiative and the Norfolk Health Improvement Programme (HIMP), and Local Learning Partnerships. We are also aiming to develop networking links with other areas.
- C8.10** The development of the Broads and Rivers LEADER+ Programme and the funding opportunities that it makes available have been the driving force behind many of the project ideas outline. The LEADER+ Programme provides a brand new focal point and stimulus for the development of the proposed projects. Without the Programme these projects are unlikely to go ahead. It is also unlikely partner agencies would be willing to target their funding towards the proposed activities without the opportunity to match-fund with the LEADER+ Programme. It is only with the LEADER+ funding that makes it viable for the partners to direct these resources to the area, as it makes it cost effective to do so and significantly enhances the scope and scale of positive impacts on social, economic and environmental initiatives in the area. LEADER+ will act as the catalyst for the releasing of funds for the more innovative and higher risk projects. Thus ensuring a high degree of additionality for the Programme as a whole.
- C8.11** The Local Action Group decision-making body will ensure that projects do not benefit simultaneously from Structural Funds e.g. Objective 2, Objective 3, the Community Initiatives and England Rural Development Programme , and Common Agricultural Policy Schemes. The application process will ask project applicants to specify the sources of all match-funding for the project and any sources of grant support which the applicant receives but which are not offered as match-funding for the project proposed for LEADER+ support. The declaration at the end of the application will include a statement to the effect that the project proposed is not benefiting from any programme or initiative, scheme or funding stream supported by ineligible match-funding sources. Should it transpire that project applicants have benefited from other sources of ineligible match-funding for the project proposed under LEADER+, the Local Action Group will take steps to recover any grant paid to date and with hold any further grant payments.

## **C9 Heading 9 - Commitment to sustainability**

- C9.1** The whole thrust of the Broads and Rivers LEADER+ Programme is one of sustainability. It seeks to actively encourage joined up approaches to tackling social, economic and environmental issues across the area and ensure the long-term viability of the solutions developed. In addition, the activities and indicative projects identified illustrate the extent to which links across different elements of the Broads and Rivers Programme have been identified. Development and maintenance of these links will be pursued with vigour from the outset of implementation of the Programme.
- C9.2** A critical element of this commitment will be the mainstreaming of experimental approaches to social and economic development and environmental management developed under the LEADER+ laboratory.
- C9.3** By seeking to integrate economic growth with environmental management, and tackling specific social issues in the process, the proposed LEADER+ Programme not only ensures that resources are preserved for future generations, but also stimulates the development of new resource options for exploitation in the area, now and in the future.
- C9.4** Strengthening the relationship between tourism and management of the natural environment (on which it largely depends) provides additional incentive to maintain and enhance environmental and built heritage capital across the area.
- C9.5** The Local Action Group will be able to assess the sustainability and viability of projects and overall coherence as part of their assessment work on awarding grant support. Questions on sustainability and assessments of environmental and equality issues will be built in to the application process, as part of the project selection methodology, which will include a scoring system for impartial evaluation. The scoring and evaluation system will be based on the guidance provided at a national and regional level.
- C9.6** Sustainability will be an essential ingredient of project development and approval and not just from the environmental perspective. Projects will need to show that they are viable beyond the time frame of support provided by LEADER+ funding, where on going financial needs have been identified and that project benefits can be maintained. There will be additional weighting given to sustainability criteria in the scoring and evaluation system. This will lead to a robust evaluation of the impact of projects to ensure they have no significant environmental impact and possible negative impacts.
- C9.7** The sustainability of the methodology and approach of the Programme as well as the individual project will be addressed in the exit/forward strategy that will be developed towards the end of the Programme.

## **C10    Heading 10 - Innovation**

- C10.1** A range of innovative projects seeking to explore and develop aspects of sustainable low-impact tourism and environmental management have already been identified through the development of the Broads and Rivers LEADER+ Programme. The whole LEADER+ philosophy is new to the area and the types of activity groups identified provide an almost unprecedented opportunity for creating new products and services. In saying that, the area has a reputation for innovation which fits well with the main thrusts of the LEADER+ Programme. It is already a test-bed for experimentation with new agri-products, boat propulsion and construction. LEADER+ status will enhance community involvement in this work, expand innovation potential and ensure that genuine benefits are realised across the whole area. Environmental management of the area has already led to the mainstreaming of innovative policy developments in the form of the Broadland Grazing Marsh Conservation Scheme, the forerunner of the European Community farm conservation flagship the Environmentally Sensitive Area Programme.
- C10.2** The strategy is particularly innovative in its focus on increasing the self-reliance of a rural area which is remote and dispersed in terms of its settlement pattern. A key aspect of innovation is the focus on reasserting the cultural and community identity of the area and reconnecting environmental management with social and economic development and encouraging mutually supportive and sustainable interdependency. There are numerous examples of innovative projects to support this view.
- C10.3** For example, the Broads Authority plans to develop a local biomass processor capable of generating electricity and heat from the harvest of fens under conservation management regimes. This will enable more reed and sedge beds to be properly maintained (and not revert to scrub and woodland), help with job creation and provide fairly cheap local electricity. (See Reed Bank project proposal)
- C10.4** The Broads and Rivers area already supports a number of small businesses which have developed electric and solar powered craft and low wash hull designs which have minimal impact upon sensitive marine environments. Significant opportunities exist for the further development and application of this technology and such activity could be supported the LEADER+ Programme as proposed under the Power Bank and Power Boat project proposals.
- C10.5** Locally run community shops could be supported in selling local produce to local people and tourists. By combining the purchasing power of several of these small community enterprises, a new produce market could be developed to provide new markets for growers and provide jobs and services to local communities. In the past, community shops have tended to work on their own. However, by pooling the resources of a series of community shops a network could be developed to include a delivery service to those communities which do not have a village shop.
- C10.6** The delivery of produce could be linked to a Broads and Rivers community transport scheme, whereby minibuses are used to deliver goods to local people and carry people around (much the same as the post bus). By integrating transport with deliveries, costs are reduced and wide network of volunteer drivers could be found as a larger number of people would benefit from the scheme.
- C10.7** The development of environmental management working holidays is something which is well developed elsewhere but would be new to the Broads and Rivers area. It is believed that there is significant potential to deliver innovative projects for the area under this model whereby people choosing such holidays could undertake

environmental works which benefit the area and promote the transfer of skills and knowledge which might otherwise be lost from the area.

- C10.8** All of the projects identified will be unable to be implemented, at the same scale, if at all, without funding for LEADER+. The projects will use new approaches that are not currently used or planned through other programmes or schemes in the area.
- C10.9** These project themes and project proposals show that many of the LEADER+ activities and projects fit closely together that an important part of implementing the Programme needs to be focused on the joining up of projects in an innovative fashion. Combining projects together and encouraging project partnerships leads to increased cost effectiveness and an increased likelihood of participation by the local community in all aspects of the Programme's work. It also opens up the possibility of increased community involvement in evaluation of individual projects and overall measurement of programme performance and effectiveness.
- C10.10** Part of the role of the Monitoring and Support Officer will be to encourage innovative bottom up approaches to project monitoring and evaluation. A key part of this will be the engaging of project animateur in the evaluation of their projects. A variety of methods new to the area would be used and these may include Evaluation for Real methodologies or the keeping of diaries by beneficiaries before and after their involvement in projects.

## **C11 Heading 11 - Commitment to Action 2 co-operation**

**C11.1** Whilst the Broads and Rivers LEADER+ area is a unique landscape, the issues faced by the area has similarities with other rural areas, particularly other wetland areas. The LAG partnership is keen to share experiences, knowledge and skills with other LAGs within the UK and across the EU. As this is a new group it is envisaged that co-operation activities are likely to commence a couple of years after the Programme has begun, however any co-operation projects which come forward earlier than this will be encouraged to do so. At this stage it is not possible to commit to specific project, but the LAG has identified some potential projects that it feels could benefit from participation co-operation activities.

**C11.2** The Broads and Rivers LEADER+ LAG has the following objectives for Action 2 Co-operation, these all link to the regional objectives that have been selected:

- **To increase the viability of projects within the area by joining other LEADER+ groups within the UK and EU to gain the critical mass of either human or financial resources or specific know how.**
- **To co-operate with other LEADER+ groups to gain knowledge from their experiences and share the skill and knowledge gained through the Broads and Rivers LEADER+ Programme.**

**C11.3** The co-operations activities will be undertaken through Measures 8 and 9.

Within the UK the types of projects that are envisaged are:

- **Local Food Initiatives** – working with other LEADER+ groups within the region to establish networks, marketing initiatives and possible joint sourcing of specialist good
- **Rural Skills Barn** – this could draw on skills and knowledge from other areas that use similar methods, for example thatching, lime plastering, earth buildings and weaving. The Rural Skills barns could also act as a centre of excellence, where people and groups from across the UK could come to learn skills that they could then take back to their areas.
- **Power Bank** – could draw on experiences from elsewhere in the UK where renewable energy sources have been successfully used. In time this project will be able to support areas in the development of renewable energy sources.
- **Market Towns Projects** – linking with other market towns to share experiences regarding regeneration and implementing joint projects

**C11.4** Within the EU and other areas working on the LEADER+ principles, the types of projects envisaged are:

- **Joint tourism marketing** – working with groups in North West Germany and the Netherlands where tourism is important to the economy, and the opportunities for exploiting cycle and boat based short breaks can be explored.
- **Food production and local supply chains** - the project could develop information exchanges, co-operation programmes and joint marketing initiatives between LEADER+ areas in Britain, France, Spain, Portugal, Ireland and Italy. The project would be a partnership between SMEs who are involved in food production, sourcing and marketing in each of the areas. The project could involve awareness raising, training and sharing experiences and techniques. The project has the potential to develop transnational trading partnerships that will enhance local activities and initiatives, and make local products more competitive.

- **Reed Bank** - this project proposed to use innovative methods of reed bed management within the area. The skills and knowledge gained locally could be the basis for a co-operation project with other wetland areas in the EU.
- **Culture Link** – by linking together cultural organisation in the area with others in the EU exchange visits could be arranged which would add value to the events in the respective areas and share knowledge between the groups. It may be possible to develop a pan Europe series of themed cultural events.

**C11.5** Potential partners for co-operation activities from within the area include members of the LAG, (for example East Anglian Food Link, Broads Authority, Norfolk County Council, Norfolk Rural Community Council, Norfolk Rural Community Council, Harleston Market Towns Initiative Partnership) and project promoters. Potential partners for co-operation activities from within the UK and EU include other wetland areas, areas that have successfully adopted renewable energy sources and areas involved in local food initiatives. Potential Partners groups include those based in the East of England, Wales, Finland, Denmark, Poland, Austria, Netherlands and France, Italy and Spain.

**C11.6** Time table of co-operation activities envisages is as follows:

- Year 3 (2003) - Identification of partners and begin to develop links with other projects in the UK and EU.
- Year 4 (2004) – Co-operation links developed with groups in other Programme areas across Europe and the UK, and the formation of joint projects.
- Year 5 (2005) – co-operations projects being implemented and will be bringing benefits to the area through the adoption of new methodologies from other LEADER+ areas. Dissemination of lessons learnt to the UK and EU.
- Year 6 (2006) – co-operation projects developing methods of becoming sustainable

## **C12 Heading 12 - Contribution to Action 3 networking**

- C12.1** The Broads and Rivers LEADER+ LAG will subscribe to the England LEADER Network in order:
- to support the England LAGs through information, advice and training;
  - to represent the interests of the England LEADER Network at regional, national and EU level;
  - to promote innovative approaches to rural development by sharing ideas, methods of work, strategies, collation and dissemination of good practice;
  - to contribute to the formulation of appropriate rural development policies at all levels;
  - to promote and co-ordinate public awareness in relation to the work and progress of the LEADER Programme;
  - to work in co-operation with the members of the UK LEADER Network.
- C12.2** The Broads and Rivers LEADER+ LAG, in turn, will provide the Network Secretariat with:
- examples of, and information on, best practice and innovative actions for exchange within the Network;
  - participate in seminars, conferences or forums as arranged on behalf of the Network;
  - provide summaries of all projects funded through the Programme
- C12.3** The contribution to the UK LEADER Network will be through the England Network. As a new group the LAG will welcome support and guidance from longer established LEADER groups.
- C12.4** It is anticipated that all partnership members will be able to become involved in the networks and events, which are most relevant to their field. The resources allocated to networking are detailed in the application form (Part 1).
- C12.5** Information exchange at the European Community level will be through the European Observatory directly and indirectly. The Broads and Rivers LAG will seek to participate in events organised by the Observatory where appropriate.
- C12.6** The Norfolk Rural Community Council is a member of an England wide network of rural development organisations that work at community level. This network, covering the 38 counties in England, provides considerable opportunities for the exchange of information and drawing lessons from rural development work, both from the LEADER Programme and other initiatives. Other partner organisations have access to other networks.
- C12.7** The Broads and Rivers LEADER+ LAG will seek to revive the LEADER East Anglia Network, LEAN, that existed under LEADER II if there are other LAGs operating within the region. Under LEADER II there were several regional projects that were co-funded by the three Local Development Groups. For new LAGs, and for those LAGs in areas where there has been little involvement with LEADER, an inter-regional network will be of considerable help. As some of the Broads and Rivers partner organisations were involved with LEAN, there is the potential for mentoring, mutual support and exploring the opportunities for joint working. Other networking opportunities are offered by the Broads Authorities membership of The Association of National Park Authorities.

**C13 Heading 13 - Proposed project selection procedure and criteria**

**C13.1** Projects will be selected using a weighted scoring and selection system along the lines developed and successfully used for the LEADER II Programme in the Eastern Region.

**C13.2** The assessment framework will therefore be structured as follows:

Part 1 - this will consist of the two-part process set out in Guidance Note 3, namely:

- a) A critical assessment as to whether a project is consistent with the principles of the LEADER Programme and the Local Action Group development plan GENERALLY
- b) A rating of the intrinsic strength of the project proposal GENERALLY

Part 2 - this will consist of a detailed assessment against the measures and objectives set out in the development plan

- c) Critical assessment as to whether a project makes a direct contribution to meeting the targets and objectives of the SPECIFIC activities developed for the Broads and Rivers LEADER+ Programme

**C13.3** Part 1 will use the questions outlined in Guidance Note 3 under the “LEADER+ fit” section and “Project quality” section, minus the “Project objectives, indicators and milestones” question, hence combining the two parts of the assessment framework outlined in the Guidance note. In addition to the questions suggested, there will also be questions to cover the extent to which the project has taken into account equalities issues, impact on the environment, and how any negative impacts are to be neutralised. Scores under this section will account for 50% of the total score possible for a project.

**C13.4** Part 2 of the scoring and selection system (a new third part of the assessment framework) will be developed using questions related to the measure specific activities set out in the development plan PLUS the “Project objectives, indicators and milestones” question taken from the Project quality section of Guidance Note 3. Projects will need to show the extent to which they are making a contribution to meeting the targets of the Broads and Rivers LEADER+ Programme measures and the objectives set for each measure. Scores under this section will account for 50% of the total possible score for a project.

**C13.5** This additional assessment is required as the “Project quality” questions posed in Guidance Note 3 are largely generic and can be applied to ANY project. More specific questions are needed that relate to the activities set out in the development plan for project quality to be accurately assessed.

**C13.6** The decision-making body, supported by the Monitoring and Support Officer, will score projects on these various criteria. Projects will be expected to score more than 65% in BOTH parts of the assessment to be considered a high priority for funding. A project will need to show that it can score 65% in Part 1 AND Part 2 of the scoring process to be considered a high priority. This avoids projects which score well in one part of the assessment (e.g. 95%) but not the other (e.g. 35%) being automatically given high priority funding status.

**C13.7** Projects scoring 65% or more in BOTH parts of the assessment will be considered **high priority** and recommended for funding to the accountable body. Projects

scoring 50 to 64% will be considered **medium priority** and recommended for funding ONLY if funds allow AND if the project scored at least 65% in Part 2 of the scoring system. Projects scoring less than 50% will not be recommended for funding. The Local Action Group will then decide whether to encourage the project applicant to improve their application and resubmit it, or not, and advise the Project Officer accordingly. The scoring system is ONLY designed to guide decision making. High scoring projects may still be rejected by the decision-making body if there are key concerns with ANY aspects of the proposed project. However, subject to those concerns being addressed, the LAG board may then decide to recommend the project for funding to the accountable body.

- C13.8** The scoring will be part of the case paper presented to the LAG Board by the Monitoring and Support Officer. Case papers were used under LEADER II and were found to be invaluable in presenting evidence and information about the project under consideration. Written evidence of other funding and complementarity with other programmes, the sustainability of the project and the projects approach to equal opportunities will be included in the case paper.
- C13.9** A full version of the scoring and evaluation system will be developed and submitted to the Regional Programme Monitoring Committee following approval of the Broads and Rivers LEADER+ Development Plan.
- C13.10** Small scale capital investment in projects administered by public, charitable or voluntary bodies when there is no revenue generated will be subject to a maximum of 50% of total eligible costs. Infrastructure investment which generates substantial revenue will not exceed 25% of total eligible costs. Grants to commercial businesses will comply with the limits on total public funding to firms and businesses detailed by the European Commission, under the State Aid Regulations.
- C13.11** The Broads and Rivers LEADER+ Programme will not support investment to the private sector which has the potential to deliver reasonable returns financed from traditional commercial sources. Those projects being considered by the Partnership seek to deliver wider environmental and community benefits, the investment in which would probably not take place without funding support. All projects containing an element of commercial investment and which strongly support the Programme objectives will be assessed under the agreed Scoring Mechanism and could be supported up to a maximum grant intervention rate of 25%.

**C14 Heading 14 - Communications and publicity strategy**

**C14.1** The Local Action Group, through the programme staff, will take steps to publicise the Broads and Rivers LEADER+ Programme. The aims of the communications and publicity strategy are three fold:

1. To promote the Broads and Rivers LEADER+ Programme and the LAG
2. To encourage project applications
3. To publicise the results of project and disseminate the lessons learnt.

Target Group for Publicity	Actions/Measures to be taken
Potential and final beneficiaries	<ul style="list-style-type: none"> <li>· Website</li> <li>· Press Releases/local media</li> <li>· Newsletter</li> <li>· Branding</li> <li>· Parish Magazines</li> <li>· Through individual projects</li> </ul> <p>This will be focuses in the under and unemployed.</p>
Regional, local and other competent public authorities	<ul style="list-style-type: none"> <li>· Newsletter</li> <li>· Information at a Regional level</li> <li>· Presentation</li> </ul>
Trade organisation and business circles	<ul style="list-style-type: none"> <li>· Information Pack</li> <li>· Website</li> <li>· Press releases and specialist media</li> <li>· Parish magazines</li> <li>· Newsletter</li> <li>· Specialist events</li> <li>· Branding</li> <li>· Presentations</li> <li>· Displays</li> </ul> <p>This will be focused on Measure 4</p>
Community, voluntary and environmental groups	<ul style="list-style-type: none"> <li>· Information Pack</li> <li>· Website</li> <li>· Press releases</li> <li>· Parish magazines</li> <li>· Newsletter</li> <li>· Specialist events</li> <li>· Branding</li> <li>· Presentations</li> <li>· Displays</li> </ul> <p>This will be focused on Measure 7</p>
Project operators and promoters	<ul style="list-style-type: none"> <li>· Information Pack</li> <li>· Website</li> <li>· Press releases, local press and specialist media</li> <li>· Parish magazines</li> <li>· Newsletter</li> <li>· Specialist events</li> <li>· Branding</li> <li>· Presentations</li> </ul>

	<ul style="list-style-type: none"> <li>· Displays</li> </ul> <p>This will focus on Measures 4 and 7</p>
General Public	<ul style="list-style-type: none"> <li>· Press releases</li> <li>· Parish Magazines</li> <li>· Newsletter</li> <li>· Branding</li> <li>· Displays</li> <li>· Presentations</li> </ul>
UK and EU Networks	<ul style="list-style-type: none"> <li>· Project summaries</li> <li>· AEIDL</li> <li>· Displays</li> </ul> <p>This will be focused on Measures 8 and 9</p>

Descriptions of all proposed activities are outlines under Heading 5 Measure 2

A provisional budget of £36,000 is proposed to support the communications and publicity strategy over the lifetime of the Programme.

**C15    Heading 15 - Monitoring arrangements**

Project monitoring and evaluation

- C15.1** Once a project has been agreed by the LAG decision making body, two copies of an offer letter will be issued to the applicant (signed by the Chair). The offer letter will detail all of the project outputs and outcomes, milestones and the amount of grant offered as a cash sum and as a percentage of the total project costs, as detailed in the application. The applicant will be required to sign both copies and return one copy to the Monitoring and Support Officer.
- C15.2** Claims for grant will need to include evidence of defrayed expenditure and funding received to date. Original receipted invoices will be required to be submitted for authorisation. These will be copied and the originals returned to the project operator. Applicants will be required to submit Progress Reports with their claims, detailing the outputs and outcomes achieved to date, milestones reached, any changes in the timing or other aspects of the delivery of the project.
- C15.3** The Monitoring and Support Officer would monitor each claim against the original application and any subsequent changes previously agreed. The Monitoring and Support Officer would then arrange the payment of the claim, with the organisation acting as the banker and having the holding account (Norfolk County Council). All payments will be prepared by the Monitoring and Support Officer and independently checked within the Norfolk County Council Economic Development Unit. The banking organisation would hold full Programme account information, which would be available to all LAG members and partners. It would also have the right to call a LAG meeting if any irregularity within projects was detected.
- C15.4** If there is a deviation of more than 10% on the outputs or costs of a project a written explanation will need to be given by the applicant. If there is a deviation of more than 15% on the outputs or costs of the project then the LAG decision making body should reconsider the project. The LAG decision making body should be in a position to withdraw the offer of funding if a project is not performing to the required standard and if revisions can not be agreed.
- C15.5** The Monitoring and Support Officer will visit each project at least once during its lifetime to monitor its delivery and discuss any lessons learnt from the project, which may be of use to other projects in the future.

## Programme monitoring and evaluation

### Proposed Indicators

**C15.6** Monitoring of the Programme as a whole will include the following (which could be split into detail level of project, theme and total Programme):

- Funding commitment profile
- Spend profile
- Output indicators expected
- Output indicators achieved
- Result indicators expected
- Result indicators achieved
- Amount and type of match funding secured

**C15.7** The following, over arching targets will be met by the Broads and Rivers LEADER+ Programme:

- To conduct a survey to establish reliable and detailed baseline data for the LEADER+ area by April 2002
- Increase in number of tourists to the LEADER+ area by 1% (Baseline = 'over a million' Broads Authority)
- Increase in spend by day visitors by 1% (Baseline = £13.7 million)
- After establishing LEADER+ baseline for average weekly female wage (which is expected to be below the Norfolk average, which is currently 72% of the East of England average), to raise that average to the Norfolk baseline
- To increase the number of people employed in the LEADER+ area by 2% (Baseline = 25403)
- To reduce the number of LEADER+ wards in the top 20% most deprived in Norfolk for income and employment deprivation to 0 (baseline = Martham and Bacton in top 20% for income, Hemsby and Winterton & Somerton in top 20% for employment)
- To increase the % of residents with a recognised qualification in environmental management, agriculture or other rural skills by 2% (Need to establish baseline)
- To work with partners to increase the proportion of the LEADER+ designated as a SSSI (Site of Scientific Interest) to 30% (Baseline - 23% currently designated in the Broads, 80% believed to be of SSSI quality)
- To support the work of the Broads Boat Hire Industry Strategy to achieve its targets
- To hold at least 20 community awareness raising events within the Broads and Rivers LEADER+ area.
- To have been involved in or supported five UK co-operation projects.
- To have been involved in or supported five transnational co-operation projects.

**C15.8** The following tables outline the output and result indicators that are anticipated under each of the key areas of the Programme.

## Encouraging sustainable rural economies

Impact	Output Indicators	Target	Result Indicators	Target
<b>Increase employment levels, particularly within target group</b>	<i>Number of contacts made by advisory services</i>	20	<i>Number of local people (under/unemployed) receiving assistance</i>	150
	<i>Number of meetings/seminars held</i>		<i>Number of under/unemployed individuals accessing employment</i>	100
	<i>Number of training/advice days delivered</i>		<i>Number of links made with local companies/education establishments</i>	10
			<i>Number of Childcare Places available</i>	20
			<i>Increase in female economic activity rate</i>	1%
<b>Increase the number, diversity and sustainability of small businesses and visitor enterprises</b>	<i>Number of individuals/businesses/farms assisted/participating</i>	60	<i>Number of new business start-ups</i>	15
	<i>Service floor space (m2) made available for businesses</i>	150	<i>% businesses satisfied with services provided</i>	80%
			<i>Number of farms introducing alternative activities</i>	10
<b>Increase economic activity based on products derived from local materials with a cultural link to the locality</b>	<i>Number of new types of products supported</i>	12	<i>Number of local producers participating in local networks</i>	15
			<i>Number of new market outlets established</i>	10
			<i>Gross jobs created or safeguarded in assisted business, by target groups</i>	20
<b>Increase sustainability tourism based on local distinctiveness</b>	<i>Number of sustainable tourism projects supported</i>	2	<i>Increase in number of bed nights occupied in assisted businesses/wider locality</i>	180
	<i>Information facilities provided</i>	20		5000
	<i>Number of cultural/heritage events supported</i>	10	<i>Number of visitors to assisted projects/attractions</i>	12

			<i>Number of boats converted to electric power</i> <i>Number of additional moorings</i> <i>Number of electric charging points created.</i> <i>Number of small scale power generation units created</i> <i>Number of local people participating in local events</i>	12 4 1 150
<b>Increase in the sustainability of market towns, and their link to the rural hinterland</b>	<i>No of jobs created</i>	1	<i>Number of community organisations showing increased activity</i> <i>% of respondents to surveys who are aware of Market Town Partnerships</i> <i>Number of formal links made with other towns in other LEADER+ areas</i>	10 50 10

## The natural and cultural heritage

Impact	Output Indicators	Target	Result Indicators	Target	
<b>An increase in the distinctive local countryside, wildlife, landscape and cultural and architectural features enjoying protection and enhancement</b>	<i>Number of community environmental activities established/assisted</i>	15	<i>Area of land (ha) demonstrating improved environmental management</i>	100	
	<i>Number of redundant buildings restored</i>	12		20%	
	<i>Number of tourism businesses reaching an approved quality standard</i>		30	<i>Reduction in reported problems with drainage (baseline needed)</i>	10%
				<i>Increase in proportion of drainage managed ESAs</i>	2
				<i>Number of drainage mills restored (baseline 74)</i>	600
				<i>Area (m2) of commercial space brought back into use through regeneration of redundant buildings.</i>	200
				<i>Increase in the number of visitors to areas involved in environmental activities</i>	60
				<i>Increase in the number of visitors to areas involved in environmental activities</i>	75%
<b>An increase in the sensitive and sustainable uses of environmental and cultural resources for economic and recreational purposes</b>	<i>Number of renewable energy initiatives established/assisted</i>	2	<i>Number of recreational facilities created/developed</i>	20	
	<i>Number of businesses involved in networks established/assisted</i>	100	<i>% Increase in enquiries to businesses involved in networks</i>	10%	
<b>An increase in the range and level of environmental</b>	<i>Number of businesses/community groups advised/assisted</i>	10	<i>Number of trained local people involved in countryside</i>	25	

<b>knowledge and skills of people living in rural areas and an increase in the knowledge of the countryside among people who visit</b>		<i>management activities</i>  <i>Increase in the number of environmental information/interpretation points established</i>	20
--	--	--	----

## Improving the quality of life

Impact	Output Indicator	Target	Result Indicators	Target
<b>Increased provision and use of services in rural communities</b>	<i>Number of new transport initiatives established/assisted</i>	1	<i>Increase in the number of journeys per annum</i>	200
			<i>% service users expressing 'satisfaction' with assisted services</i>	80
<b>An increase in the use of communications and information technology in rural areas</b>	<i>Number of community ICT initiatives established/assisted</i>  <i>Number of ICT training places filled</i>	1  200	<i>Number of people using assisted services by target group cf. Baseline</i>	100
			<i>% of trained people expressing satisfaction with training</i>	70
<b>Stronger, more inclusive and more sustainable rural communities</b>	Number of groups/trusts/forums established/assisted (several activities contributing to this)	10	Number of people by target group involved in community activity more that 3 times per year	100

## Helping rural communities to help themselves

Impact	Output indicators	Target	Result Indicators	Target
<b>An increase in the effectiveness of local leadership and partner organisations in addressing local needs</b>	<i>Number of village appraisals/planning for real events/citizens juries etc. establishes/assisted</i>	12	<i>Number of community participants in local consultation events</i>	250
	<i>Number of partner organisations engaged in community activities</i>	30	<i>Number of volunteer hours spent on management of community groups/trusts/facilities</i>	1200
<b>An increase in the range of support mechanisms to build capacity and empower local communities</b>	<i>Number of events/demonstrations held</i>	12	<i>Increase in number of beneficiaries of support mechanisms</i>	24
	<i>Number of facilitators in place</i>	2	<i>Number of community organisations showing increased activity</i>	25

## *Dissemination of Results*

### **C15.9** To Local Area

A press release will be prepared for every project funded from the Programme at the time the offer of grant is approved by the LAG decision making body (such a press release will be issued after each meeting. Follow on press releases will be issued once a project has been launched, reached specific milestones or has concluded as appropriate. Information about projects will be included on the web site, in the newsletter and within the information pack as appropriate as examples of best practice guide.

### **C15.10** To DEFRA/GO-East

Quarterly reports will be submitted to the LEADER+ Regional Secretariat and its Programme Monitoring Sub-Committee. The reports will outline commitment and spend for the Programme to date, a list of all projects funded to date, the outputs achieved and expected by the Programme as a whole to date. A summary of each project will be available to DEFRA.

### **C15.11** To UK Network

For each project a project summary will be written, containing a description of the project, the costs, the funding package and the planned outputs. The summaries will be made available to the UK Network and AEIDL, for inclusion in any networking material they produce.

### **C15.12** Audit Trails

All claims will be on defrayed expenditure, with the original receipted invoices having to be submitted with the claim form. These will be checked and copied by the Monitoring and Support Officer, with the originals being sent back to the applicant. All claims will be checked against the original application. The Monitoring and Support Officer will prepare the payments, these will be processed in accordance with the accountable body's financial procedures. The procedures adopted will be subject to independent audit. The financial integrity of the Programme will be audited annually.

### **C15.13** IT System

Details of all projects (outputs expected/achieved, cost break down, funding profile, summary etc.) will be monitored and managed through an Access based system.

**C15.14** A sum in the region of £140,000 has been allocated to undertake the monitoring and evaluation. This includes the cost of auditing and the majority of the salary cost of the Monitoring and Support Officer.

**C15.15** The results of the monitoring and evaluation of the projects and Programme will be used locally to assisted future projects to improve the delivery of the Programme and by the partner organisations in the delivery of other services. The results will be able to be used by other areas, as information will be made available via the networks.

**C16    Heading 16 - Financial arrangements**

- C16.1** The financial responsibility of the Programme will met by Norfolk County Council as the accountable body. The Monitoring and Support Officer will develop a comprehensive accounting and monitoring system which will allow financial information about the Programme to be drawn down as and when required. Such information will be used by the LAG to ensure that the Programme is both within its required budget and on target relating to Programme spend. The Monitoring and Support Officer will also report directly to Norfolk County Council and ensure that financial monitoring and auditing fulfills any requirements of the authority. As with other project work undertaken by the Economic Development Unit of Norfolk County Council, a fully integrated accounting system will ensure that any invoices raised for payment will be checked within the department to ensure financial continuity. Such a system is already in place, which is subject to auditing both within the authority and externally as legally required.
- C16.2** The Monitoring and Support Officer will advise the LAG of its financial responsibilities relating to the Programme and Norfolk County Council as the accountable body for Programme delivery. These financial arrangement will include a system whereby the LAG can only make a payment if the Monitoring and Support Officer is happy that such a payment is in line with the Programme and sufficient financial allocation have been made to that particular measure. A monthly check will be made within the Economic Development Unit to ensure that the Programme finances are correct. The Programme accounts will be subject to an annual external audit by the District Auditor.

### **Sub section 3**

#### **C17 Financial plan for life of programme (2001 up to 2008)**

**C17.1** On the following page are two tables showing the financial plan over the lifetime of the Programme. One relates to expenditure per year and the other to expenditure by Measure.

**C17.2** Most of the public sector partners have committed to the principle of a matched funding pot, which will be made available to the LAG to support projects which meet the objectives of this Development Plan.

**C17.3** Those partners that have committed to a matched funding pot are:

- Norfolk County Council
- South Norfolk Council
- North Norfolk District Council
- Broadland District council

**C17.4** Gt Yarmouth Borough Council is still to confirm its commitment to the principle of a matched funding pot.

**C17.5** Other public sector partners, having written letters of support, will fund on a Project by project basis - subject to individual project assessment:

- East of England Development Agency
- Broads Authority
- Environment Agency

**C17.6** Other public sector organisations likely to support on a project by project basis include.

- Learning Skills Council
- Small Business Service
- Parish/Town Councils

Financial table follows on the next page

## Broads and Rivers LEADER+ Funding Profile for Years 2001 to 2008

Year	Total £	EU £	EU %	DEFRA £	DEFRA %	Public £	Public %	Private £	Private %
2001	20000	9000	45.0	2000	10.0	9000	45.0	0	0.0
2002	380000	171000	45.0	39883	10.5	134346	35.4	34770	9.1
2003	400000	180000	45.0	40716	10.2	138729	34.7	40555	10.1
2004	500000	225000	45.0	49230	9.8	173951	34.8	51818	10.4
2005	600000	270000	45.0	57797	9.6	209747	35.0	62456	10.4
2006	600000	270000	45.0	58462	9.7	209559	34.9	61978	10.3
2007	300000	135000	45.0	30096	10.0	105570	35.2	29335	9.8
2008	200000	90000	45.0	21815	10.9	69097	34.5	19088	9.5
<b>Total</b>	<b>3000000</b>	<b>1350000</b>		<b>300000</b>		<b>1050000</b>		<b>300000</b>	

300000

289.4498

69.71345

Measure	Action	EU £	EU %	DEFRA £	DEFRA %	Public £	Public %	Private £	Private %	Total £	audit
1	1	179417	45	99676	25.00	119611	30.00	0	0.00	<b>398704</b>	388704 10000
2	1	22702	45	4541	9.00	22702	45.00	505	1.00	<b>50450</b>	50450
3	1	18000	45	4000	10.00	18000	45.00	0	0.00	<b>40000</b>	30000 10000
4	1	398631	45	67713	7.64	304204	34.34	115298	13.02	<b>885846</b>	885846
5	1	0	0	0	0.00	0	0.00	0	0.00	<b>0</b>	0
6	1	0	0	0	0.00	0	0.00	0	0.00	<b>0</b>	0
7	1	630000	45	101570	7.26	495483	35.39	172947	12.35	<b>1400000</b>	1400000
8	2	33750	45	7500	10.00	30000	40.00	3750	5.00	<b>75000</b>	75000
9	2	67500	45	15000	10.00	60000	40.00	7500	5.00	<b>150000</b>	150000
<b>Total</b>		<b>1350000</b>		<b>300000</b>		<b>1050000</b>		<b>300000</b>		<b>3000000</b>	<b>2980000 20000</b>

315 \* Columns and rows may not tally due to rounding