

**European Maritime and Fisheries Fund 2014-2020
North Wales Fisheries Local Action Group (FLAG)**

**Local Development Strategy
September 2016**

Name:	North Wales Fisheries Local Action Group
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LDS IMPLEMENTATION TIMESCALES

Start Date	1 st December 2016
End Date	31 December 2021

SECTION 1 – STRATEGIC FIT

1.1 Definition of the area and population covered by the strategy

Overview:

North Wales is the northernmost unofficial region of Wales, traditionally divided into three regions: Upper Gwynedd (or Gwynedd above the Conwy; Lower Gwynedd (or Gwynedd below the Conwy; and Ynys Môn (or Anglesey), a large island off the North West coast.

The region has low population density and many coastal towns and villages have experienced disproportionate demographic change compared with other regions in Wales. This is mainly due to the outward migration of young people because of lack of employment opportunities, coupled with immigration of older people retiring to the area. At its height, North Wales had a strong dependency on fishing and is seen as one of its oldest industries.

Today, although the region has a strong Shellfish and Aquaculture industry, it has adapted to demands from new sectors. North Wales seen an increase within the tourism sector, now a target destination for water sport and recreational fishing and hosts 45% of the Welsh Coastal Footpath (North Wales Coast and Dee Estuary, Isle of Anglesey and Menai, Llyn and Meirionnydd Coastal Footpaths, 626km). In addition, ports such as Musty have become a major player as a base for the offshore windfarm construction and support industry.

In particular, North Wales's traditional fishing industry has been, latterly, dominated by Shellfish both distributed throughout the UK but also exported to Europe and Asia, with a multimillion-pound commercial shellfish industry firmly established on the Menai Straits.

On Anglesey, villages such as Moeller and Camas Bay derived substantial income from fishing and related industries, and both had a strong fishing fleet. Malachi Port was a major shipbuilding port not only noted for shipbuilding and trade with the mainland and Ireland, but also for a strong and vibrant inshore fishing fleet. Along Gwynedd's 301km coastline, and in particular the North Llyn

Physical Characteristics:

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

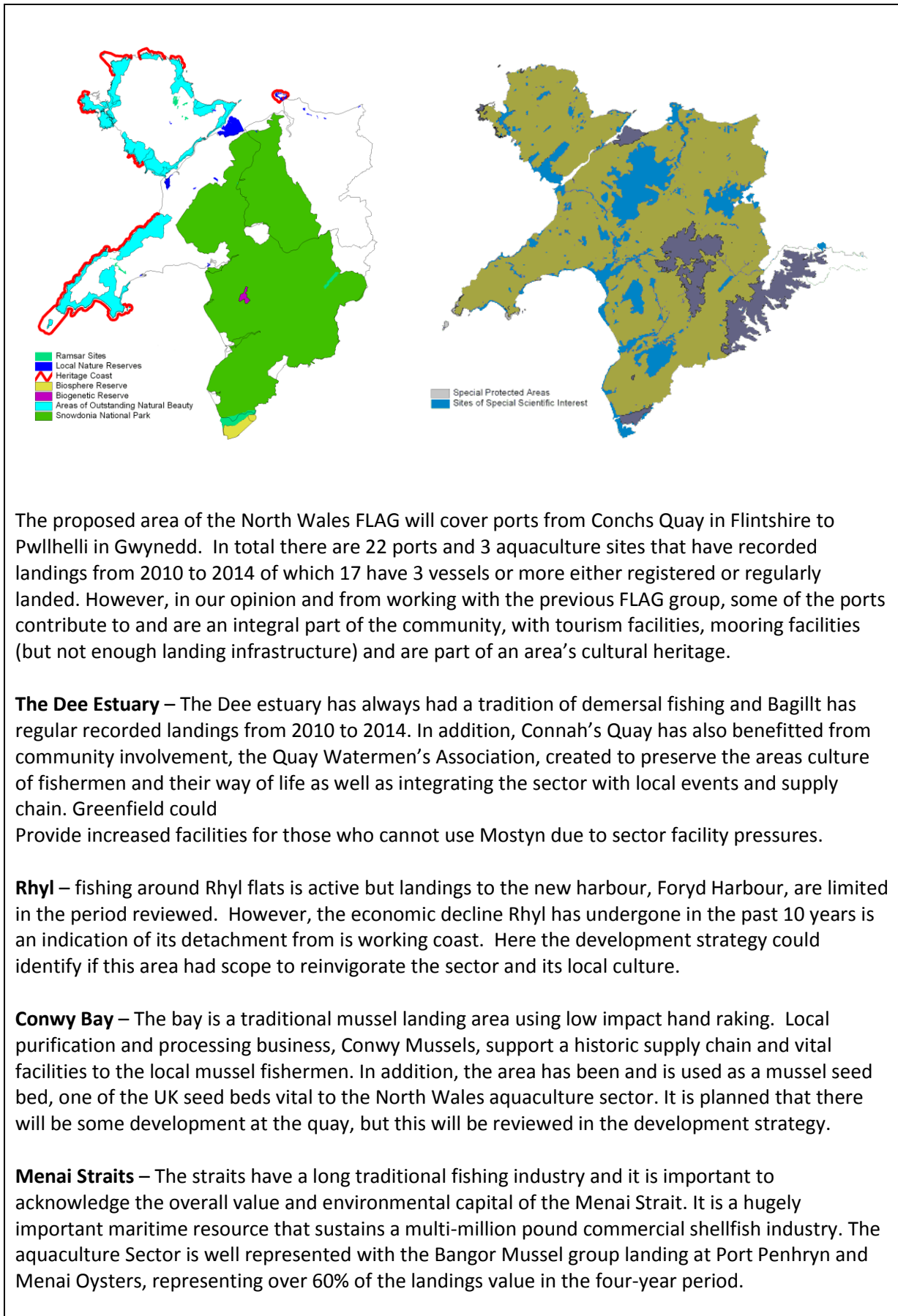
Environmental designations in North West Wales:

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The proposed area of the North Wales FLAG will cover ports from Conchs Quay in Flintshire to Pwllhelli in Gwynedd. In total there are 22 ports and 3 aquaculture sites that have recorded landings from 2010 to 2014 of which 17 have 3 vessels or more either registered or regularly landed. However, in our opinion and from working with the previous FLAG group, some of the ports contribute to and are an integral part of the community, with tourism facilities, mooring facilities (but not enough landing infrastructure) and are part of an area’s cultural heritage.

The Dee Estuary – The Dee estuary has always had a tradition of demersal fishing and Bagillt has regular recorded landings from 2010 to 2014. In addition, Connah’s Quay has also benefitted from community involvement, the Quay Watermen’s Association, created to preserve the areas culture of fishermen and their way of life as well as integrating the sector with local events and supply chain. Greenfield could provide increased facilities for those who cannot use Mostyn due to sector facility pressures.

Rhyl – fishing around Rhyl flats is active but landings to the new harbour, Foryd Harbour, are limited in the period reviewed. However, the economic decline Rhyl has undergone in the past 10 years is an indication of its detachment from its working coast. Here the development strategy could identify if this area had scope to reinvigorate the sector and its local culture.

Conwy Bay – The bay is a traditional mussel landing area using low impact hand raking. Local purification and processing business, Conwy Mussels, support a historic supply chain and vital facilities to the local mussel fishermen. In addition, the area has been and is used as a mussel seed bed, one of the UK seed beds vital to the North Wales aquaculture sector. It is planned that there will be some development at the quay, but this will be reviewed in the development strategy.

Menai Straits – The straits have a long traditional fishing industry and it is important to acknowledge the overall value and environmental capital of the Menai Strait. It is a hugely important maritime resource that sustains a multi-million pound commercial shellfish industry. The aquaculture Sector is well represented with the Bangor Mussel group landing at Port Penhryn and Menai Oysters, representing over 60% of the landings value in the four-year period.

Caernarfon Bay – Caernarfon bay has a strong scallop fishing sector and provides a further seabed for the local aquaculture sector. It is a popular port with a strong cultural link to the straights.

Northwest Anglesey – Holyhead is the major landing port in North Wales accounting for 29% of the economic activity in the area. In addition, it has two shellfish purification and processing businesses and employment in an area of high unemployment.

North East Anglesey – Amlwch and Cemaes Bay. Here mostly shellfish, with a high proportion being made up of whelks, crabs and lobsters. Both ports play an integral part to the economy of each area, not only within the fishing sector, but tourism, such as sport/leisure fishing is an additional income supporting these local fishermen.

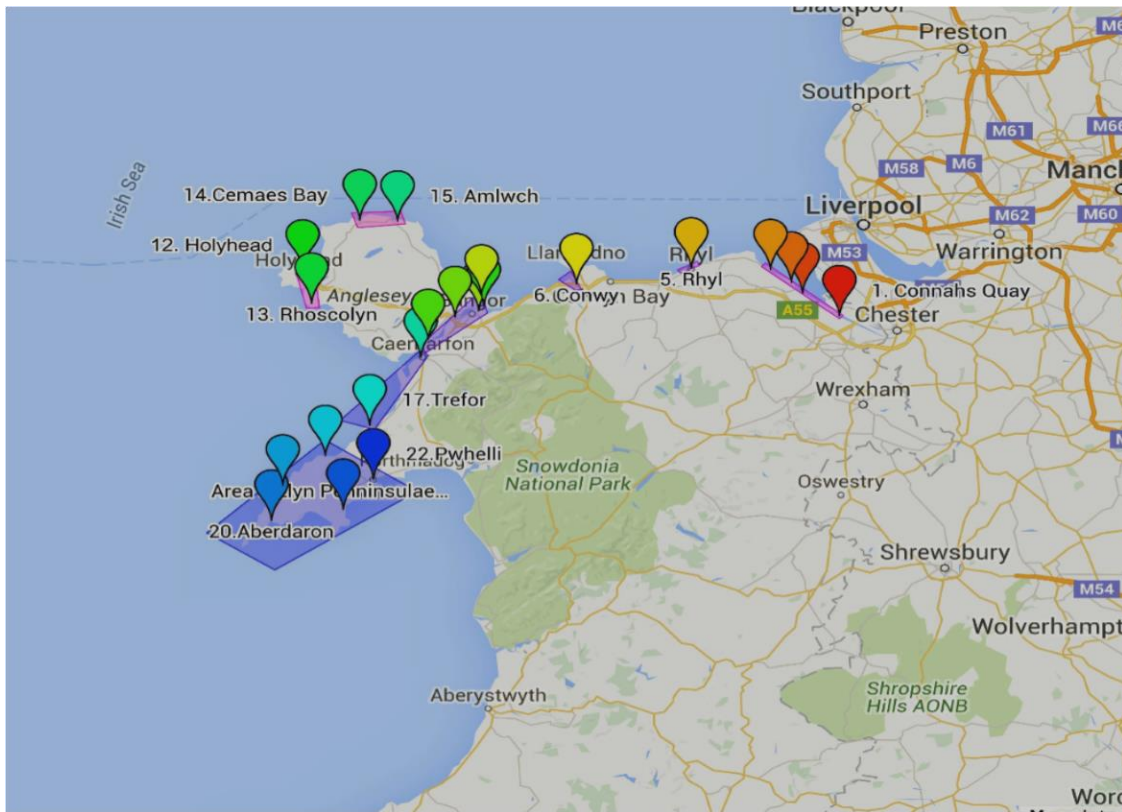
Llyn Peninsular - Porth Colmon, Aberdaron, Abersoch, Morfa Nefyn and Pwllheli. Again, a strong link to the fishing sector, with a variety of shellfish dominating the catch. There is also a processing unit at Aberdaron, and the 5 ports have over 30 vessels registered and landing between them.

Demographic Characteristics

Ward/Port	Map Ref	County	Population	Total Landings 2010-2014 (Kg)
Connahs Quay	1	Flintshire	17,500	13,132
Bagillt W	2	Flintshire	4,165	16,953
Greenfield	3	Flintshire	2,741	51
Mostyn	4	Flintshire	1,844	313
Rhyl	5	Denbighshire	25,149	5,620
Conwy	8	Conwy	14,723	173,876
Bangor -Penhryn	7	Gwynedd	18,808	9,678,673
Beaumaris	8	Anglesey	1,938	711
Gwyngyll - Menai Bridge	9	Anglesey	-	2,215
Menai Straits - Bangor Mussels (est)	10	Gwynedd	n/a	10,000,000
Brynsiencyn - Menai Oysters	11	Anglesey	n/a	2,000,000
Porthyfelin - Holyhead	12	Anglesey	11,431	13,611,26
Treaddur - Rhoscolyn	13	Anglesey	542	5,770
Llanbadrig - Cemaes Bay	14	Anglesey	1,357	8,930
Amlwch Port	15	Anglesey	3,789	2,560,345
Cearnarfon Menai	16	Gwynedd	9,615	258,990
Tudwelliog -Trefor	17	Gwynedd	1,560	7,809
Morfa Nefyn	18	Gwynedd	1,229	1,406,038
Llanaelhaeam - Porth Colmon	19	Gwynedd	970	11,382
Aberdaron	20	Gwynedd	965	136,632
Abersoch	21	Gwynedd	783	12,146
Pwelli	22	Gwynedd	4,076	731,029
			140,634	

The population of the North Wales Coast according to the 2011 census was 140,634, as indicated in the table above. The North Wales Fisheries Local Action Group area of coverage is shown in the map below, indicating the 'regions' along the coastline that the development strategy has chosen to use as terms of reference for its proposals.

The North Wales FLAG focused 'regions'



- | | |
|-----------------------------|----------------------|
| 1. Conna's Quay | 2. Bagillt |
| 3. Greenfield | 4. Mostyn |
| 5. Rhyl | 6. Conwy |
| 7. Beaumaris | 8. Penhryn/Bangor |
| 9. Menai Bridge | 10. Anglesey Oysters |
| 11. Bangor Mussel Producers | 12. Holyhead |
| 13. Rhoscolyn | 14. Cemaes Bay |
| 15. Amlwch | 16. Caernarfon |
| 17. Trefor | 18. Morfa Nefyn |
| 19. Porth Colmon | 20. Aberdaron |
| 21. Abersoch | 22. Pwllheli |

1.2 Strategic Alignment and Integration

Alignment of the North Wales Strategy with the aims and objectives of the EMFF Operational Programme, Union Priority 4

The aim of Union Priority 4 of the EMFF Operational Programme is that **of increasing employment and territorial cohesion** through 5 specific objectives, the promotion of economic growth, social inclusion and job creation, and providing support for employability and labour mobility in coastal and inland communities that depend on fisheries and aquaculture, including diversification from fisheries to other sectors within the maritime economy.

The North Wales Fisheries Local Action Group have encompassed all of the EMFF programme objectives within their own 15 specific objectives, arising from the identified needs and opportunities highlighted by the consultation and swot analysis.

The strategy specifically focuses on raising the opportunities within the fisheries and aquaculture industries through researching innovative techniques from protecting the primary production (eg. research into sustainable seed stocks/beds) to continue a healthy supply of shellfish, to improving the processing capacity of the area through to supporting trialling of distribution hubs and improvements in processing efficiencies. This promotion of economic growth is key, ensure all elements of the supply chain are supported. In addition, through training programmes piloted with the private sector, raising awareness of job opportunities at all skill levels provides support for the socially excluded to increase their employability.

Key to increasing employment is the inclusion of the communities that depend on the coast for their living. This includes the fishermen, processors, the hospitality sector and the tourism sector. It is vital that the supporting communities are included in the development of projects for ownership of the opportunity being capitalised on, such as the coastal footpath.

The table below shows the EMFF specific objectives against the agreed 15 regional objectives.

EMFF Objective	NWFLAG Specific Objective	Focus
Adding value, creating jobs, attracting young people and promoting innovation at all stages of the supply chains of fishery and aquaculture products	SO1	Increase the opportunities for start-up entrepreneurship and added value to local supply and processing dynamics in the food sector.
	SO2	Drive up the Seafood and Shellfish agenda in North Wales, linking particularly to adding value to primary produce and speciality Seafood's
	SO3	Provide employment opportunities for young people in their home county and retention of our young people to the area
	SO4	Provide an opportunity for young people to have access to facilitates and training for their chosen sector within fisheries, processing, retail, hospitality or fisheries related services
	SO5	Co-ordinate local Seafood businesses consortiums to access assistance and engage more successfully with formal procurement procedures
	SO6	Facilitating research and innovation to support identified sectors of the supply chain with a view to improved sustainability and consistency
Supporting diversification inside or outside commercial fisheries, lifelong learning and job creation in fisheries and Aquaculture areas	SO7	Increase the opportunities for start-up entrepreneurship including added value to local supply and processing dynamics in the food sector.
	SO8	Develop more employment and business opportunities for local people through the renewable energy
Enhancing and capitalising on the environmental assets of the fisheries and aquaculture areas, including operations to mitigate climate change	SO9	Facilitating research and innovation to support identified sectors of the supply chain with a view to improved sustainability and consistency
	SO10	To identify opportunities to promote the clean green coast of North Wales through facilitation of sustainable environmental practices
Promoting social well-being and cultural heritage in fisheries and aquaculture areas, including fisheries and maritime cultural heritage	SO11	Secure further local economic value for local operators from the North Wales Coastal Path and National Iconic sites
	SO12	To secure the continued coastal community support and connection to the fisheries sector
	SO13	To ensure the preservation of the culturally significant small ports and its economic value to the coastal community
Strengthening the role of fisheries communities in local development and the governance of local fisheries resources and maritime activities	SO14	To provide advice, support and facilities to Local communities
	SO15	To provide support and facilitate 'local' awareness projects within coastal communities

Objective 1. Adding value, creating jobs, attracting young people and promoting innovation at all stages of the supply chain of fishery and aquaculture products.

As you can see from the table below, this objective was deemed the most crucial objective in addressing the needs of the area, but additionally supplied a great opportunity. Specific objective 1 (**SO1**) focuses on ensuring strong baseline data is used to evaluate possible innovative and energy reducing processing within the fisheries and aquaculture sector. The FLAG will work alongside the industry to identify projects, including pilots that will challenge the industry to identify and suggest sustainable processing improvements, with the aim of improving costs and security of supply. Parallel to this, **SO2** focuses on challenging the supply chain to develop new products from identified future demand. This will include ensuring good environmental USP's are developed further and with supporting campaigns in partnership with organisations such as Seafish and Welsh Governments Food and Drink Wales campaigns. **SO3 and SO4** focus on the labour market within the supply chain, focusing on the retention of young people in an ageing sector. Here two types of schemes are proposed, one aimed at retaining our university graduates and one to attract disadvantaged young people to entrance level into the industry. **SO5** specifically focuses on local wholesale models and building a local supply chain that can tender, at a sustainable level, for supply of local fresh produce. This should particularly demonstrate a high level of innovation and incorporation of digital technology. Finally, **SO6** focuses on developing a small research group that will direct the supply chain studies to improving the self-sufficiency and sustainability of local supply. From research already undertaken throughout the region by WFA, Bangor University and other government and non-government bodies, there is a need to further research into areas such as invasive species control and improvement in wild shellfish seeds for mussels. This research would focus on developing and using local knowledge and expertise as an integral part of any of the supported projects implementation and design.

Supporting diversification inside or outside commercial fisheries, lifelong learning and job creation in fisheries and aquaculture areas.

Equally a need as well as an opportunity, the FLAG, **through SO7**, will commission a small study into the possible diversification opportunities outside of commercial fisheries using the industry to develop projects or drive pilots. This could include tourism or data collection. This is also reflected within **SO8**, where further development of opportunities within the Blue Growth sector will be explored. In addition, **SO8** provides for development of communities of interest at the areas larger ports, facilitated by FLAG staff, to identify needs and opportunities with an objective to take advantage of the offshore renewable sector.

Diversification inside the fisheries sector could include to processing or retail or to aquaculture. The industry and associations will be consulted at each point so that the diversification is implemented sustainably. The FLAG members can also make an informed choice on the criteria of the projects they wish to support

Enhancing and capitalising on the environmental assets of the fisheries and aquaculture areas, including operations to mitigate climate change.

SO9 and SO10 focusing on enhancing and capitalising on the areas environmental assets through targeting further development and promotion of environmental practices within the fisheries and aquaculture areas. Through promotion of sustainable exploitation by supporting fish stock research, the FLAG will promote the use of Traditional Ecological Knowledge (TEC) and the work of the WFA and associates. This promotes the use of local fishermen but requires support to develop pilot projects to re skill or support those fishermen. This could include innovative data ways to assess the status of the fish

stock or support for accreditation. The FLAG will work with the WFA and other organisations to ensure no overlap in selecting projects.

Promoting social well-being and cultural heritage in fisheries and aquaculture areas, including fisheries and maritime cultural heritage.

SO11, SO12 and SO13 focuses on the development of communities of interest with a focus in promoting the cultural heritage of our fisheries and aquaculture areas. SO11 specifically identifies opportunities for the local fishing and coastal communities to enhance the linkages to iconic heritage sites and other attractions such as the coastal footpath. The hospitality, heritage, fisheries and maritime sectors would facilitate development in this area with projects such as digital technology that allow café's etc. to promote their catch of the day special. These could also include focused campaigns such as fish trails where you can meet and talk to the local fisherman. SO12 re visits the education program within primary schools under the previous Seafood Ambassador Scheme with a focus on the newer areas of the FLAG but focusing on sponsorship from the industry to work with schools to develop innovative pilot schemes. SO13 focuses on the smaller ports in the area and identifying their cultural and socio-economic importance to the surrounding community. The FLAG will focus on developing community action teams to assess the needs and opportunities of their ort and develop projects to address both with the support of the FLAG. This is also linked to SO15.

Strengthening the role of fisheries communities in local development and the governance of local fisheries resources and maritime objectives.

The final objective focuses on facilitating the local fisheries communities to be able to input and strengthen their role in management of their local area. **SO14** will facilitate the development of support services for local fishermen, associations, and local stakeholders to work together to improve the use of our coastal facilities. This could take the form of promotion of best practise, improving communication and interpretation of local marine codes or incentives to support rubbish identification and removal. **SO15** focuses on the Local to Local projects, encouraging support for the industry from the local community by reconnection and integration. The FLAG will bring together the local actors from head teachers, high street/village retailers, pubs, Bed and breakfasts and will actively market the fishing sector by way of 'experiences', workshops and events to encourage further social and economic bonds with the sector. This will link to the work being undertaken in SO13.

How the LDS aligns the aims and objectives for CLLD within EMFF

The backbone of the specific objectives within this LDS is the CLLD or LEADER approach. Under CLLD local people take the reins from forming a local partnership that designs and implements an integrated development strategy designed to build on the community's social, environmental and economic strengths or 'assets' rather than simply compensate for its problems.

This is done not only during the consultation phase and in the creation of the FLAG itself, but also throughout the animation, project development and approval phase. The consultation exercise encompassed area and sector responses and identification through the SWOT analysis of the need and opportunities the LDS should address. The conversion to specific objectives clearly shows that in each case, consultation and involvement, even at the early stages of the programme are a vital necessity for the FLDS to affectively achieve its aims and objectives.

As noted within the intervention logic table, each SO commences with engagement, networking, commission baseline data, all including the community either geographically or within a particular

sector. Under the direction of the FLAG and FLAG subgroups, the building of solutions to opportunities and needs will be progressed in stages, with open calls for projects from the community to be focused.

For example, SO15 focuses on the community creating a deeper connection with the fishing sector and developing projects to support this connection, especially relevant to smaller ports that have a strong cultural significance to an area but no longer a significant economic influence. This can be seen in the work undertaken by the Quay Watermans association in Flintshire.

How the FLAG will ensure complementarity rather than duplication with other structures and initiatives in the area.

Firstly, the make-up of the FLAG is a representation of the support structures in the area and within the Fishery and Aquaculture sectors, Industry support (Seafish) Tourism, Public groups and Government agencies. Therefore, strategies on a local and regional basis will be represented.

The local, regional and national fishing associations are represented, ensuring the industry to be represented and to ensure integration of project brought to or developed by the FLAG. For example, the WFA are promoting the use of local fishermen, their knowledge and resources to various developments within the offshore renewables and data collection for research institutions. The FLAG project of diversification and reskilling will compliment this promotion and assist with pilots to encourage participants and develop the skills base.

To ensure non-duplication and integration with the strategies and initiatives within each county, whether under ESF or EARDF funds, the FLAG membership includes representatives from the WLB and North Wales ambitions board, as well as the LEAD body for the FLAG being an administrative body for the RDP LEADER programme in Anglesey and Gwynedd. The representatives are also part of the Rural Network programme and the RDP CLLD group. Environmental strategies and legislation strategies will also be represented through the local SAC officer and representative of National Resource Wales.

The FLAG will ensure that objectives that have a tourism link will complement and enhance destination management plans within local areas. For example, IACC's destination management plan incorporates development of links to the coastal areas. Such initiatives or projects will be required to adhere to the strategy.

Further integration rather than duplication will be an integral part of the assessment process at each stage of the development of project and projects that focus on strategy complementarity will be sought for, particularly in relation to further development and sustainability of projects going forward.

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

Local Coherence

Delivering programmes across 5 counties can bring many practical challenges e.g. travel times from one end of the coastal area to the next can be significant. However careful planning and awareness that every community should have an equitable opportunity to participate has ensured success in the past.

In view of the requirements and ethos of the 2014-2020 EMFF the North Wales Fisheries CLLD programme will be delivered by a single administrative body (Menter Môn), allowing a holistic and joined up view of the North Wales coast not limited by council boundaries. A single delivery

organisation will improve coherence and strengthen the links between activities and communities. Further details regarding the delivery mechanism is provided in this document.

It is anticipated that the delivery team will primarily be based in Anglesey but has sub offices in Rhyl and Porthmadog. However, it is envisaged that the project manager and project officer will travel as required to ensure inclusion of all indicated coastal communities.

CLLD has the greatest impact where communities, whether defined by geography or interest, collaborate in order to respond to a common challenge or threat. However, the coastal communities have a unique link, both within the counties and within the geography of their coast, in terms of the challenges they face and the opportunities they seek to exploit.

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

Cross County Coherence

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

Description of alignment with other CLLD initiatives

The networking undertaken by the LEAD body detailed in section 3.2 below shows how the FLAG and LEAD body intend to ensure communication of the projects and the development of the FLDS. Networking with other FLAGS whether in Wales or the UK is beneficial not only to share best practise but also to identify possible synergies across county and national boundaries. The Flag staff will be encouraged to regularly network with other FLAG groups. In addition, networking with other LAG groups and LEAD bodies is integral to the RDP programme. Menter Mon have established strong working links with the LEAD body to Flintshire and Denbighshire (Cadwyn Clwyd) and have worked with the Conwy LAG in previous RDP periods.

Menter Mon is also part of the ESI integration steering group representing both the RDP and EMFF FLAG and is well positioned to ensure the FLAG are fully aware of potential further funding for mainstreaming or delivering projects that have proven to deliver local or national strategies and development.

Projects that require additional funding will be directed to the relevant funding structures and procedures and the FLAG will judge any further support (staff or intervention) on a case by case basis.

Specific Local and National Strategy Integration

As mentioned above, the extensive and continuous networking will assist with ensuring integration with other local and national strategies.

For example, the Welsh Fishermen's Association include three strategies that will integrate with the LDS. 'Welsh waters should be managed to max the environmental, economic and fishery gains. This could be more effectively achieved through local solutions to local problems and using an ecosystem-based approach. SO15 clearly supports all participants within a coastal community to develop projects and will support bottom up partnerships to develop.

Integration with Seafish and with its corporate mission and strategy focus to promote consumption, enhance reputation and inform decisions will enhance the FLAGS objectives. Creating demand by promoting consumption allows further employment opportunities, especially within the processing sector. The Welsh Seafood Strategy has set targets to 2025 that have been agreed with industry, e.g. increasing the aquaculture production by 30% by 2025 and increasing employment by 10%. Integrating training programmes and supporting businesses to upskill staff will assist with these industry targets.

SECTION 2 – FINANCIAL & COMPLIANCE

2.1 Management and Administration

The Constitution and Terms of reference of the FLAG

The constitution and terms of reference (included in appendix 1) outlines the representation that will be required on the FLAG. In summary -

- No one sector can dominate i.e. between public/private/voluntary, but the fisheries sector should represent between 10-49% (sectors proposed indicated in table below);
- Sub Groups will be appointed to focus on specific objectives in order to focus on the development of projects and to speed up the process.
- There will be a minimum of 4 meetings a year, but the FLAG members can agree if further meetings are required.
- The members are selected by the Administrative body and the FLDS Steering group initially, after which the elected FLAG members will confirm any further membership. At the initial meeting the Chair and Vice Chair will be proposed and selected, taking office for 12 months, elected annually.
- The FLAG has a minimum 9 members and maximum of 18
- 8 members present at a meeting to obtain quorate i.e. for decisions to be made (still following that no one sector dominates)
- The Chair has the casting vote in decisions.
- Conflicts of interest should will be declared throughout the process and there will be clear steps to ensure any member with a conflict of interest is removed from the decision making process.
- The administrative body will ensure clear, concise information is circulated on an agreed frequency and format with the FLAG members but will include quarterly updates on project application, development and activity. This will include facilitation and development of the appointed subgroups.
- Ensure non-discriminatory and transparent decision making methods including selection procedures and objective criteria's for the selection of operations, which avoid conflicts of interest.
- As the administrative body is an independent limited company, any of the board of directors of the admin body cannot have a role in the decision-making processes of the FLAG.
- The Administrative Body will ensure that all the EMFF Programme's requirements have been met by the required end date in accordance with the Welsh Governments exit strategy.

Details of the proposed FLAG members including the fisheries / aquaculture representation and sectors represented (public, private, third sectors)

As mentioned, the maximum number of FLAG members initially would be 18, however this could change as the LDS develops and requires more informed / expert based members. A balance must be sought in terms of sectors, target groups, thematic knowledge and geography. It is possible that some applicants may not be invited to become members of the group if there is an over representation from any single sector, target group etc.

The following table denotes the proposed North Wales FLAG members organisations/sector representation:

Representing Sector	Rationale for membership	No
Hospitality and Retail	At least 1 restaurant/retail owners that have been Ambassadors of seafood	1
Processing Sector	A min 1 from the Seafish/Shellfish processing sector	1
Mariculture Sector	Representative of the Shellfish and Aquaculture sectors	1
Seafish	National advisory body representative and intermediary	1
WLB member	Representing Gwynedd, Anglesey, Conwy, Denbighshire and Flintshire County Councils - Public Body Stakeholder	1
North Wales Economic Ambitions Board	Regional Advisory Body	1
Fisheries	Member of the Inshore Fisheries Group	1
Visit Wales	Tourism sector representative	1
Fisheries	North Wales Fishing Cooperative Limited	1
Fisheries	Llyn Pot Fishermen's Association	1
Fisheries	Llyn Fishing Association	1
Fisheries	Conwy Mussel Producers	1
Fisheries	WFA	1
Coleg Llandrillo Menai	Academic and educational sector	1
Conservation and environmental sustainability	Regional SAC officer/Officers	1
Research and Education	Bangor University	1
Renewable Energy Sector	Representative from Morlais and other renewable project	1
TBC	Third Sector organisations tbc	1

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

Details of the Administrative Body

Menter Môn was the nominated Administrative Body for the Anglesey and Gwynedd FLAG and has been nominated to continue the function for the North Wales FLAG.

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

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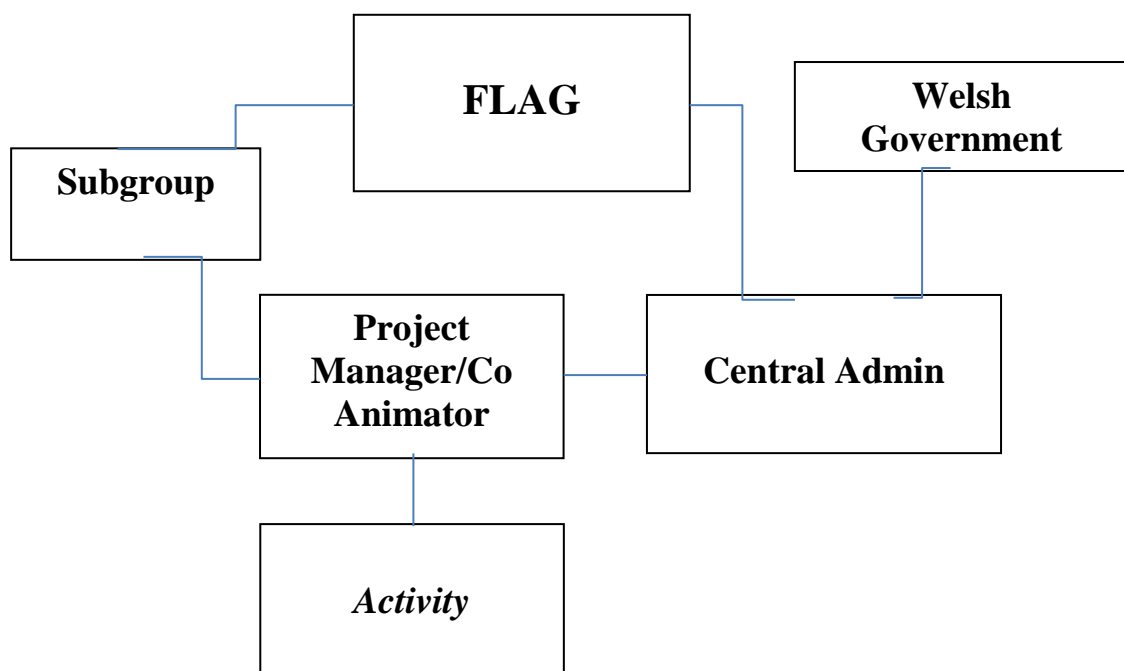
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- Menter Môn has delivered LEADER on Anglesey since 1995 and is well versed in the programme and the methodology.
- Menter Môn was the Lead Body for the joint Anglesey and Gwynedd FLAG Project (Fisheries Local Action Group)
- Menter Môn coordinated the Glastir Commons Project in Gwynedd, Anglesey, Conwy and Ceredigion.
- Menter Môn has delivered a range of EU funded projects in partnership with Anglesey, Gwynedd, Conwy and Denbigh local authorities. These include Cyfenter and Shaping the Future (both ERDF funded).
- Menter Môn through its commercial arm Annog Cyf has delivered several large RDP projects (Axis 3 and 4) in Gwynedd and Conwy over the last 6 years.
- Menter Môn has developed an experienced team of officers based in their Anglesey and Porthmadog office.
- Menter Môn has developed a productive relationship with both Anglesey, Conwy and Gwynedd Local Authorities founded on their ability to deliver.

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

The no of staff required to run and animate the FLDS is proportionate to the scale and complexity of the area and strategy. This will include a central Project Manager/Core Animator with financial and procedural administration being supported through the Administrative Body's central administration.

Proposed FLAG and Administrative Body Staffing



Administrative and Financial Management: working and decision making procedures and compliance with the Commission's regulations and guidance

All operations undertaken by the FLAG will adhere to the EMFF Development Programme Wales 2014-2020 FLAGS Guidance Notes 1 issue one).

Annex 1 of the FLAG 2014-2020 Local Development Strategy Guidance specified the FLAG's main functions (which will be fully adopted) are as follows:

- Build the capacity of local people to develop and implement activities -
- Draw up a non-discriminatory and transparent selection procedure and objective criteria for the selection of operations, which avoid conflicts of interest,
- ensure that at least 51% of the votes in selection decisions are cast by partners which are not public authorities, and allow selection by written procedure,
- Ensures coherence with the FLDS when selecting operations, by prioritising those operations according to their contribution to meeting the FLDS's objectives and strategies,
- Prepare and publish calls for proposals or an ongoing project submission procedure, including defining selection criteria,
- Receive and assess applications for support,
- Select operations and fixing the amount of support and presenting the proposals to the Welsh government (through the administrative body) for final technical verification of eligibility and approval.

FLAG Membership Recruitment

The recruitment for members of the new FLAG started with the LDS consultation exercise. Everybody involved in that process received background information about the programme and were invited to register an interest in becoming FLAG members. The process of creating the new FLAG will start in earnest in August 2016 with a view to conducting the first meeting in December 2016. The process will involve the following steps:

- Publish draft constitution and terms of reference
- Create application form and "job description" to become FLAG member
- Create selection criteria which will be used to select members (details included in the terms of reference)
- Run recruitment campaign using existing networks, social media and media in general
- Menter Môn to facilitate selection process with representation from WFA, NWFA, LLPFA, LFA and the IFG.
- Inform applicants of decision
- Arrange introductory meeting which will introduce CLLD, outline role of the FLAG and appoint Chairman and Vice Chairman (December 2016)
- Arrange first operational meeting of the FLAG (December 2016)

Please note that 10 individuals expressed 'YES' in our online consultation questionnaire when asked whether they would like to be involved in developing or implementing the North Wales FLDS, and these individuals will be contacted when the FLAG membership invitation is distributed.

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

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

Cooperative roles and responsibilities.

The roles and responsibilities of the North Wales FLAG group and the Administrative body, Menter Môn, need to be clearly defined as each organisation has a distinct function and level of accountability. These are outlined below:

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

Administrative Body: Menter Môn will provide a service which will enable all aspects of the FLDS to be delivered within the coastal region. This will include finance and administration, animation and project delivery. It will assume overall budgetary control for the activities and will therefore need to act prudently and with clear lines of responsibility.

Administrative and Financial Management: Details of compliance procedures and processes demonstrating segregation of duties, reporting systems and capacity to maintain full audit trails for expenditure and indicators.

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

FLAG - Role and responsibility

- Prepare the Fisheries Local Development Strategy with support of the existing FLAG Team & Fishing Sector
- Prepare the EMFF LEADER application (this document) with the support of the existing FLAG Team
- Appoint Chairperson and Vice Chairperson
- Consider and approve / reject requests for LEADER activity presented by Menter Môn on behalf of coastal communities
- Monitor the delivery of the activities against agreed outputs and spend profile with the support of the project Officer.
- Provide overall strategic direction
- Provide regional and sectoral context and ensure strategic fit to LEADER activity.

Administrative Body (Menter Môn) – Role and responsibility

- Facilitate the work of the FLAG e.g. organise meetings, prepare reports, provide guidance and identify training requirements.
- Support the procurement and / or delivery of the LEADER activity.
- Provide the Compliance Officer with all relevant financial information e.g. spending profile, information for PAF
- Prepare Quarterly Report to be agreed by the FLAG and presented to WG.
- Establish and administer financial systems and procedures in line with WG and EU requirements
- Establish and administer a standard output collection system
- Contribute all relevant information required for the LDS and applications e.g. policies, template application forms.
- Receive letters confirming project match funding
- Prepare and issue contracts with 3rd party delivery partners with full agreement of the FLAG.
- Present quarterly claims to WG
- Prepare and present PAFs to WG
- Respond to all enquiries from WG with input from the FLAG
- Prepare and present financial updates at each FLAG meeting
- Arrange monthly meetings with Compliance Officer to discuss progress and identify areas for improvement.
- Provide cash flow support to facilitate the delivery of the FLDS
- Appoint qualified and experienced staff to be located in both Counties (Porthmadog and Llangefni)
- Identify and pursue opportunities for cooperation on activities relevant to the region with other FLAG throughout the UK.

Administrative and Financial Management: Details of processes for assessing and making recommendations on projects submitted to the FLAG

Project Selection Process

The Fisheries Local Development Strategy will provide guidance on the type of activity that will be supported by the North Wales FLAG and what outcomes are expected. However, it is important to emphasise that the FLDS does not seek to dictate how those outcomes are achieved. This is where the FLAG will seek innovative solutions from the Coastal communities.

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

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

Animation and Project Generation Activity

Several methods will be used to generate projects with an emphasis on proactivity throughout. It is important to emphasise that these will be used in varying degrees according to the level of success. The animation activity is further detailed within section 3 of the FLDS under delivery.

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

- Level of risk – The projects delivered should range in their risk profile.
- Delivery approach – There should be a range of delivery entities including geographical communities, communities of interest, sector groups etc.
- Size of projects – It is possible that some project will develop over time and it is important that Fisheries LEADER allows for, and capitalises on, serendipity i.e. lucky accidents. LEADER should seek small quick wins as well some larger flagship activities within its portfolio.
- Delivery partners – Efforts will be made to engage with a range of audiences, some of which do not traditionally get involved with delivering projects. Animation will naturally gravitate towards traditional groups, however the Leader approach (with no direct grant support) reduces the requirements on groups to formalise structures, open bank accounts etc. This should enable the process to involve a more diverse audience.

Initial Project Proposal

Projects are presented to the Lead Body staff who will provide an informed opinion on whether a project is a Fisheries LEADER activity or has the potential to be developed into a Fisheries LEADER activity. Menter Môn are presented with many project ideas and staff are expected to filter suitable projects that fit with the Fisheries LEADER criteria and the Fisheries Local Development Strategy. If the activity is deemed unsuitable the Lead Body staff will attempt to identify alternative sources of funding or support. There are three possible outcomes at this stage:

- Reject on grounds of eligibility, fit with FLDS, state aids etc. Where possible direct to alternative sources of support.
- Advise how project can be strengthened and encourage group / individual to undertake further work to develop project idea e.g. develop community of interest,
- Work with group to develop project idea for presentation to the relevant Sub Group. This will be presented on the enquiry form along with relevant documents if necessary.

Projects outlines are presented to the relevant Sub Group for scrutiny. This allows projects to be discussed in detail by a smaller group prior to being presented to the full FLAG (if they are presented). The Sub Group can either recommend that the project is not progressed (with rationale) or can be progressed with recommendations and amendments. The Sub Group will provide a recommendation against the following set of key criteria:

- Fit with FLDS
- Is it LEADER?
- Value for Money
- Community of Interest

- State Aids (if a FLAG project)
- Procurement (if a FLAG project)
- Eligibility

Projects that receive Sub Group support are developed into full Fisheries LEADER project proposals.

Full Project Proposal

Once the Initial Proposal has received the support of the relevant Sub Group a **full project proposal** will be submitted to the North Wales FLAG. Again, it is important to emphasise that projects should be a joint endeavour and will require the input of the FLAG and the sponsoring group to ensure success.

The full proposal will be completed in partnership between the project officer and the sponsoring group. While it is important that the group have ownership, they should not feel overburdened by the process. Alternatively, the FLAG may also progress its own projects which will develop the community of interest post approval. Due to the innovative nature of projects groups will be encouraged **to adopt a phased approach with key milestones** which will act as opportunities to monitor success prior to progressing. The FLAG will reserve the right to approve each individual stage and allow the group to amend the project proposal based on the success or otherwise.

The full application will include the following information:

- **What type of project is this** e.g. Pilot, Pump priming;
- **What is the project trying to demonstrate;**
- **How does the project fit with FLDS;**
- **Evidence of previous work;**
- **Overview of the project;**
- **Project partners;**
- **Evidence of broader engagement with relevant parties;**
- **Declaration of Interest;**
- **Project Delivery** e.g. fit with the Leader Methodology;
- **Is the project relevant to North Wales and if so, can it replicated / developed;**
- **How does the project contribute to:**
 - a. Cross cutting themes
 - b. Local Development Strategy
 - c. National and regional strategies
- **If successful how will the project be mainstreamed?**
- **How will the lessons learnt be distributed?**
- **Project timetable** including milestones and achievements;
- **Outputs;**
- **Costs**
- **State Aids Consideration**
- **Sub group comments**

The **full proposal will be presented to the full FLAG**, together with the Sub Group's recommendation. Where possible this will be done by the Project Officer /Sub group member.

On receiving all the information, the FLAG will make decisions on whether to ratify the scoring assessment and recommendation of the subgroup. If full approval is received, the applicant will be asked to submit the application form to Welsh Government for technical assessment and final approval. The Project Officer will inform the Welsh Government of the FLAG's approval. If the project is not approved the project officer will inform the applicant of the decision, further develop the project or signpost the applicant to alternative assistance if applicable. The criteria proposed will develop to reflect how effective it is in evaluating projects.

A straight scoring process whereby projects need to achieve a predetermined score is a blunt and often ineffective instrument. An example would be a project that scores well against the criteria apart from innovation – a key element of Leader. It is therefore proposed that a minimum score of 5 (out of 10) must be achieved against each of the criteria and an overall score of 70 (out of 110) must be achieved. However, the FLAG will retain the right to request further work on proposals even if they do achieve a score of 70 or more. It is obviously in the interest of the FLAG to ensure projects achieve their potential and there may be opportunities to strengthen them.

In certain circumstances the FLAG may decide to approve a project that does not achieve an overall score of 70. Rather than introduce a weighting system (which can be contrived) it is proposed that the FLAG provide a justification for the approval and it is recorded in the minutes. Examples would include the following:

- A small “quick win” project that seeks to prompt further activity.
- Projects that will serve to provide infrastructure for other activities

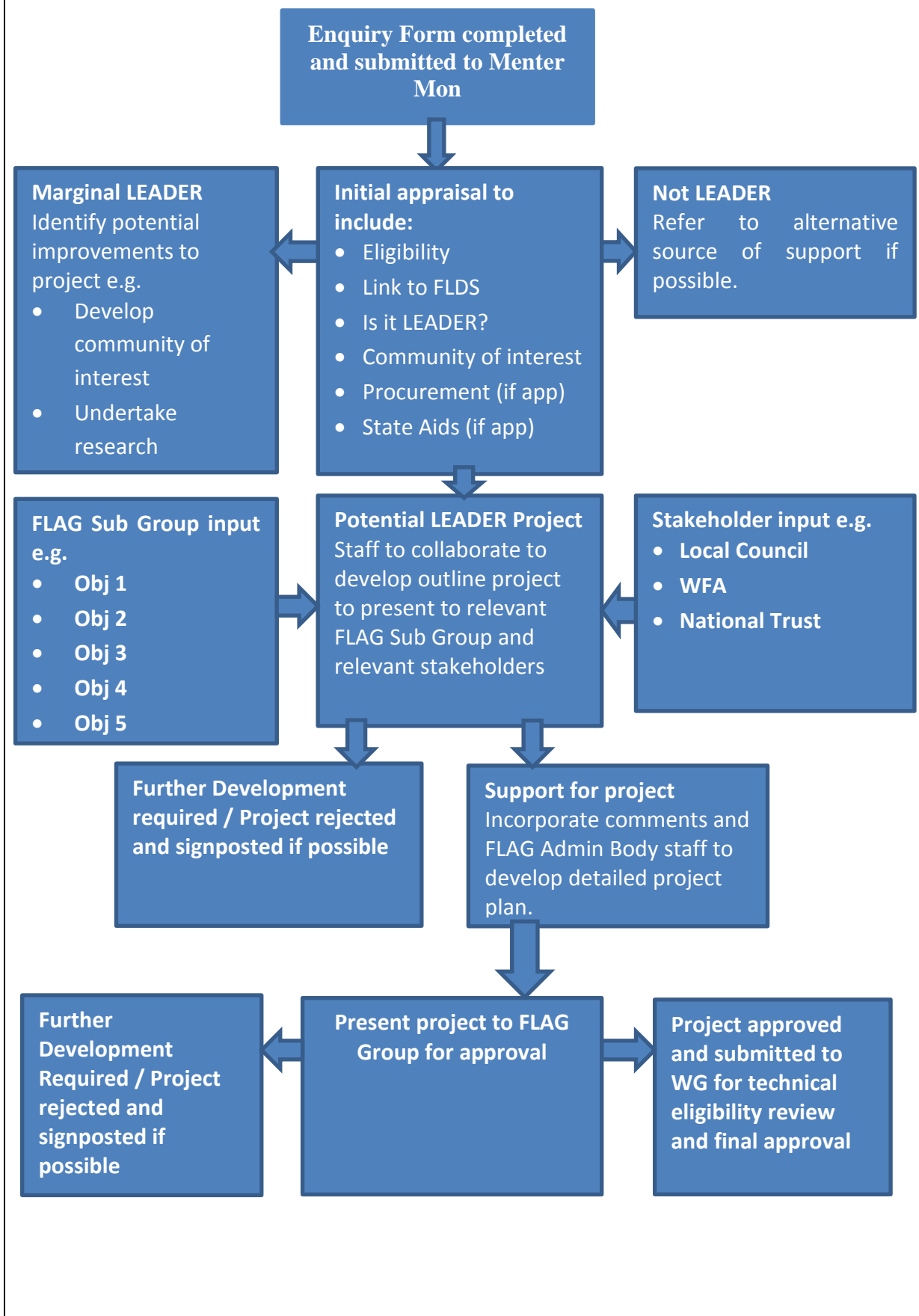
The FLAG will also be able to approve projects in stages with key milestones, thereby reducing exposure to risk. Only when a stage has been delivered to the satisfaction of the FLAG would they approve the second stage.

Based on the above the FLAG will decide on four potential outcomes. These are:

1. Approval and project progresses
2. Phased approval linked to achieving key milestones
3. Recommendations for further development and group invited to submit amended application at later date.
4. Rejection / referral to other sources of support

Again, it is hoped that no application will be refused support at this stage as it is a partnership approach throughout. An overview of the project approval process and delivery chart is provided below.

NORTH WALES FLAG PROJECT FLOW CHART



FLAG Project Selection Criteria										
10	9	8	7	6	5	4	3	2	1	
High Score				Criteria			Low Score			
The activity complements the aims and objectives of the FLDS and fits within one or more of the themes				Relevance to the FLDS and link with themes			The activity does not complement the aims and objectives of the FLDS and does not fit within the five themes.			
The activity complements relevant strategies and initiatives				Broader strategic fit			The activity does not complement strategies and initiatives			
There is demonstrable and evidenced need for the activity and for Leader intervention (as opposed to alternative support mechanism)				Evidence of need			There is no obvious evidenced need for the activity and / or alternative support mechanisms could be accessed.			
There are no similar activities currently in operation in the county or the neighbouring Regions...				Innovation (see 3.3 for detailed description of innovation)			Similar activities are already operating in the Region, or have operated under similar conditions in the recent past (10 years)			
The activities detailed in the project proposals are SMART				SMART (linked with milestones, targets and PIs)			The activities detailed in the project proposal are not SMART			
It is a highly appropriate activity, and there are opportunities to replicate it within the Region if the pilot is successful.				Local relevance, appropriateness and repeatability			It is not appropriate, and it would not be possible to replicate in the Region regardless of the success of the pilot.			
A broad community of interested parties involved in the delivery of a project which has the potential to benefit a wide audience.				Breadth and depth of community of interest			A very narrow community of interest that are interested in an activity that will benefit a limited audience			
The project can be implemented in several stages which will allow the FLAG to monitor success against key milestones. This will allow the FLAG to amend implementation and control exposure to risk.				Ability to stage delivery			The project cannot be delivered in stages and therefore the exposure to risk is increased i.e. the project must be delivered in full.			
If successful, the project will provide good value in terms of potential outcomes against the size of investment.				Value for money			Even if successful the project will provide poor value for money in terms of outcomes against the value of investment.			
The project is deemed deliverable with the resources made available.				Deliverability			Delivery of the project is deemed challenging due to the resources			

This includes Leader support, demonstrable capability of the group, clear support of external third parties etc.		available. This may include insufficient available support through Leader, lack of skills within the group and lack of support among third parties.
If successful there are identified opportunities to attract mainstream funding support to progress the activity without Leader support. Alternatively, there activity could be fully commercial.	Exit Strategy	There are no identified mainstream funding opportunities even if the activity were to be successful. The activity would also not be commercially viable without additional support.

Transparency of selection process.

To ensure adherence to the LEADER measure fiche, the following will occur:

- All potential projects will be assessed using the same selection criteria as noted above to ensure soundness and fairness of the decision in terms of consistent and relevant criteria.
- All scores will be fully documented in the minutes, and copies of each FLAG member scoring form will be filed.
- To ensure transparency of the selection process to the general public, a North Wales Fisheries LEADER website will be created where all FLAG meeting minutes will be displayed throughout the LEADER scheme.
- In addition, a specific page on the website will be dedicated to explaining the selection process and include the eligibility criteria and selection criteria.

Details of and management of conflict of Interest.

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

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

Conflict of interest procedures

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

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

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

SECTION 3 - DELIVERY

3.1 Description of the strategy and objectives

The North Wales FLAG can become an important influencing force and provider of resource in North Wales because it provides the intelligence and capacity to:

a. Assess and address coastal socio economic needs

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

b. Pursue Coastal economic opportunities

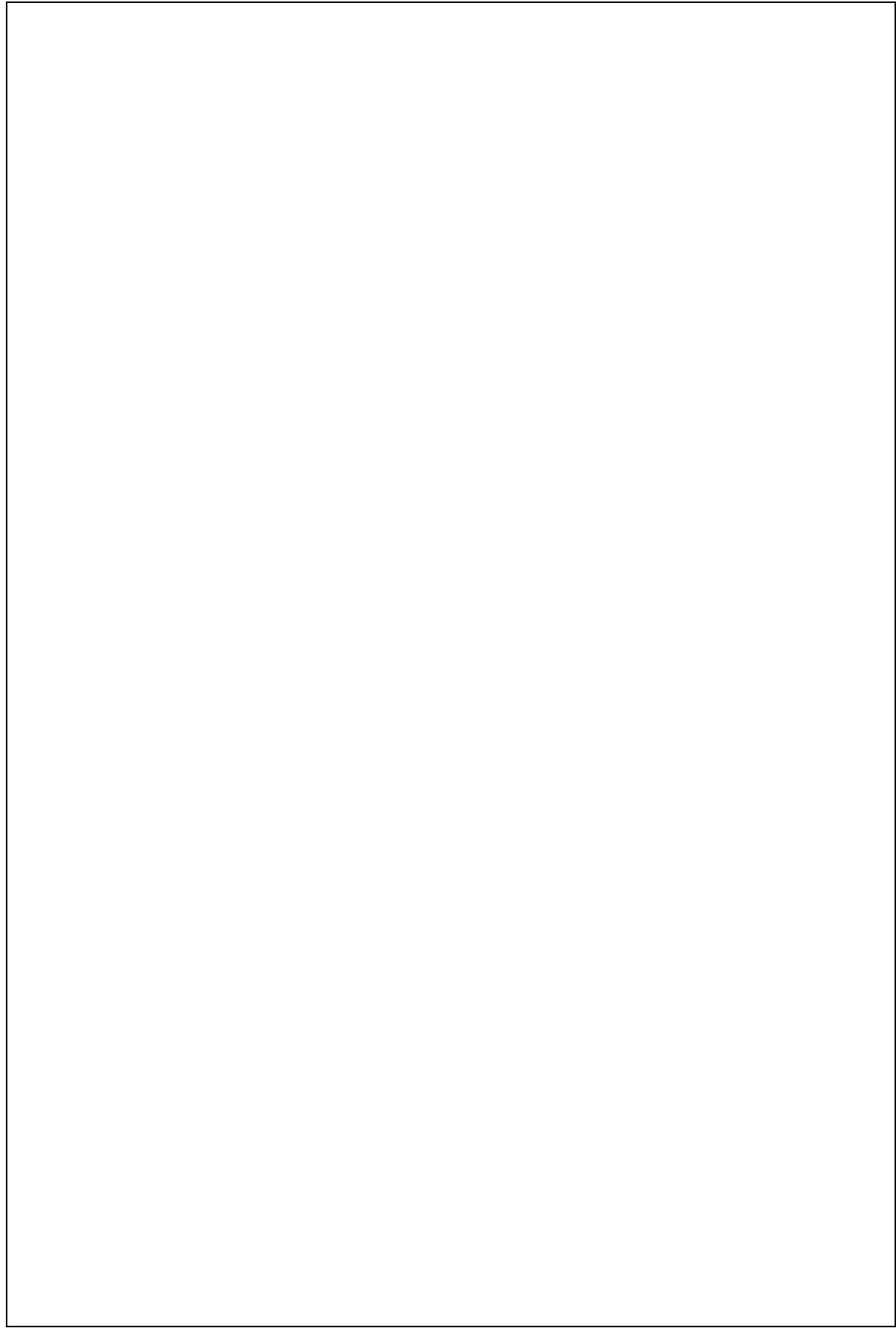
Provide the organisation, conditions and resources necessary to help realise potential in existing or emerging economic growth markets. The FLAG can harness appropriate INTELLIGENCE (information, people), PHASING (pre commercial testing, laboratorial), SUBJECT (e.g. diversification, sustainable fishing techniques and LEVERAGE (adding value). Again, this hypothesis relates to the OPPORTUNITIES identified in the left hand column of the Intervention Logic Table. These opportunities are the precursors for the STRATEGIC OBJECTIVES column. Reading across from the identified opportunities and their related strategic objective, we find indicative actions which explain what types of undertakings

we may pursue in order to attract or develop pilot projects which harness the economic opportunities and thereby inform the private sector of business start-up options. In effect the LEADER process works on the ground uncovering economic growth seeds, testing them out and then passing them onto the private sector.

- c. **Make rural socio economic development participative and contributory, shaped by actors on the ground.** This refers to the fact that innovation in responding to needs, and in harnessing opportunities will be fuelled through practitioner based stakeholders on the ground, i.e. in a bottom up manner, not in a top down manner. This is the purpose of LEADER.

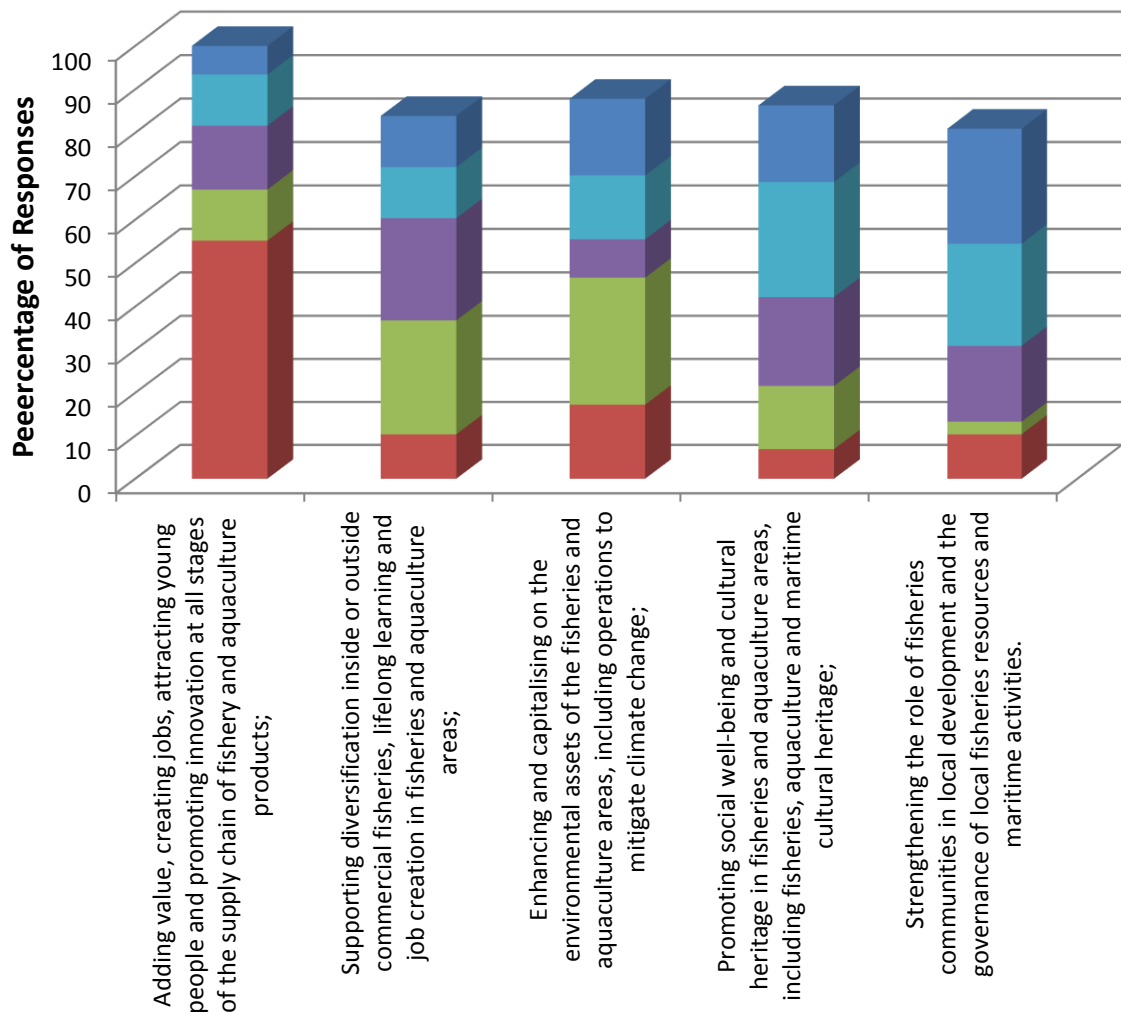
Identified hierarchy of objectives

Our consultation exercise produced an accumulative SWOT analysis. From this, weaknesses and threats were rationalised into NEEDS, whilst strengths and opportunities were combined as OPPORTUNITIES. These were then extruded into a series of Strategic Objectives.



The diagram below shows the results of the consultation with prioritisation of the five main CLLD objectives.

Consultation Response to Prioritising Objectives



Beneath these headline objectives, **Specific Objectives** were produced, relating directly to **Needs and Opportunities identified in the consultation** and the **SWOT exercise**. The conversion of the following objectives to actions is detailed in the intervention logic table, which also includes information on delivery timescale, personnel and stakeholder participants. The table below summaries this conversion.

EMFF Objective	NWFLAG Specific Objective	Need/Opportunity	Specific
Adding value, creating jobs, attracting young people and promoting innovation at all stages of the supply chains of fishery and aquaculture products	SO1	NEED Lack of supply chain processing capacity in Seafood	Increase the opportunities for start-up entrepreneurship and added value to local supply and processing dynamics in the food sector
	SO2	OPPORTUNITY Food identity and Seafood as an elevator of economic development retains a strong opportunity set in North Wales. Converting a green clean coast into speciality and high value food products with a widely known environmental USP	Drive up the Seafood and Shellfish agenda in North Wales, linking particularly to adding value to primary produce and speciality Seafood's
	SO3	To provide young people from the Coastal Communities of North Wales with opportunities for career development in the coastal economy.	Provide employment opportunities for young people in their home county and retention of our young people to the area
	SO4	NEED Raise the aspirations of disaffected young people from coastal communities helping them into worthwhile activity within the fisheries and Aquiculture sectors	Provide an opportunity for young people to have access to facilitates and training for their chosen sector within fisheries, processing, retail, hospitality or fisheries related services
	SO5	NEED To expand and extend the narrow market reach of local businesses, and their capacity to compete at higher value levels and markets.	Co-ordinate local Seafood businesses consortiums to access assistance and engage more successfully with formal procurement procedures
	SO6	NEED To achieve a sustainable and consistent local supply within environmental sensitivity	Facilitating research and innovation to support identified sectors of the supply chain with a view to improved sustainability and consistency
Supporting diversification inside or outside commercial fisheries, lifelong learning and job creation in fisheries and	SO7	NEED To support diversification within the fisheries sector in order to achieve a more sustainable coastal community	Increase the opportunities for start-up entrepreneurship including added value to local supply and processing dynamics in the food sector.
	SO8	OPPORTUNITY To encourage blue growth in North Wales through improved links to offshore/inshore developments	Develop more employment and business opportunities for local people through the renewable energy
Enhancing and capitalising on the environmental assets of the fisheries and aquaculture areas, including operations to mitigate climate change	SO9	OPPORTUNITY To input into the understanding of our region fish stock in order to achieve a sustainable and consistent local supply within environmental sensitivity	Facilitating research and innovation to support identified sectors of the supply chain with a view to improved sustainability and consistency
	SO10	NEED To capitalise, further develop and promote the strong Green coastal environment of North Wales	To identify opportunities to promote the clean green coast of North Wales through facilitation of sustainable environmental practices
Promoting social well-being and cultural heritage in fisheries and aquaculture areas, including fisheries and maritime cultural heritage	SO11	NEED Addition of economic value to the North Wales Coastal Path and similar national iconic heritage sites and its connected coastal settlements. The need to extend the value and economic benefit of the North Wales coast	Secure further local economic value for local operators from the North Wales Coastal Path and National Iconic sites
	SO12	OPPORTUNITY To continue the promotion of the maritime culture and cultural Heritage of North Wales to future generations	To secure the continued coastal community support and connection to the fisheries sector
	SO13	To ensure maritime and the coastal cultural heritage is preserved or developed for future generations along the North Wales Coast	To ensure the preservation of the culturally significant small ports and its economic value to the coastal community
Strengthening the role of fisheries communities in local development and the governance of local fisheries resources and maritime activities	SO14	To enable the fishing and Aquaculture sector to play a stronger role in local resource management and maritime activities	To provide advice, support and facilities to Local communities
	SO15	NEED To strengthen the role and integration of the coastal community in their area	To provide support and facilitate 'local' awareness projects within coastal communities

How earlier activity has influenced the strategy

The previous activity of the Gwynedd and Anglesey Fisheries Local Action Group and its independent evaluation has influenced the North Wales LDS as it identified areas that provide further opportunities and created a 'base-line' as to what could be achieved in a short period of time.

Assets such as area studies will be used to identify further communities of interest and potential project ideas. For example, desk research into possible small scale aquaculture models could be further enhanced with testing over a sufficient period. In addition, the Blue Growth – Offshore Renewables Study highlighted further work that could be undertaken, within diversification, within the fishing sector.

The evaluation also noted that the strategy needed to be a more living document with longer periods to develop the translation of strategy into desired projects. Technical groups were suggested for greater involvement/communication throughout the project selection and development stage.

How experience of previously implemented CLLD has influenced the approach

The CLLD or LEADER process requires continuous hard work to build upon the connectivity of its local community. This connectivity was started with the Gwynedd and Anglesey FLAG and will be further built over the next programme.

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

The previous FLAG programme clearly indicated the need to continue to foster the benefits of cooperation and will increase its emphasis on knowledge sharing by having a clear communication plan (Internal and External).

From previous experience of CLLD within the RDP LEADER programme and the EFF Axis 4 Programme, it is vital that this new FLAG, covering a wider area, initially focuses on baseline data collection and animation within the newer areas. It will also use an initial period to incorporate its new members, their local/sector knowledge and development of the animation programme.

Communication and publicity initiatives

(See 3.5)

3.2 Networking

Networking with Stakeholders and Interested Parties

Networking will form an important element of the North Wales FLAG and there will be a proactive approach to identifying opportunities to learn, share experience and cooperate. It is widely recognised that networking is a key ingredient of innovation and wherever possible the FLAG will bring people together and encourage interaction. In particular, the new area that the FLAG will now operate in will require a more focused effort in the initial period. Networking within the new area has already commenced i.e. Conwy, Denbighshire and Flintshire with the LAGS, Fishing Associations and County Councils. Work will be specifically focused on contacting the CIC's in the area and establishing a communication link to the local economic actors.

The table below outlines the intended approach to networking. The timetable for these activities will be determined with the FLAG members but will be concentrated more so in the initial 6 months on the new areas.

Type of Action	Partners	Activity
Exchange of experience, transfer of practice, common action	Local and Regional Fisheries Organisations/Coastal CiC's	The North Wales FLAG will actively network with established Fisheries Organisations and Groups across the coast including private associations such as North Wales Fishermen Cooperative Ltd, Llyn Fishermen's Association, Tidal Dee Catchment Partnership, Conwy Estuary Users Group, Pen Llyn a'r Surnau RAG and Menai Straight and Conwy Bay RAG. In addition, local communities of interest will be sourced and kept in regular communication as well as assisted with development of project ideas.
Exchange of experience, transfer of practice, common action	Conwy, Denbigh, Flintshire, Gwynedd, Anglesey LAGs	It is our intention to network with the established RDP LEADER LAGS's in order to provide more extensive animation. This could be in the form of attendance at LAG meetings, not only during the initial animation period but continuously. Menter Mon currently networks regularly with the LEAD Bodies of each of the LAG areas the FLAG will operate and will additionally

		network the FLDS and developing/approved projects to the LAGS.
Exchange of experience, transfer of practice	Welsh FLAGS National Organisations such as WFA UK and EU FLAGS	The exchange of experience and transfer of practice should be encouraged and facilitated by the four Welsh FLAGS. In the past this has involved conferences / events in FLAG areas which seek to promote good practice. This will also be the case with National organisations such as the WFA and Seafish where common actions could also be possible.

Animation

The FLDS defines the areas / communities in which the FLAG will seek to animate with the aim of addressing a specific challenge or opportunity. The role of the Project officer will be to engage with individuals and groups in order to develop ideas. This will be vitally important within the initial period and to specifically animate within the new area that the FLAG encompasses.

This will be a process rather than a single meeting and will require the project officer to engage widely. Where the animation process leads to the project ideas the officer will work with the community (geographical or interest) to develop it further.

Several methods will be used to animate and generate projects with an emphasis on proactivity throughout. It is important to emphasise that these will be used in varying degrees according to the level of success.

Project Generation Activity

1. **Targeting sectors.** Many individuals and groups will have pre-determined ideas regarding support available and will have project ideas. Our priority will be to educate them regarding the Leader methodology and provide an overview of the FLDS. The main aim of the initial engagement process will be to raise awareness and initiate dialogue, which in turn will lead to project ideas.
2. **Targeting and establishing communities of interest:** Challenges or opportunities as identified in the FLDS may require a response from a “coastal community of interest” that do not currently exist as a group. For example, tackling new entrants to the fishing industry. The role of the FLAG will be to identify the community of interest and seek to bring them together in order to identify new solutions
3. **Open Call / Community Challenge:** The open call approach will be very precise. However, the solutions may not be forthcoming through the approaches previously detailed. It is therefore proposed that the FLAG poses a series “community challenges” which is widely distributed through various channels (including social media, YouTube, the press).
4. **Open Door:** There must always be an opportunity for groups and individuals to engage in the process and offer ideas. However we will endeavour to ensure that they have access to as

much information in a range of formats e.g. short videos, infographics, social media presence and printed material.

5. **General networking and referrals:** Menter Môn is in a position of strength as it is delivering several other projects and contracts in North Wales. This provides opportunity to refer ideas / proposals into the Fisheries Leader programme.
6. **FLAG Project:** The FLAG may elect to develop and submit its own projects for delivery. This would be required to undergo the same scrutiny as all other applications and would still require the involvement of a community of interest, albeit the FLAG would be the lead delivery body.

There are 3 circumstances whereby this may happen:

- a. The FLAG decides to support small scale “pump priming” activity which would serve to generate interest and encourage engagement within an identified sector for example a coastal careers day in a number of secondary schools to gain insight into relevant training demands.
- b. The FLAG identifies that several projects may require a common infrastructure to enable them to progress. An example could be a research network that identifies opportunities for the fishing sector to focus skills and resources on diversification into coastal and inshore research. The FLAG, therefore, may deliver the common element to enable the groups to progress their own activities.
- c. The FLAG identifies that a lack of project ideas is forthcoming against FLDS priorities and therefore progresses its own project proposals. As previously stated, these will still be required to meet with the criteria and broad involvement beyond the FLAG will be important.

3.3 Description of Innovative Features

INNOVATION PROCESS AND PROOFING

The Gwynedd LDS acknowledges that there needs to be a shift in emphasis so that practitioner communities in Gwynedd have a genuine opportunity to steer innovation in their respective sectors. The North Wales FLDS will secure innovation by the following means:

- **The CLLD/LEADER PROCESS is fully and meaningfully implemented to a high standard of quality** – assured by the consistent application of LEADER methodology by experienced staff setting challenges, guiding trajectories and securing deliverable targets
- **The FLAG are knowledgeable and actively engaged representatives of socio economic and coastal community based interest** in the region. It is essential that FLAG members are

intelligent, empathetic, nonpartisan and with a capable perspective on the purpose and Specific Objectives of the FLDS

- **Actions are devised to respond to the Specific Objectives within each of the five EMFF CLLD objectives.** Actions are NEW methods and / or NEW undertakings tackling difficult socio economic challenges or forging paths to harnessing agreed socio economic opportunities. Actions are deliverable within the FLDS timescale in order to proof their innovative quality, are managed effectively so that they produce outputs and an informed judgement on sustainability and viability, have progression routes to roll out and are disseminated appropriately
- **Actions are devised to respond to the Specific Objectives.** Actions are NEW methods and / or NEW undertakings tackling difficult socio economic challenges or forging paths to harnessing agreed socio economic opportunities. Actions are deliverable within the FLDS timescale in order to proof their innovative quality, are managed effectively so that they produce outputs and an informed judgement on sustainability and viability, have progression routes to roll out and are disseminated appropriately

INNOVATION CONTENT

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

Adding value, creating jobs, attracting young people and promoting innovation at all stages of the supply chain of fishery and aquaculture products.

- There will be a determined effort to seek the means by which greater added value processing of Seafood and Shellfish (most voluminous but underexploited locally) can be achieved and will include **pilot projects** to prove viability **and** demand.
- Its **utilisation of the existing resources** such as the Local Food Groups (practitioners) to drive the sector forward and commission new products from new enterprises, sustainably with the input of the fishing sector.
- Challenging business advocates to create **new products or services** which represent and sell the regions coastal towns and villages, as marketable elevators
- Bringing **different actors and sectors together** such as able young people and employers throughout the fisheries and Aquaculture sector together through internships to stem the flow of high achievers out of the coastal area.
- Reconnecting disaffected young people to the fisheries and related sectors with hands on experience and support.
- Bringing together self-employed groups to work together for tendering opportunities, helping them scale up to compete and **fuelling collaboration**.
- Assembling intra sector practitioners to become engines for added value innovation
- Taking **research products from a variety of organisations** such as Universities, Food Tech Centres, Sector Support organisations etc, and piloting their potential in the market place

Supporting diversification inside or outside commercial fisheries, lifelong learning and job creation in fisheries and aquaculture areas.

- Seeking new directions for land based diversification, especially linked to Greener fisheries and blue growth activity

- Reconnecting disaffected young people to the fisheries and related sectors with hands on experience and support.
- Through practitioner and specialist research, creating employment through development of local sustainable Aquaculture and fisheries
- enhancing and capitalising on the environmental assets of the fisheries and aquaculture areas, including operations to mitigate climate change;
- promoting social well-being and cultural heritage in fisheries and aquaculture areas, including fisheries, aquaculture and maritime cultural heritage;
- Strengthening the role of fisheries communities in local development and the governance of local fisheries resources and maritime activities.

3.4 Action Plan showing how the objectives will be achieved

ACTION PLANNING PROCESS

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

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

TYPES OF ACTIONS

Animation, Engagement, innovation Groups

For all themes animation of the actors within relevant sectors will be an important priority. This work will be undertaken by the project manager and Project Officer.

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

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

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

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

SO1 Fisheries and Aquaculture Processing Group

SO2 New Seafood and Shellfish product Group

SO3/4 Training and Reskilling Group

SO5 Seafood and Shellfish wholesale Group

SO6 Fisheries and Aquaculture Research Group

Similar arrangement will occur to the other special objectives. The stakeholder communities from which the Innovation Groups will be drawn are listed in the Intervention Logic Table for each theme, but these are not exhaustive. Innovation groups will welcome hitherto unknown but positive contributors.

The following table sets out the Specific Objectives and their corresponding innovation potential.

EMFF Objective	NWFLAG Specific Objective	Specific Objective	Innovation Potential
Adding value, creating jobs, attracting young people and promoting innovation at all stages of the supply chains of fishery and aquaculture products	SO1	Increase the opportunities for start-up entrepreneurship and added value to local supply and processing dynamics in the food sector	Innovations within the mechanical process, working arrangements and logistics - new process and ways of things
	SO2	Drive up the Seafood and Shellfish agenda in North Wales, linking particularly to adding value to primary produce and speciality Seafood's	Innovations in new product design, collaborations and sustainability of supply - mobilises the existing community to look for new products, building collaboration between actors
	SO3	Provide employment opportunities for young people in their home county and retention of our young people to the area	Innovations in the scheme design to capture the aspirations of young people and their input into the fisheries and aquaculture sector
	SO4	Provide an opportunity for young people to have access to facilitates and training for their chosen sector within fisheries, processing, retail, hospitality or fisheries related services	Innovations in a delivery model that inspires disaffected young people to enter the supply chain at any level potentially a platform for social intervention ie experiential days as part of Careers advice
	SO5	Co-ordinate local Seafood businesses consortiums to access assistance and engage more successfully with formal procurement procedures	Innovations in a delivery model and cooperating sectors to deliver an effective, reliable supply of local Seafood and Shellfish - social enterprise model maybe advocated but minimum to promote the need
	SO6	Facilitating research and innovation to support identified sectors of the supply chain with a view to improved sustainability and consistency	Innovation in piloting projects based on suggestions from research group that specifically have an innovative research Innovative and novel ways to assess the status of commercial fish and shellfish stocks and determination of their level of exploitation
Supporting diversification inside or outside commercial fisheries, lifelong learning and job creation in fisheries and Aquaculture areas	SO7	Increase the opportunities for start-up entrepreneurship including added value to local supply and processing dynamics in the food sector.	Innovative diversification activities will be sourced from study to identify diversification opportunities that are economic and environmental sustainable
	SO8	Develop more employment and business opportunities for local people through the renewable energy	Innovative diversification into the Blue Growth economy especially advocacy of a central resource control model may become a larger scale flagship
Enhancing and capitalising on the environmental assets of the fisheries and aquaculture areas, including operations to mitigate climate change	SO9	Facilitating research and innovation to support identified sectors of the supply chain with a view to improved sustainability and consistency	Innovative and novel ways to assess the status of commercial fish and shellfish stocks and determination of their level of exploitation - development of new products/processes
	SO10	To identify opportunities to promote the clean green coast of North Wales through facilitation of sustainable environmental practices	Innovative promotion campaigns to highlight the low carbon footprint of local Seafood - highlighting new ways to emphasise the buy local/support locals campaign in provenance
Promoting social well-being and cultural heritage in fisheries and aquaculture areas, including fisheries and maritime cultural heritage	SO11	Secure further local economic value for local operators from the North Wales Coastal Path and National Iconic sites	Innovative events diarised for walkers to experience fishermen at work (on shore activities) - bringing different sectors and actors together to look at opportunities differently
	SO12	To secure the continued coastal community support and connection to the fisheries sector	Innovative engagement through workshops and experiential primary schools - delivering an engaging innovative educational project that may become a larger flagship sponsored by the private sector
	SO13	To ensure the preservation of the culturally significant small ports and its economic value to the coastal community	Innovative promotion and funding ideas to assist the community with their infrastructure/development for small cultural ports
Strengthening the role of fisheries communities in local development and the governance of local fisheries resources and maritime services	SO14	To provide advice, support and facilities to Local communities	Innovative local management measure and innovative ways to incentivise voluntary codes of practice - focusing on different ways to promote campaigns
	SO15	To provide support and facilitate 'local' awareness projects within coastal communities	Innovative ways to engage Locals to Local - multiplier effect expected from initial actions

Interventions and responsibilities

A range of indicative interventions are described in the Intervention Logic Table. Day to day delivery of this work will be the responsibility of the project officer under the guidance of the Project Manager/FLSG subgroups. They will work closely with the Innovation Groups to drive forward the innovations to completion and beyond to further progression where applicable and appropriate. The types of undertaking which will circumscribe the actions included in The Intervention Logic Table can be summarised under the following headings.

Research and Justification for a Course of Action

Community and Desk research, production of feasibility studies, production of business models to support decision making on implementations. Wherever possible, Menter Mon staff will undertake this work themselves in cooperation with members of the relevant innovation group. There may be occasions eg in Objective 1 where research is being undertaken into the processing sector, where local fisheries intelligence can be used to focus how to collect the data and when. Where the work area is much specialised, or where additional assistance is needed, work will be procured through open tender according to the regulations.

Implementation of Undertakings

When a course of action on an intervention has been agreed, the Project officer will be responsible for overseeing the work, again with appropriate assistance from innovation group stakeholders.

Who will do it and How will it be done?

Implementations which do not require specialist vehicles will be carried out by Menter Mon staff on behalf of the FLAG and Innovation Group e.g. establishing an Entrepreneurship Club for young people within SO3/4.

Where undertakings require a specific vehicle to carry them out, a commissioning / procurement process will be followed e.g. in EMFF Objective 1 SO6 where research has produced a definitive model and requires a prototype costing in excess of £5,000, a commissioning brief will be produced (similar to a procurement tender brief) which existing business in the region with appropriate skills can compete for.

Commissioning therefore has the same meaning as procuring except that it applies to the realisation of a new product or process, such as building an app.

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

Epilogue

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

3.5 Communication and publicity initiatives

Communication Plan

LEADER should provide a laboratory to pilot new approaches and it is therefore essential share results on a local, regional and European level. It therefore important to integrate an effective communication plan into each element of the project; from the initial consultation phase through to completion in 2021.

The three phases to the communication plan are as follows:

Phase
Awareness raising
Ongoing engagement
Evaluation and feedback

For the benefit of the communication plan we have also identified two types of audiences which are:

Audience Type
General
Interested parties

The following table outlines how we intend to communicate with the different type of audiences during each programme delivery phase.

Phase	General Audience	Interested Parties
Awareness Raising	<p>To inform as many individuals and groups of LEADER and its principles. The message to be simple, ensuring that potential beneficiaries consider it relevant. Examples of good practice are used to support key messages. Methods as follows:</p> <ul style="list-style-type: none"> • LDS consultation is an important first step in engaging with groups and individuals. Meetings and group workshops provide an opportunity to promote LEADER and recruit participants for innovation communities. • North Wales FLAG Roadshow (towns and villages) for early in 2017 to be proactive. The approved FLDS provides better informed discussion. The process requires 2/3 months of intense community engagement. 	<p>Certain individuals, groups and organisations have an interest in specific objectives. There is an opportunity to tailor the initial approach to ensure that information is relevant. The methods used include the following:</p> <ul style="list-style-type: none"> • The LDS consultation exercise to serve as an opportunity to discuss the programme in general, but also as an opportunity to interrogate certain aims where relevant for further development once the FLDS has been approved • North Wales FLAG Roadshow (Communities of interest / innovation Groups) run in parallel with

	<ul style="list-style-type: none"> • Media and social media to communicate key messages regarding LEADER, strengthened once there is tangible project activity. Experience informs that referring to activity and people involved provides greater PR traction. • General information (e.g. flyers) via established networks and support services e.g. Business Wales and other business advice provisions. 	<p>the towns and villages Roadshow. Here messages are tailored to focus on themes which are relevant to a community of interest.</p>
<p>Ongoing Engagement</p>	<p>On gaining momentum it is important that general LEADER progress in North Wales is circulated. Methods used include: -</p> <ul style="list-style-type: none"> • Bi-annual e letter provides overview and snapshot case studies, circulated widely through e mail and social media. A print copy may also be produced. • Social Media is playing an increasingly important role in community level engagement. We make full use of this medium to maintain the profile of LEADER activities and develop an active dialogue with projects via twitter, Facebook etc. • FLAG Website provides a hub for information which includes links the e newsletter, social media accounts, as well as any relevant case studies. • The general media continues to provide an outlet for good stories however this must be used wisely if an activity is deemed to be a good exemplar. All press releases are shared with WG communications team. • Continued general engagement either at events or at the office in Llangefni or Porthmadog the aim is to discuss the programme in general and identify new opportunities. 	<p>The most important audience with regards to LEADER are the interested parties, whether local, regional or European. They need project information, the results and the replication potential. Providing terminal information is useful, but of most value is to take them on the development journey. Methods used include:</p> <ul style="list-style-type: none"> • Project visits arranged wherever practical and useful are arranged to enable interested parties to learn about projects and progress made between stages. These are included in the project plans and arranged in liaison with the project officers. • Project update video interviews are recorded at predetermined intervals with project leaders. These are relatively short “camera phone” type videos that seek to capture project progression from beginning to end. The result is available on the FLAG YouTube channel. • Project Updates are circulated at pre-determined intervals to registered interested parties. These go beyond

		<p>the updates provided as part of the quarterly reports and offer greater technical insight.</p> <ul style="list-style-type: none"> •
Evaluation and Feedback	<p>The FLAG programme engages directly and indirectly with thousands of individuals over the course of 5 years, raising awareness and hopefully expectations. It is important to feedback on achievements. Methods include:</p> <ul style="list-style-type: none"> • Booklet detailing activity and impact, focussing on the change delivered. • Feedback Roadshow to gather what has been learnt for presentation to communities across North Wales • Short video highlights the best examples from North Wales, likely to be more palatable than a report. 	<p>To replicate success or avoid repeating mistakes detailed information is provided. It is important to provide accurate and honest feedback using the following methods:</p> <ul style="list-style-type: none"> • Workshops will give an opportunity to discuss the success of the projects. • Film overview to collect the progression “snapshots” and complement them with footage of the projects. • Project Portfolios with individual fact sheets. These can be presented in a single folder, distributed or downloaded.

EU Acknowledgement

The lead body is familiar with publicity rules governing EU funds and will ensure that support is acknowledged clearly on all materials. We will:

- Establishing a “sign off” procedure whereby any material or publication is checked prior to approval, signed by a delivery officer and a senior animator.
- All partners required to attend a compliance workshop outlining responsibilities in terms of funding, eligible activity and publicity.

Fly the FLAG week

Activities to celebrate EU support will be based on project activity. Activities could include the following:

- Create an EU display within Neuadd y Dref, Llangefni, and Porthmadog.
- Run a social media campaign e.g. encouraging partners to hashtag EU funds to raise awareness of EU funding
- Run a campaign in schools to raise awareness of how EU money is spent locally

We will ensure that the Programme clearly acknowledges the EMFF and Welsh Government support and will adhere to the publicity guidelines and directives as required, including full participation with the project information as required by Welsh Government and FARNET.

SECTION 4 – PROJECT MANAGEMENT

4.1 Management and Administration

This Section should include the following as a minimum:

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

Evidence of efforts to collaborate with other FLAG/LAG areas to produce more cost effective structures

The North Wales FLAG will make every effort to collaborate with other FLAG areas but will also collaborate with other Welsh Government and European funded programmes to reduce administrative costs wherever possible. The North Wales FLAG will benefit from the already established systems and processes that have been developed for the RDP LEADER programme by the Administrative Body. This will achieve the following:

- Staff support through existing RDP network
- RDP LAGS regular contact with project in development to ensure savings within animation and delivery by coordination of events etc. in overlapping coastal areas.
- Possible cooperation with other Welsh FLAGS on larger scale flagship projects (there will be some elements of synergy within the LDS).
- Synergy of management with Anglesey and Gwynedd LAG's and strong connection with the LEAD Body in Denbighshire and Flintshire (Cadwyn Clwyd) who have previously worked in partnership with (Commons Development Programme) and Conwy LAG.

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

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

Staffing		
<p>Finance and Administration Team</p>	<p>Finance and Administration Manager With an accountancy practice background, the Finance Manager has worked with a range of LEADER, EFF, other RDP projects, Objective 5b, Objective 1 and Convergence projects since the start of Leader II in 1996.</p> <p>Finance and Administration Middle Manager 4 Finance Officers A single FAM unit located at Llangefni comprised of existing Menter Mon staff that has 20 years collective experience of compliance systems and desk procedures relating to the management of EU funds. The costs associated with this team will vary annually according to the nature of other work they undertake in Menter Mon. For the purpose of this LDS, it has been set indicatively at 10% of their total salary costs based upon historical precedent. However, and to be verified by timesheets, the actual sum drawn from FLAG will be on a cost recovery basis based on hours worked.</p>	
<p>Project Manager/ Co Animator</p>	<p>The project will be managed and co animated by an individual that has worked on LEADER for the past 6 years, has delivered the previous EFF Axis 4 LEADER programme, co-managed the Commons Development Programme, managed the RDP Axis 4 programme on Anglesey and has a breadth and depth of delivery experience. The Project Manager will play a critical role in all animation activities, in managing the programmes agreed plan with the FLAG members and liaising with Welsh Government to meet the contractual requirements of the programme. For the purpose of this LDS, it has been set indicatively that 5% of their time, and therefore of their total salary costs will be charged based upon historical precedent. In reality, and verifiable by timesheets, the actual sum drawn from LEADER will be on a cost recovery basis based on hours worked on the programme. A detailed job description will be agreed with the FLAG members.</p>	
<p>Delivery Staff</p>	<p>Delivery Project Officer</p> <p>Based in Llangefni but will be mobile, especially during the initial 12 months.</p> <p>1 recruited Project Officer staff member at FTE responsible for developing projects in a staged manner as directed by the FLAG members and Project Manager. A detailed job description will be agreed with the FLAG members.</p>	

RUNNING COST STRUCTURE AND CALCULATIONS

Running costs associated with FINANCE AND ADMINISTRATION staff

Indirect costs (the percentage of total costs chargeable to FLAG CLLD)

Accommodation, energy, services and communications will be drawn down using space based calculations to be agreed.

Joint Finance and Administration team

Based in Llangefni.

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

Variable	symbol	measurement
Total Area of Space at Llangefni	= A	(m ²)
Total Annual Eligible costs of accommodation, energy, services and communications for the Total Area	= X	(£)
Unit cost of space at Llangefni	= (X÷A)	(£/m ² /annum)
Cost of space occupied by 6 staff (m ²)	=6(X÷A)	(£/m ² /annum)
Cost of space for 6 staff at 100% of FTE	=6(X÷A) * 10%	(£/m ² /annum)

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

Running costs associated with DELIVERY STAFF

All Deliver Staff will work 100% of their time on FLAG CLLD

Indirect costs (chargeable to FLAG CLLD)

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

Delivery team

Based in Llangefni

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

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

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FLAG member's skills and capacity.

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

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

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

Staff training

To reinforce staff skills and attitudes to implementing the programme in North Wales. It is important to note that the projects manager has worked in delivering LEADER previously and will possess an understanding of methodology and expectations. The new project delivery officer will be fully trained in the LEADER methodology

Course Title	Aim of the Course
An understanding of LEADER	For all members of the FLAG, and staff that have not directly worked within a LEADER project before.
An understanding of the role of the FLAG	For all members the FLAG, and staff that have not directly worked within a LEADER project before.
FLAG Members induction	Once FLAG members are in place, an induction will give a general overview so that members can participate fully in the FLAG's activities as soon as possible. This would cover elements such as Aims and objectives of the FLAG, the representation on the FLAG, introducing animation, project selection process and so forth.
Understanding and assessing activities	To give FLAG members and staff the skills to recognise which activities contribute most to achieving the FLDS objectives and understand the factors that affect success or failure.
Project monitoring techniques	Give FLAG members and staff the skills and techniques to monitor activities in order to develop the activities further and ensure that they encompass LEADER and testing new ways of developing their territory.
Facilitation skills	To improve staff facilitation skills in order to allow them to ensure full participation and engagement of members in the FLAG's activities.
This indicative training plan will be revised once all FLAG members and new staff members will have been appointed and an assessment of the FLAG members and staff skills and knowledge has been made.	

Additional Opportunities to Collaborate and Reduce Costs

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

- **Newsletter:** Publishing a single North Wales Coastal Community newsletter with this would provide cost savings and circulate relevant information across wider area.
- **Brand / FLAG Name:** The FLAG's / Activities in the region will require a brand identity. It will be proposed that a designer is appointed to develop the brand.
- **Communication:** There will be opportunities to run campaigns e.g. community consultations across North Wales. Feeding into the LAG's network and newsletter will ensure efficiency savings. This could also extend to the presence on Social Media.
- **FLAG Training:** The Lead Body will ensure that any LAG training opportunities are tapped into and will offer this training to FLAG members to reduce training costs.
- **FLAG Study Visits:** FLAG members will be encouraged to attend study visits to other UK or EU regions to learn and share experiences.

The above are options for the new FLAGs to consider but with a focus to reducing costs and sourcing as much 'free'.

Terms of Reference and Memorandum of Understanding

The Lead Body are governed to adhere to the adopted constitution and terms of reference (appendix 1). In addition, the Lead Body have also agreed a memorandum of Understanding with the Fishing Sector (Appendix 2). Both will be continually reviewed to ensure compliance.

SECTION 5 – VALUE FOR MONEY

5.1 Financial Delivery Profiles

- Running Costs and Animation Costs should not exceed 25% of the total EMFF funds (minus preparatory costs)
- Running Costs, Animation Costs and Preparatory Costs can be 100% funded through EMFF
- The EMFF implementation costs must include a minimum of 20% match funding
- Sources of match funding should be identified, including the type (i.e. cash or in-kind)

- Please note that the use of simplified costs compulsory, except for Preparatory Costs (which will be based on actual costs)
- Full rationales (including explanation of assumptions) must be provided for all costs in order demonstrate reasonableness of costs
- Preparatory Costs – Explanation of how the activities relate to the development of an LDS or other CLLD preparatory support areas which are consistent with Section 5 of the EMFF Operational Programme
- Explanation of how the proposed costs and activities relate to Implementation Costs, Running Costs and Animation costs required to support the delivery of the LDS
- A 15% tolerance will be allowed on each Delivery Profile expenditure heading

TO BE COMPLETED WHEN ALLOCATIONS HAVE BEEN MADE

SECTION 6 – INDICATORS & OUTCOMES

6.1 Monitoring and Results

This Section should include the following as a minimum:

- A detailed narrative of the expected outputs, results and impacts that will derive from the proposed operations, including:
 - projected achievement against the EMFF Operational Programme CLLD result and output indicators
 - projected achievements against the targets set out in Commission Implementing Regulation 1243/2014
- Measurable targets for outputs and result in either quantitative or qualitative terms

OUTPUTS AND RESULTS AND IMPACTS WILL BE COMPLETED AS SOON AS THEY ARE QUANTIFIED AND QUALIFIED

6.2 Evaluation Plan

Menter Môn's evaluation plan for the North Wales FLAG will have two main components:

a) Internal Cumulative Marshalling of Progress

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

1. Establishing Baseline Indicators for each objective. To be completed by end of June 2017. To include:
 - a) Identifying parameters and indicators relevant to each theme
 - b) Identifying sources of data for these parameters and indicator
 - c) Garnering the data for each theme
 - d) Collating and presenting baseline grids
2. Establishing data gathering system for collation of progress against each indicator.
3. Merging of indicators for all cross cutting themes (CCT). To be completed by July 2017.
4. Merging of Common indicators – to be completed by end July 2017.
5. Establish qualitative systems for assessing performance in engagement and participation – to be complete by end of September 2017.
6. Set up systems for quarterly evaluation team meeting and annual reporting of cumulative evaluation – to be completed by end of July 2017.

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

For example, the strategic objectives particularly involved in training age groups (SO3/SO10) will include understanding the demographic and age group that would best be served by this objective. The activities will ensure that evidence is built in so that accurate evaluation can be undertaken to assess the impact of the activity. In addition, supply chain activities as in SO1 and SO5, will have baseline assessment built into the initial stage of the project (if not already collated or identified) such as production volumes/costs/time before the activity and the same information recorded during and after the project to quantify the impact, if any.

The specific methods which the FLAG will employ for the evaluation will be agreed during the first members meeting. For example, under Adding value, creating jobs, attracting young people and promoting innovation at all stages of the supply chains of fishery and aquaculture products, covering SO1-SO5, have a specific quantitative performance indicator or output. All projects agreed within these 6 objectives will have internal evaluations presented to the members to quantify the expected results e.g. no of jobs created but will also have had a clear qualitative element built in agreed with the FLAG i.e. which sector has benefited, hours worked, development of the job created, acknowledgement that no other socio-economic and security into the future. This will be critically reviewed with the FLAG on project completion. In addition, the expertise of the FLAG members will be vital to ensuring the evaluation approach produces evidence of a robust process and impact.

a. External Independent Evaluation

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

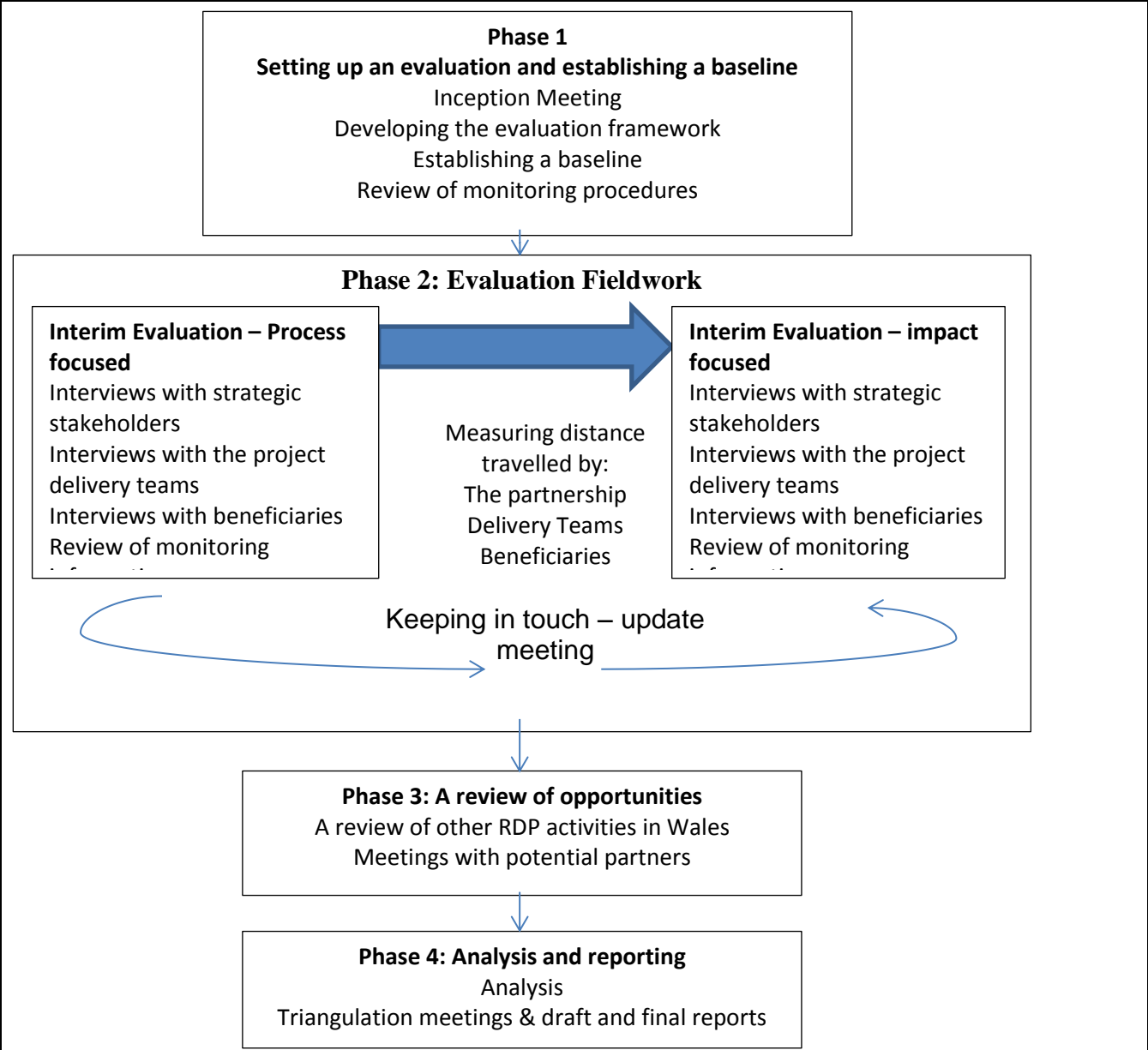
The evaluation methodology previously adopted undertook both secondary and primary research and evaluated both process and impacts. The findings were based on evidence, and therefore interviews were held with all stakeholders including management, delivery and participants. It is felt that the core purpose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

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

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

Internal and External Evaluation Timetable		
June 2017	Baseline data for each objective gathered	Int
July 2017	CCT and common indicators merged	Int
July 2017	External evaluation methodology and framework agreed and external evaluator appointed	Ext
Sept 2017	Establish qualitative systems for assessing performance	Int
Dec 2017	Monitor system and indicator performance against targets	Int
June 2018	Monitor system and indicator performance against targets	Int
Dec 2018	Monitor system and indicator performance against targets	Int
Dec 2018	Interim external evaluation of performance to date – process focused	Ext
June 2019	Monitor system and indicator performance against targets	Int
Dec 2019	Monitor system and indicator performance against targets	Int
June 2020	Monitor system and indicator performance against targets	Int
Dec 2020	Monitor system and indicator performance against targets	Int
June 2021	Final collation of performance indicator	Int
Dec 2021	Final Project Evaluation completed – impact focus	

The following diagram sets out how the evaluation will be undertaken:



All those involved in delivering activities will safeguard that all information regarded as essential is recorded and provided in a suitable format in a consistent manner throughout the Programme. Beneficiaries will also be informed of the evaluation methodology, along with stakeholders and delivery partners. This will guarantee that the evaluation is considered integral to the CLLD Programme in North Wales. The evaluation methodology will ensure that the following baseline data is collected as a minimum, subject to additional data as requested:

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

How the Development strategy will be used to measure progress against the programme’s objectives.

During the agreement of the evaluation methodology and framework, the performance indicators will be allocated against each strategic objective in accordance with the type of project or activity the FLAG will be looking to support.

The FLAG group will take an active role in assessing whether the development strategy is performing as expected on a quarterly basis, the collated and summarised data being an integral part of these quarterly reports. Below are some examples of the methods for each strategy: -

EMFF Objective	NWFLAG Specific Objective	Focus and possible evaluation methods
Adding value, creating jobs, attracting young people and promoting innovation at all stages of the supply chains of fishery and aquaculture products	SO1	Increase the opportunities for start-up entrepreneurship and added value to local supply and processing dynamics in the food sector. Baseline data – existing capacity including processing survey (including recording of movement) and identification of existing models) Quantitative recording of processing volume before/after activity and facilities expanded or identified to be developed. In addition, how the process has engaged with the industry and created new relationships within the supply sector.
	SO2	Drive up the Seafood and Shellfish agenda in North Wales, linking particularly to adding value to primary produce and speciality Seafood’s. The objectives within this strategy will be clearly identified and here the strategy will be closely linked to pan Wale’s activities with the agenda. Specific increases in availability, collaboration and new product development will be expected.
	SO3	Provide employment opportunities for young people in their home county and retention of our young people to the area. From collaboration and research with organisations such as Seafish, activities will be focused on careful selection of participants that are unaware of the industry from primary catch to final processing. Any other socioeconomic influence on the outputs of the project will be carefully noted i.e. drives by Welsh Government, local industry drives or college drives to enter the industry, ensuring entrants into the industry are a direct result of the project activity.
	SO8	Develop more employment and business opportunities for local people through the renewable energy. Here, increases in the facilities and capacity of the local SME’s to capitalise on the Offshore renewables and inward investment into the area. Here the emphasis is on creating the opportunities to diversify through understanding the requirements of the onshore/offshore services required for this sector. Evaluation methodology would include evaluating the process of collaboration and its effectiveness, the level of investment SME’s maybe considering and if the activities have clearly indicated the risks and benefits.
Promoting social well-being and cultural heritage in fisheries and aquaculture areas,	SO11	Secure further local economic value for local operators from the North Wales Coastal Path and National Iconic sites. Here activities that draw consumers to the footpath and iconic sites must ensure that the project has drawn their attention to the area being focused

including fisheries and maritime cultural heritage		on and the evaluation will be undertaken mostly through survey work with visitors both local and further afield. The surveys will be carefully designed to ensure evidence of the impact of the activity above other national or local activities.
Strengthening the role of fisheries communities in local development and the governance of local fisheries resources and maritime activities	SO14	To provide advice, support and facilities to Local communities. The process of community led local development will start with recognising existing communities of interest and developing their skills to strengthen the coast. The LEADER process will be incorporated and evaluated not only for activities undertaken but looking at the sustainability of the groups identified and engaged with.

SECTION 7 – SUITABILITY OF INTERVENTION

7.1 A description of the community and stakeholder involvement in the development of the strategy and its implementation.

Consultation

The community consultation process was undertaken by officers from Menter Môn, the nominated Administrative Body for North Wales in conjunction with the **North Wales FLDS steering group**. The advantages of this were twofold:

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

Consultees

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

Target Group

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

Thematic

- Adding value, creating jobs, attracting young people and promoting innovation at all stages of the supply chain of fishery and aquaculture products.
- Supporting diversification inside or outside commercial fisheries, lifelong learning and job creation in fisheries and aquaculture areas.

- enhancing and capitalising on the environmental assets of the fisheries and aquaculture areas, including operations to mitigate climate change;
- promoting social well-being and cultural heritage in fisheries and aquaculture areas, including fisheries, aquaculture and maritime cultural heritage;
- strengthening the role of fisheries communities in local development and the governance of local fisheries resources and maritime activities

Sector

- Fishing
- Fish Processing
- Retail
- Research
- Public
- Community

County

- Denbighshire
- Flintshire
- Conwy
- Gwynedd
- Anglesey

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

Engagement methodology

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

- 1 One to one consultation -These were pre-arranged interviews with key individuals representing consultee categories.
- 2 Group discussions - These were discussion with existing networks and groups that represented the consultee categories where possible.
- 3 Electronic surveys (using survey monkey). Social media engagement.

Who	Target Groups / Sectors	EMFF Objective link:
One to One Interviews		
Sion Williams – Chair Llyn Potters Association	Fishermen	ALL
Richard Dyer – North Wales Fishermen’s Association	Fishermen and fish processing	ALL
Mark Grey - Welsh Fishermen’s Association/Mon Seafood	Fishermen and aqua culturists/ Seafood and Shellfish distributor	ALL
Brett Garner - Llyn Fishermen’s Association	Fishermen, tour operator and researcher	ALL
Tom and Trevor Jones – Conwy Mussels	Shellfish Processor and retailer	ALL

Ellen Edwards – RDP LEADER programme manager, Conwy Council	LEADER group and ESI funds manager	ALL
Graham Sharp – National Resources Wales	National Resource Wales	ALL
Dafydd Gruffydd – representative of the Morlais Development	Offshore Renewables Sector	Objective 2
E-mail invitation to complete online questionnaire		
North Wales Fisherman’s Association	North Wales Fishermen members	ALL
Llyn Pot Fisherman’s Association	Llyn Crab and Lobster Fishermen members	ALL
Llyn Potters association	Lyn Fishermen members	ALL
Welsh Fisherman’s Association	Welsh Fishermen and members	ALL
Shaun Krijnen, Menai Oysters	Oyster and mussel farmer	ALL
Gorau Mon Food Group Anglesey	Food processors and retailers focused on local provenance	ALL
Caroline Dawson, Menter a busnes	Fisheries Development officer Cwyain Fisheries	ALL
Alison Lea Wilson – Halon Mon	Only Salt cote centre in North Wales	ALL
Cadwyn Clwyd – LEAD body LEADER programme Flintshire and Denbighshire	Local community groups and project leaders	ALL
Jane Hughes – Conwy Food Festival	Local food festival organiser	ALL
Dr Holly Whitley	Seafish	ALL
General public	Individuals, businesses, local communities	All
Dr David Fletcher -	Aqua-culturalist	ALL
James Wilson – Bangor Mussel Group	Mari-culturalist	ALL
Sioned Thomas – LEADER council coordination officer, Gwynedd Council	Gwynedd County Council	ALL

The Consultation

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

- What do you see as the strengths of the North Wales Coast that communities can build on?
- What do you see as your community's strengths that can be built on? This can be geographical community or a community of interest.
- What are the biggest challenges facing coastal communities in North Wales/in your area/sector?
- Do you have any specific ideas for projects that would benefit your Sector/community?

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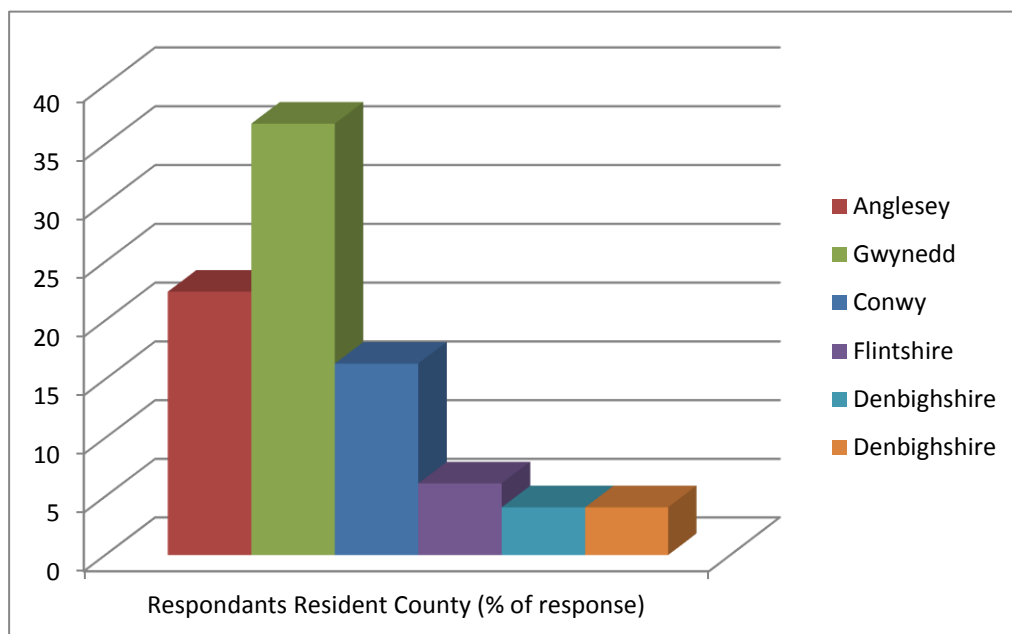
- Please elaborate on any of the previous points or if you have any other comments or ideas you would like to include in the Fisheries Local Development Strategy in this section?

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

An invitation to complete the online survey was sent to all those on the communication plan during the month of August 2016. We received a total of 39 completed online surveys, as well as one to one interview. The completed one to one interview scripts are available on request.

A summary of the online survey response follows:

Which County of North Wales do you live?



Are you answering the survey as:	
Women	14%
Welsh Speaker	29%
Someone who lives in North Wales	78%
Someone visiting North Wales	22%
What Sector do you represent?	
Social Enterprise	5%
Private Business	20%
Public Sector Organisation	14%
Within the Fisheries Sector	24%
Within the Hospitality Sector	10%

The online survey focused the FLDS and identified specific strengths, challenges and opportunities, where they were prioritised. In addition, the WFA, North Wales Fisherman’s Association, the Llyn Potters Association and the Llyn fisherman’s association surveyed their members to produce a swot analysis that has also fed into the FLDS, specifically adding ideas and further depth to needs and opportunities.

It must be remembered, however, that consultation on the strategy will continue in order to check the robustness of the objectives and the direction the FLAG taking to address them.

Result of the consultation –

Post LDS Consultation

The consultation exercise outlined above must be viewed as phase one which has been undertaken for the benefit of informing FLDS and within a limited timeframe. However, in order to comply with the ethos of LEADER and ensure that the new FLAG assumes ownership of the FLDS it is our intention to continue with the structured consultation process until December 2016. After which time the FLDS will be amended with input from the new FLAG.

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

7.2 SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) to show development needs and potential of the proposed area

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

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Traditional and diverse fisheries of cultural significance. • Established knowledge transfer network between the 	<ul style="list-style-type: none"> • An ageing fisheries population and low volume of new entrants into the industry. 	<ul style="list-style-type: none"> • Demonstrate sustainable exploitation and seek accreditation (eg MSC or equivalent) that could help secure existing and open new markets 	<ul style="list-style-type: none"> • Rise in costs greater than increase in price, leading to declining profitability and lower entrants to industry

<p>industry and Welsh academic institutions</p> <ul style="list-style-type: none"> • Diversity of species of commercial value, some of which are not or minimally exploited • High quality Seafood products in both fisheries and Aquaculture; Shellfish predominantly sold live • Low impact fisheries with low bycatch and compatible with marine conservation objectives • High level of commitment (family and community) in processing and wholesale business • Strong working relationship between fishermen's associations in North Wales and WFA • Well established, innovative and pioneering 	<ul style="list-style-type: none"> • Lack of quality and well-paid jobs and a perception of a limited career prospects in the fisheries sector. • High running costs especially fuel • Low first sale value of Seafood and Shellfish and perception of some species to consumers • Lack of portside infrastructure to maintain and store Seafood and Shellfish including fuel storage • Unknown Status of some commercial fish and shellfish stocks causing difficulties for fisheries management. • Low quotas and potential difficulty with CFP landings obligations • Gear loss issues due to competition in some areas with research and renewable sector 	<ul style="list-style-type: none"> • Greater integration within the supply chain for innovation and collaboration to reduce costs and become more cohesive • Increase in facilities for local processing and direct selling opportunities • Use existing SME's within the fisheries and Aquaculture sector to attract new entrants to the industry at every level • Improvements to on board and quayside storage and handlings systems for viable ports • Development of new and modified fishing gear and practices to reduce the environmental impact and harvest of new species • Collaboration opportunities with statutory bodies in Wales to address data gaps and input into an ecosystem approach to management • Collaboration with enforcements measures and support for codes of conduct will help ensure sustainable exploitation of the regions resources • Provision of assistance and advice to 	<ul style="list-style-type: none"> • Spatial competition with other marine industries (e.g. offshore renewables) and interests (e.g. MPA's) • Precautionary management that limit existing development of new fisheries and aquaculture within existing MPA's, especially knowledge gap • Declining government funds for data collection, environmental monitoring and fisheries management/enforcement. • Invasive non-native species, new diseases and water quality issues and consequent impact on production, movement and pollution • High start-up costs for aquaculture • Negative publicity over environmental credentials and consequent loss
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<p>aquaculture industry with low environmental footprint compared to other food production</p> <ul style="list-style-type: none"> • A coastal path running through some of the County's most attractive and iconic locations. • A strong relationship with education, through previous programmes and community involvement e.g. David Hughes – Menai Fish Market • Strong Maritime and fishing heritage • A sense that the region offers a good quality of life and well-being. • Recognition of locally caught produce and health attributes • Highly motivated tourism industry that could assist with diversification • A thriving local food and drink sector with 	<ul style="list-style-type: none"> • Distance and transport links to market which increase cost • Regulatory burden on Aquaculture sites especially development of new sites • Inconsistent shellfish seed supply to shellfish farmers • Fragmented processing sector and transport links • Uncoordinated supply chain and limited processing of Welsh caught seafood and Shellfish • Lack of suitable ports and harbours for the renewable energy sector • Degradation of some ports and unable to use as cultural heritage of our towns and villages • Lack of landing sites for recreational boats 	<p>communities of interest that consider their port of significant cultural heritage to diversify including greater recreational facilities to increase employment</p> <ul style="list-style-type: none"> • Use existing experienced workforce within fisheries for Re-skilling and training for diversification • Identify new aquaculture sites and practices to secure seed supply (e.g. rope mussel) and control of predators • Increase local shellfish purification to increase local and UK markets • Derive greater economic value from under exploited tourism connections such as the Coastal Footpath by strengthening links with local business (e.g. Pembroke, Anglesey) including capitalizing on the coast's health benefits (walking and eating) • Retain the region's ablest young people by creating and maintaining stronger links with local economy. • Increase customer spend in tourism sector by encouraging collaboration between tourism providers, 	<p>of consumer confidence and demand.</p> <ul style="list-style-type: none"> • Exit from the EU and consequent impact on trade to mainland Europe • Increasing amount of individual certification and cost to be compliant • Limited access to training and assessment • Lack of supply chain understanding, seasonality of species and general understanding of the sector • Seafood and Shellfish local quality not valued in comparison to cheaper options e.g. supermarkets • Rising energy costs impacting on costs of delivery, production and processing of goods.
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<p>popular produce markets and Festivals</p> <ul style="list-style-type: none"> Well-established power boat and sail boat training facilities and businesses (tourism, experience, reskilling) Renewable energy development and operation off the North Wales Coast Established on-shore and off-shore recreational fishing sites throughout North Wales 	<ul style="list-style-type: none"> Unknown impacts of the Proposed Marine Conservation Zones Apparent limited resources to business support and promote positive image of the industry Lack of support to ensure diversification or additionality is sustainable both economically and environmentally Lack of support to capitalise on digital benefits 	<p>retailers and hospitality sector.</p> <ul style="list-style-type: none"> Retain money locally by supporting business to collaboration to respond to tendering opportunities in North Wales e.g. Wylfa Newitt, Morlais Mitigation of loss of fishing grounds by supporting diversification within the shellfish sector such as cultivation within offshore renewable energy development Develop further the industry links (Associations, FA, etc.) and support projects that have a synergy with the FLAG and its aims and objectives. 	
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7.3 A description of how the LDS will contribute to the wider aims and objectives of the EMFF Programme

The North Wales LDS and its integration into the aims of the EMFF programme

The EMFF 2015-2021 programme has an overall aim of helping to promote a sustainable and profitable fisheries sector and supporting strong local communities.

Promoting Environmentally sustainable, resource efficient, innovative, competitive and knowledge based fisheries/aquaculture

This priority focuses on innovation and added value that can make the fisheries sector economically viable and resilient. Therefore, the promotion of environmentally sustainable, resource efficient, competitive fisheries which are more selective, produce less discards and do less damage to marine ecosystems is supported through this priority.

Throughout this FLDS, fostering innovation at all stages is highlighted and forms an integral part. CLLD/LEADER is about fostering that innovation and directing the community to address the needs of this priority through local actions. SO1 promotes new ways of looking at regional processing, including resource efficiency to research how our local fisheries can be more competitive. SO2 focuses on innovative new products, but developed selectively and sustainably, not just because we can.

Fostering marketing and processing of fisheries/aquaculture products

The FLDS specific objectives support the further development work to ensure that the aquaculture sector is environmentally sustainable, resource efficient and competitive. Aquaculture is included in SO1 and SO2 mentioned above, but particularly within SO6 research into ensuring continued sustainable growth within small scale aquaculture is supported. In addition, the FLAG will help to ensure aquaculture businesses become economically viable and competitive and supported within the local community by developing an internship programmer for local young people (SO3/4) that includes the sector.

The strategy, within SO10, is to promote clean green practices within fisheries and aquaculture and pilot innovations within the supply chain to do that, but to also ensure wide promotion of these practices. The aquaculture and agriculture sectors have a significant input into the shellfish economy within North Wales and to employment. The area includes, hand gathering of cockles and mussels, mussel and oyster cultivation and mussel seed cultivation. The FLDS aims to assist all levels of aquaculture from trialing of innovations to promotion of sustainable practices on a local and national level.

Fostering the implementation of the Common Fisheries Policy (CFP)

The FLDS, through SO7 and SO9, focus support on re-skilling and supporting innovations in collection and management of data. Under this priority, EMFF support the implementation of the Common Fisheries Policy (CFP) through the collection and management of data to improve scientific knowledge. Through developing local resources using locally knowledgeable fishermen, diversification is supported but also the collection of vital fish stock data.

Fostering the implementation of the Integrated Maritime Policy

The FLDS includes supporting projects that increase the participation of local resource management and the strengthening of the involvement of the local community with the Integrated Maritime Policy. SO14 and SO15 particularly aim to strengthen involvement through developing the communities of interest and facilitating local control and monitoring through supporting projects such as incentives to follow local marine codes or report rubbish in our seas.

The FLAG also recognises and promotes the Ecosystem approach to the management and interaction of its objectives and chosen projects. This, together with the Environmental Bill, will be applied to marine planning process. For the local community (area or sectoral) to be part of this process, there is a need to further develop community engagement with every part of the fisheries and aquaculture sectors.

How the results and targets of the LDS will contribute or complement / add value to the specific result indicators associated with other parts of the EMFF programme

The aims and objectives of the FLAG are to identify and develop projects that provide opportunities for sustainable growth of our local coastal communities and to stimulate local actors to support this growth.

EMFF Priority	Overall Results	FLDS SO where correlated results are expected
1. Promoting sustainable, resource efficient, innovative, competitive and knowledge-based fisheries	Research and innovation in new technologies that increase the selectivity of gear Energy efficiency improvements to fish processing technology	SO1 – 1 Study and pilot in improved local Seafood and Shellfish processing including energy efficiency- Fisheries sector SME's supported. SO3 – challenges our graduates to investigate innovations with the fisheries and aquaculture sector. The Pilot project should identify innovations and suggest pilot schemes or further research that may be mainstreamed if results are positive. This could also include energy efficiency pilots. SO7 – upskilling the labour force within the industry to capture new technologies and innovations

	Restoration of marine ecosystems	<p>SO9 – support and reskilling and innovative process pilots to collect vital data using local fishermen. Support for innovative pilots that improve the sustainability of the sector with understanding of the ecosystem impact of any development – best practice and knowledge.</p> <p>Again, within SO3, young graduates will be encouraged to look at every aspect of the fisheries and aquaculture sector and may include students from the marine research fields at local Universities/Colleges. Restoration through knowledge and data collection could be improved with digital technology,</p>
2. Fostering sustainable, resource efficient, innovative, competitive and knowledge-based aquaculture	<p>investment in technology which improves aquaculture potential</p> <p>sharing best practice on sustainable aquaculture</p>	<p>SO6 – looks to produce 1 study and 2 pilots that look at innovative ways to grow seed stock or control invasive species in order to pilot ways to improve efficiency within this sector.</p> <p>SO9 will support pilots that <i>Identify</i> sites/activities to pilot growing of various bivalves, including mussels, oysters, scallops and razor clams, including analysis of results and dissemination of information.</p> <p>With all studies and pilots, the sharing of best practice is an integral part of the strategy and criteria for the projects supported</p>
3. Fostering the implementation of the CFP	Priority 3 Supports the implementation of the Common Fisheries Policy (CFP) through the collection and management of data to improve scientific knowledge	SO9 – support and reskilling and innovative process pilots to collect vital data using local fishermen. Support for innovative pilots that promote and incentivise fishermen and marine users to improve scientific knowledge through understand our seas.

			including supporting of local codes of practise again supporting innovative pilots to best engage the local community.
<p>Union priority 4 is a local underpinning of the other priorities, used to agitate action to address needs and capitalise on local opportunities. It is a catalyst and promoter of the EMFF aims and objectives and brings those objectives into the day today lives of the local coastal community. Although the FLAG covers the North Wales region, it represents an understanding of the needs and opportunities of distinct local areas. It can therefore create a micro climate of change and support for the EMFF programme and feedback vital information on our local stocks and sustainable management practices, while fostering innovation and sustainable growth.</p> <p>Currently the exact outputs and results headings, definitions and numbers have not yet been issued or agreed. The figures above and exact outputs are draft only and to purely explain the correlation with the EMFF expected results.</p>			

SECTION 8 – CROSS CUTTING THEMES

8.1 Horizontal Principles (Cross-Cutting Themes)

Equal Opportunities CCT including Gender Balance and Social Exclusion.

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

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

Engagement

We will secure engagement with BME groups and individuals, disabled groups and older people through using our extensive local networks and the local knowledge therein. Menter Môn has helped establish several social enterprises over the past fifteen years, a large proportion of them serving the less able and the disadvantaged e.g. we funded the continued work of the Age-Well programme in Llangefni and Amlwch and have been major supporters of Tyddyn Mon and Agoriad, both of whom work with people with learning difficulties from across Anglesey.

Representative Gender and Age and economic status balance in:

- FLAG membership
- membership and participation in Innovation Groups and Communities of Interest
- Participation numbers of BME, disabled and older people in our project delivery, in our pilot trials both as practitioners and as beneficiaries.

- Volunteers and Mentors who assist in the work

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

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

- **SO4** aimed at young people
- **SO5** aimed at young people, including disabled and disadvantaged.
- **SO13** working with socially excluded people living in poverty.

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

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

Relevant Indicators

- Number of participants receiving in work training (NVQ 2 and above)
- Number of fisheries sector skilling and reskilling
- Number of advice/support surgeries in coastal community facilities
- Number of women supported to enter the sector at any level

Possible additional indicators at project level

- Activity which is aimed at promoting the Welsh Language
- Activity supporting speakers of the Welsh Language
- Positive action measures for women
- Positive action measures for other groups
- Local supply chains developed
- Development of an SD Policy and Action Plan
- Mentoring and advocacy activity
- Volunteering schemes supported
- Activity which build skills within the community
- Good practice stakeholder engagement activity
- CCT training for staff (Welsh Language training)

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

Sustainable Development CCT

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

Behaviour

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

In thematic activity

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

- **SO2, SO4 and SO6** new business starts ups' – legacies of the pilot which contributes to the SD CCT by giving the opportunity to promote and market local produce
- **SO10** Supply side interventions which will engage the fishing communities to improve supply sustainably
- **SO12** Coastal and inshore education focusing on local small scale sustainable fisheries
- **SO13** interventions and actions to ensure sustainability of our smaller ports
- **SO14** interventions to increase sustainability of our coastal resources through community actions

Tackling Poverty CCT

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

- **Tackling Poverty innovation groups** will be formed reflecting the aims of the TP Action Plan. Each group will be comprised of equal numbers of the stakeholder community in each aim (eg Local Authority Anti-Poverty Champions, Equality champions and community cohesion coordinators) and people who are suffering poverty who participate as a result of invitation, direct engagement, or Menter Mon's network of community interests. Groups will not number more than 10 and will be challenged to find innovation to remove barriers to solutions or to come up with new untried solutions which CLLD can help fund
 - TP1 Early years and educational attainment
 - TP2 NEET and Workless households
 - TP3 Health Inequalities
 - This group will be able to draw **support from any of the five themes** as it works its way through finding pilot solutions to stubborn problems which economically disadvantaged people must plough daily
- All communities of interest or Innovation groups working within aims 1, 2, 3 and 4 will have representatives drawn from economically disadvantaged areas, with a focus on those from representatives of the TP groups noted in 1 above. We believe it is crucially important that our communities do not become middle class preserves or enclaves of restricted interest. Engagement will be carried out through the TP groups and through our existing networks in

North Wales. We can call upon assistance from each settlement in North Wales with deep local knowledge

- All projects undertaken will be **proofed for Tackling Poverty impact as part of the cumulative evaluation process**. A Tackling Poverty baseline will be set, garnered from among our stakeholder partners, and progress from that baseline will be monitored according to three targets
 - Degree of engagement and participation from among the disadvantaged community in project development.
 - Number of individuals participating in projects delivery as beneficiaries and as practitioners
 - More traditional beneficiary outputs in terms of progression to education, to securing affordable childcare, to better employment
 - Tangible improvements, both qualitative and quantitative, which can be attributed to the projects in terms of affordable access to food, fuel and health poverty mitigation and improved finance management

The Welsh Language – The Administrative body and the North Wales Fisheries Local Action Group

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

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

The success of any work in the region depends strongly on the provision of support in the most appropriate language. Due to the presence of the Welsh language, this is likely to be Welsh in most cases, however, we are well aware that to ensure that support is available to all, all materials, content and communications must be available and accessible bilingually.

Menter Môn, as administrative body, has a full Welsh Language policy (attached as Annex x). This not only guides the work of the Administrative body, but it will guide the work of the Fisheries Local Action Group. All contracts awarded to third parties in the provision of activities under the EMFF CLLD in North Wales will contain a specific clause, requiring the contract holder to adhere to this policy.

Project Beneficiaries

The EMFF CLLD Programme in North Wales will not award grants; it will however develop activities in partnership with communities. The advantage of this approach is that the Administrative body will maintain a far closer relationship with beneficiaries and will therefore be able to monitor, support and influence the use of the Welsh language. The following approach, informed by the Welsh Language Commissioner’s document ‘Grants, Loans and Sponsorship: Welsh language considerations’, will be applied

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

SECTION 9 – LONG TERM SUSTAINABILITY

Mainstreaming Plan

- A plan for how you envisage the actions supported under the LDS will be disseminated and to whom
- How you would seek to mainstream successful actions, including a description of how you will seek to mainstream and ensure sustainable economic benefits from FLAG implementation

Dissemination

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

Mainstreaming Plan

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

There are only three ways in which a successful pilot undertaking can be mainstreamed

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

The Mainstreaming Plan will include the following elements:

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

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

