

The Heritage Coast

**The Local Development Strategy
for
a proposed LEADER Area**

September 2014



Contents

Summary	1
1 The Local Action Group Partnership.....	2
1.1 Membership	2
1.2 Structure and Decision-making Process	3
1.3 Local Action Group staff, numbers and job descriptions.....	4
1.4 Equal Opportunities statement	4
1.5 Community involvement and consultation undertaken	4
1.6 Training requirements	5
2 The Heritage Coast LAG Area.....	6
2.1 Map of the area.....	6
2.2 Rural population.....	7
2.3 The Heritage Coast Area	7
3 The Strategy.....	16
3.1 Vision for the Heritage Coast	16
3.2 SWOT analysis of the area	17
3.3 Alignment of LEP Strategies with LDS Priorities and Objectives	18
3.4 Heritage Coast Priorities and Indicative Activities.....	18
3.5 Heritage Coast Targets, Results, Activities and Outputs	23
3.6 Sustainability Appraisal	25
3.7 Proposed Co-operation Activities	26
4 Management and Administration	27
4.1 Accountable Body	27
4.2 Project Development and Assessment Procedures.....	27
4.3 Claims and Payments	27
4.4 Communications and Publicity	27
5 Financial Plan	27
5.1 Annual Expenditure.....	28
5.2 Overall Funding Profile.....	28
5.3 Use of Grants, Procurement and Other Financial Support	28
6 Action Plan for Inception of Project	30
7 Outputs.....	31
Appendix 1. Alignment of LDS Priorities and Objectives with LEP and Other Strategies .	32

Heritage Coast Local Development Strategy submitted to Defra by:



Robert Gooch, LAG Chairman.



Frances Bedding, Accountable Body

Summary

The Heritage Coast LEADER area has a coastline of some 55 miles stretching from Kessingland in Suffolk to Colne Point in Essex. It runs back some 20 miles and includes an area of Suffolk claylands. It is characterised by a number of river valleys, catchments and estuaries and is one of the driest in the country, with a rainfall typically only some 60% of the national average. It is a strongly entrepreneurial area, dominated by SMES; major economic sectors are tourism and farming in a varied landscape. Local food and drink production link these two sectors. There is also a lively arts and heritage scene. Socially, it suffers from a measure of isolation and declining village services; this is offset by strong volunteer activity. The area faces numerous challenges, economic, environmental and social.

The vision for the Heritage Coast LEADER area of Suffolk and Essex is of a vibrant rural economy that protects, enhances and capitalises on the unique natural, built and cultural environments of **coastline, estuaries, heaths and upland that are brimming with wildlife, communal heritage and artistic enterprise**; the farms and rural businesses underpinning the economy are enabled to confidently adopt and adapt **innovative approaches and processes** that will ensure their own and their communities' **growth and sustainability** in the face of climate change and other challenges.

Key Factors →	LDS Priority →	LDS Objectives
Economic		
<p>Tourist economy dependent on high season and coastal attractions.</p> <p>The productive utilisation of the area's high value natural resources (e.g. soils, water and light)</p> <p>Potential for local food production</p> <p>World centre for arts and music</p>	<p>To support the creation and growth of sustainable rural businesses in the Heritage Coast area.</p>	<p>Ec 1: to support rural SME viability and growth through effective use of resources and diversification of activities.</p> <p>Ec 2: to support the establishment, growth and sustainability of tourism, leisure, arts, crafts and heritage businesses in the area, enabling an increase in annual value generated.</p> <p>Ec 3: to increase the volume and value of food production and support the further development of local supply chains.</p>
Environmental		
<p>Management of water to ensure greater availability for productive use in summer and avoiding excess at any time of year.</p> <p>Protection of the delicate natural environment while improving its connectivity to the public and increasing biodiversity.</p> <p>Potential impacts of climate change.</p>	<p>To conserve and enhance the unique environment and the natural resources of the Heritage Coast area.</p>	<p>Env 1: to support activities designed to maximise the efficient use of resources, resulting in improved waste management, efficient use of water, reduced energy use and enhanced flood risk management.</p> <p>Env 2: to support sustainable, low impact tourism that provides an economic benefit while improving or maintaining the natural capital of the area.</p> <p>Env 3: to increase the supply and diversity of timber products and improve the sector's supply chains, environmentally benefiting areas of under-managed woodland.</p>

Social		
Ageing population Rural isolation and declining local services Opportunities for young people	To ensure vibrant local communities with attractive opportunities and effective services in the Heritage Coast area.	Soc 1: to increase the numbers of young people working and living in the area by increasing the opportunities for local employment and access to skills training. Soc 2: to enable services that meet the priority needs of the population efficiently and effectively

The Local Action Group: an active and committed group has come together with a strong private and voluntary sector representation drawn from across the area and representing a wide range of interests. All the LEPs and local authorities concerned are supportive of this proposal.

Management: The Accountable Body will be Suffolk County Council. Staffing will be a fulltime Facilitator supported by an Administrator shared with the Wool Towns LAG.

Finance & Outputs: Defra-recommended £2.168m LEADER funds will be matched with £2.96m arising from 70 projects leading to 71.4 jobs created.

1 The Local Action Group Partnership

1.1 Membership

There has been substantial interest from the area's public sector bodies and from individuals in the private sector in joining the Local Action Group (LAG). The current LAG is detailed below. It is balanced in respect of private (21 – 65%) and public sector membership (11 – 35%), business sector interests; expertise; and gender.

Name	Organisation	Sector	Interest
Robert Gooch - Chairman	Wild Meat Co. Ltd	Private	Local food processing
Alan Fairs	Hill Farm	Private	Agriculture
Paul Seggons	Culpho Farm	Private	Agriculture
Rachel Carrington	NFU	Private	Agriculture; horticulture
Peter Youngs	East Suffolk Water Abstractors Group	Private	Water management
Elizabeth Marley	Purdis Poppy Farm	Private	Care farming
Tom Brown	Green Light Trust	VCS	Woodland management
Ian Whitehead	Lane Farm Foods	Private	Local food
Fiona Johnson	The Suffolk Coast Ltd (DMO)	Private	Tourism & arts
Kathryn Cooper	Suffolk Punch Trust	Private	Rural heritage & tourism
Hannah Bradley	Community Action Suffolk	VCS	Voluntary & community
Barry Richardson	Essex Coast Organisation	Private	Coastal management
David Hampton	Farmer	Private	Agriculture
Adam Brown	Hamford Farming	Private	Agriculture
David Eagle	Devereux Farm	Private	Farm diversification
Sammy Betson	Leiston Business Association	Private	Business development

Harry Barnett	Consultant	Private	Woodland management
Andrew Cassy	E Suffolk Greenprint Forum	Non-public	Environmental network
Chris Betson	East Suffolk Partnership (public/ private partnership)	Private	Economic & social development
Suzanne Harris	Essex RCC & South East LEP Rural Group	VCS	Voluntary & Community and economic development
Nick Boulter	Project 4 CIC	Private	Skills & enterprise
Andy Cuthbertson	Suffolk CC	Public	LEADER management
Simon Maidment	Essex CC	Public	Economic growth and regeneration
Alistair Rhind	New Anglia LEP	Public	Economic development
Michelle Gordon	Enterprise & Innovation, Tendring DC	Public	Economic development
Matt Hullis	Environment, Strategy, SCC	Public	Environment
Lyn Gash	Assoc. of Suffolk Museums	Public	Heritage & arts
Catherine Smith	Suffolk Coast & Heaths AONB	Public	Environment
Laura Hack	Suffolk Coastal DC	Public	Economic development
Neil Ridley	Easton & Otley College	Public	Economic development
Helen Johnson	Waveney District Council	Public	Economic development
David Benham	Mid Suffolk & Babergh DC	Public	Economic development

The LAG has elected Robert Gooch as chairman, to oversee the initial stages of establishment of the LAG until a formal constitution is prepared and adopted, following any award of funding. Robert is and has been:

- Managing Director of the Wild Meat Company Limited, a local meat processing business
- Chairman of the Board of a local farming business
- Policy Director for the British Free Range Egg Producers Association
- formerly Chairman of the local agricultural discussion group, the Deben Farm Club
- formerly a Director of the local food group, Tastes of Anglia
- formerly proprietor and Director of two rural consultancy businesses (Eurinco and the Farmed Environment Company)

1.2 Structure and Decision-making Process

The Heritage Coast LAG will be made up of members from the public, private and voluntary sectors. Public sector membership, including from the accountable body, will not exceed 50%. The membership will reflect the interests and priorities of the LDS and there will be a reasonable gender balance. Within these limits, individuals may nominate themselves or others for membership. The role of the LAG members is to ensure that project proposals will deliver benefits in line with the LDS. They will also review the LDS itself from time to time and keep it up to date and relevant.

The LAG will have a chairman, being a private sector member elected by the LAG. Decisions will be made by a simple majority, voting by a show of hands. A quorum shall be 30%, and will require a majority from the private sector. Conflicts of interest will be established at each meeting and interested parties barred from voting on grant awards to projects. Non-voting staff members will be responsible for secretarial duties and financial reporting.

A full constitution will be prepared; this will be in line with national Defra guidance on LAG governance. It will ensure that decisions are robust, founded on evidence, non-discriminatory

and free from bias. LAG members will be fully informed of project details and have the opportunity to debate them before decisions are made.

1.3 Local Action Group staff, numbers and job descriptions

The Heritage Coast LEADER staff will be employed by Suffolk County Council as the Accountable Body. Since SCC will also be the Accountable Body for the proposed Wool Towns area of mid-Suffolk and north Essex, there will be many opportunities for collaboration between these two areas. This will extend naturally to other proposed LEADER groups in the region, especially those abutting the Heritage Coast (Waveney Valley, Essex Rivers).

It is planned to employ 1 part-time Programme Manager (0.1 fte) overseeing and line managing Heritage Coast and Wool Towns teams; 1 full-time Facilitator; and 1 part-time Programme Administrator (0.5 fte) to support the work of the Local Action Group. Back office services will be shared between the Wool Towns and Heritage Coast LEADER Groups. This is to encourage a team working environment and to provide cover during periods of holiday or training. Therefore 1 fte Administrator will be employed to manage the administration functions across both LAGs, to reduce costs. The Facilitator will also be able to act as Appraiser for the Wool Towns area projects, a role to be reciprocated by the Wool Towns Facilitator.

There are four key roles that will be delivered by the Accountable Body to ensure successful delivery of the programme:

Facilitation and animation - the Facilitator will have day-to-day responsibility for the delivery of the LDS and for ensuring that the LAG complies with all relevant duties and obligations. This will be an outward-facing post promoting the programme, and facilitating and helping potential applicants develop successful project ideas.

Project Appraisal – projects cannot be appraised by the member of the team who has supported applicants. Therefore this role will either be carried out by the Programme Administrator or by the Wool Towns Facilitator. If the numbers of applications rise substantially and there are insufficient resources in-house to deliver this work, the LAG may contract-in additional appraisers. Collaborative arrangements with other LAGs will be explored.

Administrative Functions – the Administrator will manage and monitor the claims process and project delivery to ensure that all records and claims comply with Defra and RPA requirements. The Administrator will also ensure that all papers are with LAG members in advance of LAG meetings and will take minutes of all meetings. The Accountable Body is responsible for monitoring and evaluation of projects and the programme.

Internal Audit – there is a requirement for an internal audit function within the accountable body. Suffolk County Council has such an internal section.

A provisional Action Plan has been prepared for the four months following an award of funding to ensure that the area is animated as swiftly as possible and able to receive project proposals early in 2015. This covers recruitment, publicity, liaison with stakeholders LAG training and transitional staffing (see Section 6).

1.4 Equal Opportunities statement

Suffolk County Council has an Equal Opportunities policy which, as the Accountable Body, will be applied to employment and procedures of the Heritage Coast LAG. The full policy can be found at <http://www.suffolk.gov.uk/your-council/plans-and-policies/equalities-and-inclusion/equalities-and-inclusion-our-commitment-to-you/>

1.5 Community involvement and consultation undertaken

The following meetings and consultations have been held in the structured process leading to the preparation and submission of this LDS:

Date	Event	Attendees/Consultees (Full lists available from SCC)	
		Private/ voluntary sector	Public sector
2 nd Dec 2013	Inception meeting		6
13 th Feb 2014	Shadow LAG meeting	4	8
6 th Mar 2014	Shadow LAG meeting	3	7
23 rd Apr 2014	Shadow LAG meeting	6	6
13 th May 2014	Shadow LAG meeting	4	8
5 th Mar 2014	NFU: Suffolk and Essex officers	1	2
6 th May 2014	Forestry Commission		5
19 th May 2014	Potential neighbouring LAGs (mapping areas)		4
28 th May 2014	Public consultation launch: Suffolk Show	12	10
12 th Jun 2014	Consultation: SWOT; priorities	12	12
16 th Jun 2014	AONBs		1
25 th Jun 2014	Consultation: objectives	21	18
3 rd Jul 2014	New Anglia LEP		4
22 nd Jul 2014	South East LEP, Essex RCC		8
23 rd Jul 2014	Review of strategy – Shadow LAG	9	13
21 st Aug 2014	Approval of LDS – Shadow LAG	14	11

The local community has become very enthusiastic and supportive towards the establishment of a Heritage Coast LEADER area and the following letters of support have been received (available from SCC upon request): NFU; Essex County Council; Waveney District Council; Suffolk Coastal District Council; Tendring District Council; Suffolk Coast & Heaths AONB; The Suffolk Coast Ltd.; Community Action Suffolk; Anglia Salads; Colchester and Thorpe Farm Group (principally consisting of farmers from the Tendring Hundred) and Devereux Farm. There have also been letters of support from prospective LAGs: The Eastern Plateau and Essex Rivers, with whom there have been discussions over potential collaboration.

1.6 Training requirements

Both the LAG and the LEADER area staff will need to be trained in the responsibilities and processes governing LEADER and RDP grant applications, appraisals and awards. While it is possible that Defra's RDPE Network will arrange some of the essential training, SCC will ensure that the LAG and staff are fully trained so that LAG decisions will satisfy scrutiny from any subsequent RPA and Defra audits, as well as ensuring that decisions are fair, transparent and substantiated by reasonable, reliable evidence. SCC will liaise with other Accountable Bodies, especially those in adjoining areas, to discuss training needs and programmes with a view to collaborating with them to provide consistent, effective training efficiently.

A Training Needs Assessment will be carried out on the LAG membership once an award of funds has been made, and on staff members once appointments are made. On-going training programmes will be arranged to meet the needs identified. Further training will be arranged during the life of the programme to maintain knowledge and professional capacity.

2 The Heritage Coast LAG Area

2.1 Map of the area



2.2 Rural population

Population of Heritage Coast area by district:		
Local authority	No.	%
Babergh	10,634	7.0
Mid Suffolk	13,450	8.9
Suffolk Coastal	64,673	42.8
Tendring	51,627	34.2
Waveney	10,679	7.1
Grand Total	151,063	100.0

The population submitted is slightly over the 150,000 maximum population figure; however, in discussion with the Defra mapping team this is believed to be a result of anomalies between mapping software. Six Output Areas on the outskirts of Felixstowe have been identified in conjunction with Defra as holding sufficient ineligible population to reduce the Heritage Coast population figure to just under the maximum population figure once Defra mapping team recalculates eligible population figures.

2.3 The Heritage Coast Area

2.3.1 The Area profile

2.3.1.1 Environment

The Heritage Coast stretches from Kessingland just south of Lowestoft in Suffolk to Jaywick and Colne Point in Essex, a coastline of 55 miles. Inland, the area is about 20 miles wide; it is bordered by the A140 in Suffolk and A12 and A137 in Essex. It abuts three other proposed LEADER areas: Waveney Valley to the north, and the Wool Towns and the Essex Rivers to the west.

It is characterised by a number of river valleys, catchments and estuaries running largely from west to east, which include the rivers Blyth, Alde and Deben, and the estuaries of the Orwell and Stour. It is described fully and analysed in a number of Natural England National Character Area profiles: Greater Thames Estuary (81); Suffolk Coast & Heaths (82); South Norfolk and High Suffolk Claylands (83); and Northern Thames Basin (111)¹.

The coastal area of Essex and Suffolk is one of the driest in the country, with a rainfall typically only some 60% of the national average (580mm/yr. compared to over 1,000mm). The landscape is mainly flat or gently rolling and open with few commanding viewpoints. A high proportion of the coastal area is designated as the Suffolk Coast and Heaths Area of Outstanding Natural Beauty (AONB) and its international importance for biodiversity is recognised by the many wildlife designations including three Ramsar sites, four Special Protection Areas, four Special Areas of Conservation, three National Nature Reserves and many SSSIs. There are three forest plantations at Dunwich, Tunstall and Rendlesham collectively known as the Sandlings Forests. The whole area is rich in biodiversity and archaeology, with evidence of a long history of settlement and wealth. The settlement today of this part of the proposed LEADER area is sparse, being mainly in small villages and iconic coastal market towns.

Further inland, the geology changes to an area of higher clayland typical of large areas of East Anglia. 'High Suffolk' is today a predominantly flat and fertile plateau, cut into by numerous small-scale wooded river valleys; the rivers are mostly small and slow-flowing and provide the link to the coastal part of the LEADER area. Views are open, confined only by the hedges and small woodlands that are notable elements of the landscape. This rich farming land is an ancient, long-settled landscape, reflecting the equable climate and fertile heavy chalky-clay soils; farming systems today are predominantly arable based. It is an area of mixed settlements with nucleated villages intermixed with dispersed hamlets and individual farmsteads. Market towns have largely retained their medieval character, derived from their vernacular architecture, at

¹ www.naturalengland.org.uk

least in their centre. There are pressures from a need to accommodate development in and around such traditional centres. There are large numbers of listed buildings; listing can be a barrier to developing alternative uses for buildings and diversification by businesses, especially when applied to the whole curtilage of a main building.

A high proportion of the area is covered by formal Landscape Designations (AONB, Coastal Protection Belt, Heritage Coast, etc.); it is reported for example that Tendring District has 33% of its land designated to some degree.

Climate change provides challenges to the whole area, with critical issues including water - both its relative scarcity as a limiting factor to economic growth and flooding caused by intense rainfall and coastal storm surges. The government's national risk register ranks severe east coast flooding as one of the top three national risks. The most recent estimates of climate change suggest, for a medium emissions scenario, that by 2050 winter precipitation will increase by 14 % (range 3 – 31%) and summer will decrease by 17% (range +6 to -38%)². The decrease in summer rainfall would lead to higher soil moisture deficits and an increasing demand for irrigation to maintain crop yields and quality. There would also be increased competition for water resources and the need to address unsustainable abstraction. Some tree species would be at risk from existing and new diseases and pests. There would be more frequent wildfires. The expected warming and longer summer season would provide opportunities for new crops. The anticipated increase in extreme weather events could disrupt many businesses and result in lower outputs. Flooding and coastal erosion, in part resulting from sea level rises (0.48m by 2050) for the medium scenario, would impact severely on the area's coastal habitats and other ecosystem services³

2.3.1.2 Economy

Office of National Statistics figures for the main business types in the three local authority areas most representative of the Heritage Coast area show⁴:

Business categories (2013)	Suffolk Coastal		Mid Suffolk		Tendring	
	No.	%	No.	%	No.	%
Agriculture, forestry & fishing	590	10.3	800	15.9	275	6.0
Production	325	5.7	340	6.8	310	6.8
Construction	570	9.9	625	12.4	650	14.2
Motor trades	175	3.1	185	3.7	210	4.6
Wholesale	205	3.6	230	4.6	165	3.6
Retail	570	9.9	335	6.7	585	12.8
Transport & storage (inc. postal)	410	7.2	200	4.0	230	5.0
Accommodation & food services	360	6.3	190	3.8	345	7.5
Information & communication	360	6.3	215	4.3	175	3.8
Finance & insurance	80	1.4	70	1.4	70	1.5
Property	165	2.9	125	2.5	125	2.7
Professional, scientific & technical	645	11.3	620	12.3	385	8.4
Business administration and support services	340	5.9	345	6.9	250	5.5
Public administration and defence	75	1.3	85	1.7	50	1.1
Education	130	2.3	130	2.6	110	2.4
Health	330	5.8	230	4.6	345	7.5
Arts, entertainment, recreation and other services	400	7.0	300	6.0	300	6.6
Total	5,730.0	100.0	5,025.0	100.0	4,580.0	100.0

² www. <http://ukclimateprojections.metoffice.gov.uk/22146>

³ UK Climate Change Risk Assessment: Government Report 2012

⁴ <http://www.ons.gov.uk/ons/publications/re-reference-tables.html?edition=tcn%3A77-313744>

Note that these are figures for VAT-registered businesses. Anecdotal evidence suggests that there is a significant number of small, unregistered businesses in the area, especially in the accommodation and food services sector. Generally across the area, as in England nationally, SMEs (fewer than 250 employees) make up 99.6% of registered business numbers; micro-enterprises are around 90% of the total. Frequently it is the smaller-scale businesses that struggle for funds with which to innovate and develop; grant awards can provide them with the necessary initial project finance that helps them over difficult early periods and provides essential seed-corn funding. It also provides assurance and comfort for banks and other co-financiers to invest in new ventures.

Economic activity⁵

Local Authority/Region	%		
	Economically active	Self-employed	Unemployed
Mid Suffolk	82.2	18.7	3.7
Suffolk Coastal	81.2	13.7	3.9
Tendring	71.3	12.1	8.0
East	80.3	11.0	5.0
Great Britain	77.4	9.8	6.4

The area is shown as entrepreneurial, with overall significantly higher proportions of local authority populations being self-employed than either in the Eastern Region or in Great Britain. Unemployment in the Suffolk part of the area is low; however, in Tendring it is significantly higher and is higher than the regional and national figures.

The business sectors of most concern to the Heritage Coast Local Action Group, as revealed by the public consultations, are likely to be agriculture and forestry; tourism; local food production; and arts and heritage. Between them, they make up a high proportion of the businesses and the employment in the area.

Agriculture:

In terms of District Councils, the Heritage Coast area covers nearly all the rural areas of Suffolk Coastal, most of Tendring (Essex), about a quarter of Mid Suffolk and small areas of Babergh and Waveney. A general picture of the farming of the area is given by national statistics for Suffolk Coastal and Tendring local authority areas⁶. Defra statistics are no longer available for lower levels than local authority, e.g. parishes; the most recent years for which detailed figures are available are for 2010.

Cropping

Farming in the Heritage Coast area is mostly arable; the cropping is typical of the East of England region, with a preponderance of cereals, but significant areas of other crops, principally potatoes, sugar-beet and oil seed rape. Fruit and vegetable crops are grown especially on the coastal areas and in Tendring; these are important economically, being 9.6% of the area grown in the Eastern Region and 2.5% of the English national area. Such specialist crops also have resource implications, requiring regular water to fully benefit from the areas weather, soil and light advantages.

	Farms	Farmed area	Cereals	Arable crops	Fruit & veg	Grassland
	no.	ha	ha	ha	ha	ha

⁵ www.nomisweb.co.uk

⁶ www.gov.uk/government/statistical-data-sets/structure-of-the-agricultural-industry-in-england-and-the-uk-at-june

Heritage Coast (approx.) 2010	836	88,147	36,320	21,264	3,296	17,528
% of Heritage Coast		100%	41%	24%	4%	20%
%age of Eastern Region (2010)	7%	6%	6%	6%	10%	8%

Livestock:

Grazing livestock densities are typical of the Eastern Region and low for England. There are very few dairy herds left in the area, although there is some small-scale specialist dairy processing milk into high quality products. Pig numbers are significant, with poultry an important enterprise.

	Farms	Cattle	Sheep	Pigs	Poultry
	no.	hd	hd	hd	hd
Heritage Coast (approx.) 2010	836	14,569	20,054	98,047	1,290,967
%age of Eastern Region (2010)	7%	7%	6%	10%	5%

Labour:

The total labour force, which is slightly higher as a proportion of the national total than the East of England (8% of labour force for 7% of the land) and is influenced by the higher than average pig numbers. Most vegetable production is now done on contract utilising casual labour and the area in a locality can vary quite substantially from year to year – anecdotal evidence suggests that this area is increasing as the benefits of location are more widely recognised, and skills and equipment are developed.

	Farmers, directors – full time	Farmers, directors – part time	Managers	Workers full time	Part time	Casual	Total
	hd	hd	hd	hd	hd	hd	hd
Heritage Coast (approx.) 2010	555	722	167	670	331	624	3,069
% of Heritage Coast	18%	24%	5%	22%	11%	20%	100%
%age of Eastern Region (2010)	6%	7%	7%	8%	8%	10%	8%

Skills:

Technical developments in agriculture (precision farming, remote sensing, genetic advances) make it an exciting career with increasing high-level opportunities. The Heritage Coast area includes the Otley campus of Easton & Otley College, the land based college for Suffolk with a long history of agricultural education and skills provision. The recent merger of Easton and Otley Colleges now provides training and education from apprentice to degree level courses.

Diversification:

Commodity prices in the UK have fallen in real terms since 1995, economies of scale are increasingly harder to achieve as land prices rise steeply, and this is particularly apparent close to urban areas. Diversification into new enterprises can spread risk and improve financial performance. Individuals and businesses diversify for a number of reasons and in response to varying circumstances. Statistics for farms that run diversified enterprises are not available for counties or districts, but only at regional level. The latest figures from Defra relate to 2010⁷. They show the Eastern region as having the highest proportion of farms with diversification; the enterprises mainly being contracting and storage. It is among the lowest regions for diversifying into tourism (the South-west being the highest).

Number and percentage of farms with diversified activities by region: 2010

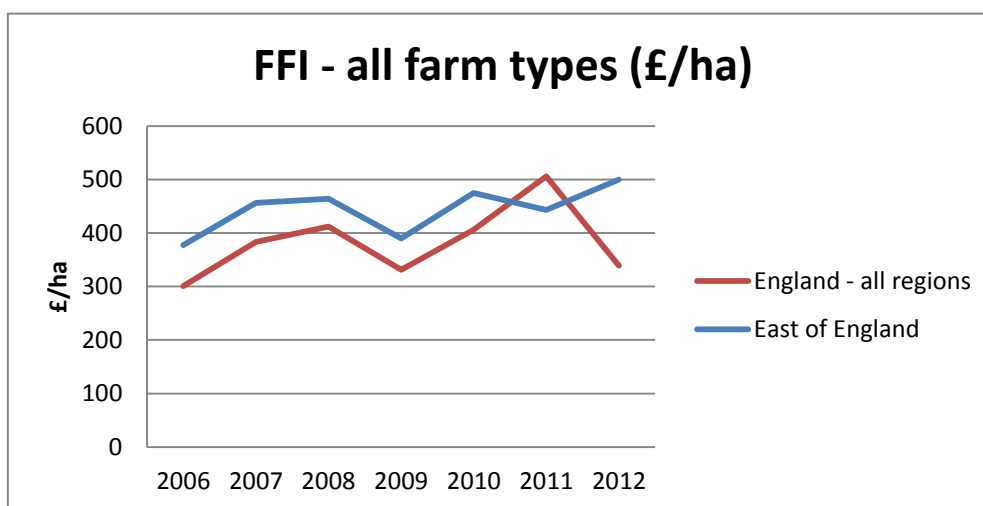
Region	% of holdings	No. of holdings
North East	25	1 055
North West	19	2 355
Yorkshire and the Humber	22	2 718
East Midlands	23	2 691
West Midlands	21	2 942
East of England	27	3 295
South East and London	27	3 630
South West	24	6 206
England	24	24 892

Percentage of farms with diversified activities by type of activity and region: 2010 ^(a)

Region	Contracting and haulage	Tourism	Environment	Processing and food manufacture	Energy production (market)	Any other diversification
Eastern	54%	26%	8%	8%	2%	29%
England	47%	33%	7%	9%	2%	26%

Financial results:

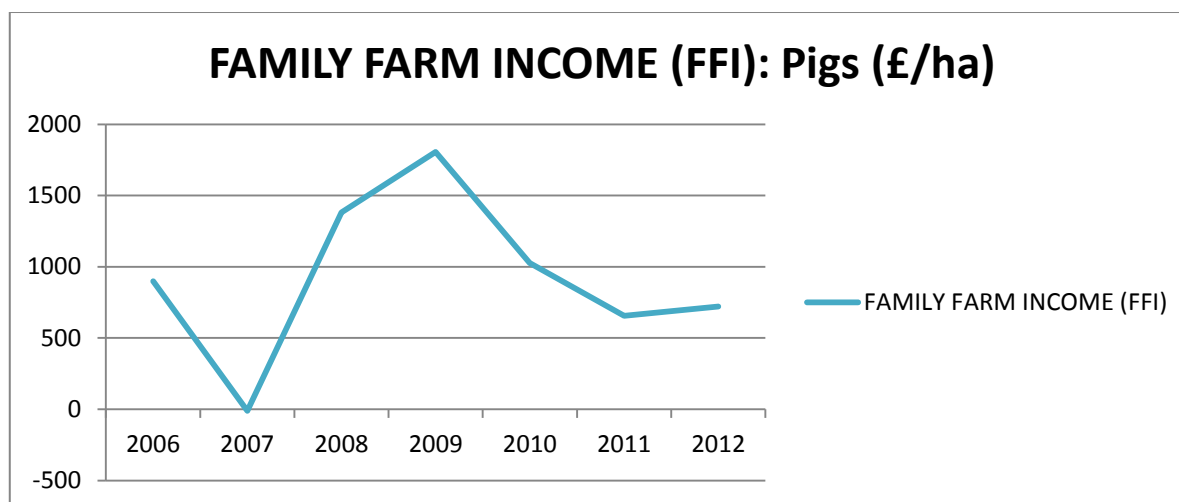
Farm Business Survey results from Rural Business Research show the following trends from 2006 – 2012⁸. These figures compare the East of England region with national results, and show, firstly, farm and family income (FFI) per hectare for all farm types (300 farms in the East of England sample) and then FFI per farm for specialist pig farms (70 in the 2012 sample), these being an important sector in the Heritage Coast area.



⁷ www.gov.uk/government/statistics/diversification-and-renewable-energy-production-on-farms-in-england-in-2010

⁸ <http://www.farmbusinesssurvey.co.uk/>

This shows that the East of England generally outperforms the average of all English farms of all types. This is because arable farming has been generally more profitable than livestock in the past few years and arable yields in the east of England are generally higher than other regions due to a climate, topography and soils that are more amenable to arable cropping.



Pig profitability is notoriously variable and the relative stability from 2010 to 2012, while a welcome relief for pig farmers, has been an unusual occurrence.

Tourism

The tourism 'offer' from the Heritage Coast is strong and it is an established destination well-known for its big skies, artisan food, small coastal towns with beach huts, rolling countryside, coastal landscapes and a vibrant arts, culture and heritage scene. In recent years, a weak pound, rising travel costs and growing interest in authentic English destinations have combined to encourage 'staycations' that have seen a steady growth in the Suffolk and Essex tourism sector. Significant tourist attractions include coastal resorts, market towns and surrounding countryside, arts and heritage attractions, many small museums and the Suffolk Coast and Heaths AONB. Outdoor pursuits such as sailing, cycling, walking and fishing are a strong feature of the area's tourist economy. There are wildlife reserves run by RSPB (Minsmere, Aldeburgh and Orford; Minsmere is currently popularised by being the base for the BBC Springwatch programme) and Suffolk Wildlife Trust (22 in the LEADER area). The Suffolk Coast long-distance path runs for 50 miles from Lowestoft to Felixstowe, across sand, shingle, broads, dunes and marshes, with an abundance of bird and plant life. Other long distance paths - the Stour & Orwell Path and the Sandlings Path – access further natural attractions of the area. A Suffolk Coast Destination Management Organisation (DMO) has recently been established, a business-led membership organisation with the objective of promoting the Suffolk Coast as a visitor destination.

Suffolk Coastal and Tendring District Councils have recently commissioned studies on the economic impact of tourism. Although the areas are not identical with the LEADER area (the Tendring data includes Clacton, Frinton and Harwich; Suffolk Coastal includes Woodbridge), the information is a reasonable proxy and indicates the economic value and structure of tourism to the area:

Measure	Suffolk Coastal (2011) ⁹	Notes	Tendring (2012) ¹⁰	Notes
Total visitor income	£236m	70% day trips. 37% from catering, 23% retail, 12% entertainment, 9% accommodation	£256m	62% day trips 37% catering; 17% retail; 10% entertainment; 9% accommodation

⁹ Economic Impact of Tourism 2011 – Suffolk Coastal. Tourism South East 2013

¹⁰ The Economic Impact of the Essex Visitor Economy 2012 – Essex & Tendring District. South West Research Co. Ltd. 2014

Supplier and income induced	£48m		£91m	
Total tourism value	£284m		£347m	
Direct employment	4,300 ftes	63% for day visitors. 43% from catering	4,080 ftes	55% for day visitors 41% catering
Indirect employment	800 ftes		1,510 ftes	
Total tourism related employment	5,100 ftes		5,590 ftes	
Percentage of all employment	10%		15%	

The surveys show that the Heritage Coast attracts older-age, higher socio-economic profile visitors. About half the visitors (day and overnight) were repeats, with many making more than one trip per year. Average stay was 4.7 nights with a high proportion staying 5 or more nights. The main activities were: pub/café visit (43%); short walks (30%); and shopping (24%). There were high levels of satisfaction for service and quality of provision. Key likes included tranquillity; landscape quality and general ambience. 97% were likely or very likely to return.

Challenges for the future for the whole Heritage Coast area of Essex and Suffolk include:

- Adapting to changing customer need and demands for ever-increasing levels of service and sophistication. This can be difficult for the small businesses that dominate the sector.
- Allied to this, there is a growth in demand for self-catering accommodation, for 'boutique' hotels and such venues as 'glamping' (up-market camping in virtually permanent accommodation). There is a decline in demand for traditional bed & breakfast facilities.
- While many establishments are full in peak season, there is a need to extend the season and develop off-peak and shoulder events and attractions.
- Safeguarding the area's distinctive qualities. Tourism is good for the economy but can pressurise the environment and local communities; careful planning can avoid these pitfalls.
- Raising the profile and professionalism of the tourism sector to attract those wanting to make their career in the industry, thus improving service standards and quality yet further. Tourism is perceived by many outside the industry as low-earning, low skilled, short-term or part-time and not a particularly attractive option for young people.

Recent work by Liverpool's John Moore University for the Sport + Recreation Alliance has drawn attention to the importance of outdoor recreation¹¹. It is calculated that it is the nation's favourite pastime; that nationally it generates a spend of £21bn/year; and that it supports up to 245,000 ftes. It is a mainstay of the rural economy and has many diverse aspects that the Heritage Coast area is ideally suited to work with and to develop locally.

Visit Britain reports record numbers of overseas visitors coming to Britain in the first half of 2014, with increased numbers from mainland Europe¹². With the area's proximity and links (e.g. Harwich), the Heritage Coast tourist sector is ideally placed to service and benefit from such growth.

Food and drink

Local food and drink production is important to the area and frequently serves as a further link between the agriculture and tourism sectors. The map (interactive on its web site¹³) below

¹¹ <http://www.sportandrecreation.org.uk/sites/sportandrecreation.org.uk/files/web/Reconomics%20FINAL.pdf>

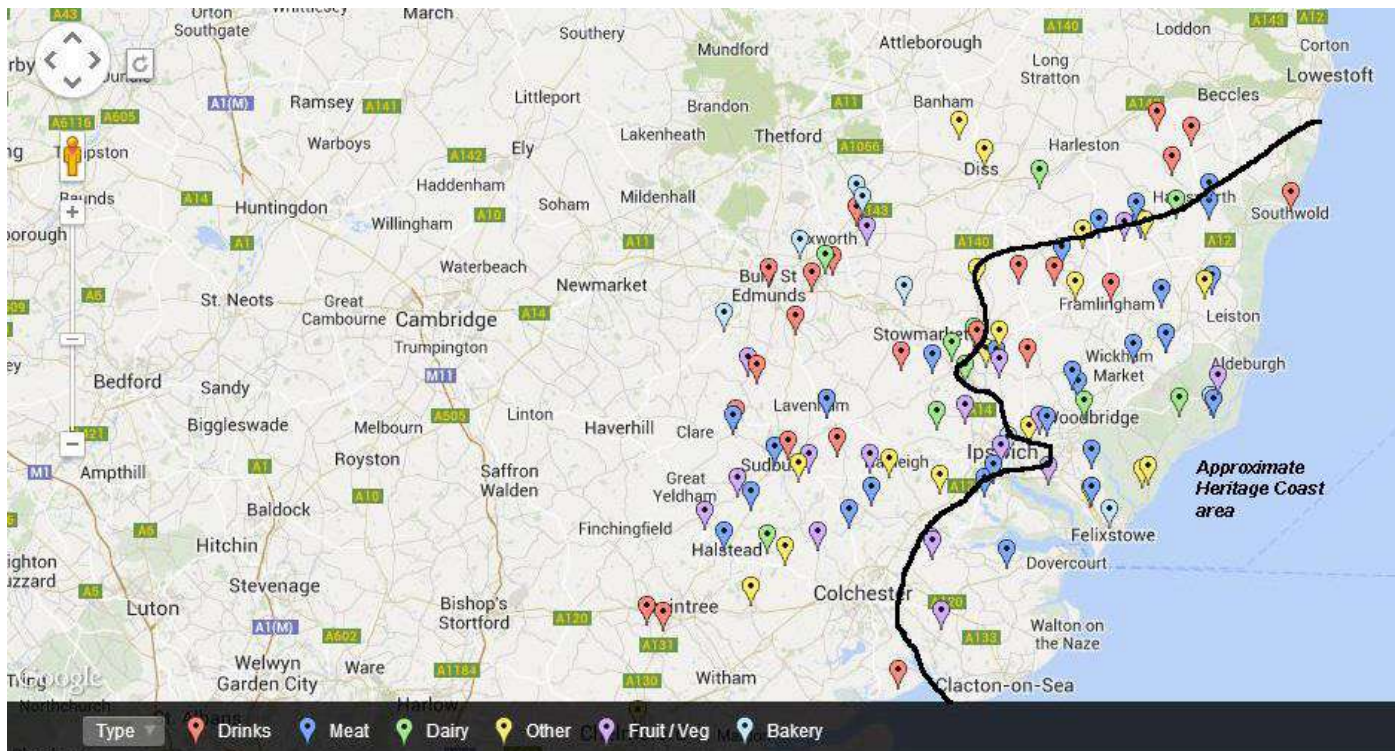
¹² http://www.visitbritain.org/Images/June%202014%20IPS%20Memo%20with%20charts_tcm29-42275.pdf

¹³ <http://batchgeo.com/map/5a79dfd7078d2292084f4fcb84d4f31b>; <http://30milefood.transitionipswich.org.uk/>

shows the location of a large number of producers (44) in Heritage Coast, area. On-farm and other local activities include the production of salami (the only farm in the UK producing salami from its own livestock); meat from traditional breeds – Red Poll cattle and Suffolk sheep; smoked ham, gammon, fish and seafood; traditional and new Suffolk cheeses; free-range poultry and eggs; a wide range of fruit and vegetables including historic varieties; vegetable and fruit juices; vinegar; country wines; cider; perry; and beer.

The regional food group, Tastes of Anglia, has proved unsustainable in its original form and there is an opportunity to establish a local brand with appropriate standards of quality, provenance and transparency.

Farmers markets have proved to be an effective entry point for small-scale producers and there are a good many that are established in Suffolk and Essex, that Heritage Coast producers would have access to. Selling direct gives both a better return to the producer and customer feed-back that is important to product development.



Forestry

The area has 9% of its land down to woodland; the majority of this is under non-public ownership and is substantially unmanaged (figures below supplied by the Forestry Commission). With the large proportion of woodland that would benefit in financial and environmental terms from improved management, there are opportunities for existing or new businesses to work in the area. There are also co-operation and collaboration opportunities between landowners, woodland services and woodland products businesses both within the Heritage Coast area and in adjoining LEADER areas, that would provide necessary and beneficial economies of scale.

Heritage Coast Area	Woodland		Non-Public Forest Estate:	
	Total	Managed	Total	Managed
146,138 ha	13,147 ha 9.0% HC area	6,525 ha 49.6% woodland	10,249 ha 78.0% total woodland	3,658 ha 35.7% private woodland

The woodland percentages recorded above¹⁴ are close to the East and East Midlands regional figures (7.3% area and 49.6% managed).

¹⁴ Forestry Commission – private communication

Nationally, government has clearly stated the intention to get more woodlands into active sustainable management. It is widely recognised that barriers to this achievement include the under-capacity of the businesses working in the woods and the support of local markets¹⁵. The LAG has forestry expertise to draw on and has set a target of 270 ha to be brought under management with a production of 12,250 tonnes of timber over the 5 year lifetime of the proposed Heritage Coast project. This is seen to be an ambitious but achievable target. The establishment of a woodland hub to co-ordinate activity and share experience in the area is proposed as a means of meeting this target.

There is an identified need to manage increasing wild deer numbers to reduce their damaging impact on woodland condition and on agricultural yields, and also to reduce road traffic accidents. Defra estimated that the current wild deer population in the East of England was 76,000 (2004). Without an improved management regime, it is likely to increase at a rate of approximately 15% per annum; therefore it is likely that the current wild deer population in the region is approximately 400,000. This is not sustainable for the long term without a more managed approach¹⁶. In 2009 a survey was carried out as part of evidence to develop the RDPE Wild Venison Project in the East of England; it suggested that the net damage that wild deer were causing in terms of crop losses, traffic accidents and damage to trees, woodland flora and wildlife habitats amounted to between £7.0 and £10.2 million per year across the East of England.¹⁷

Arts and heritage

The Heritage Coast area hosts many and varied festivals, including Aldeburgh Music Festival; Southwold Arts Festival; Brightlingsea Music Festival; Alde Valley Festival; Maverick Festival; Names not Numbers; Flavours of Summer; Snape Proms; Latitude; Jazz at the Orford Pavilion; Folk East; Dig Deep and many more. These cater for every passion and run throughout the year. They provide outlets for artistic and creative talent and are a substantial contribution to the rural economy, encouraging visitors into the area, not only to sample new experiences but also local hospitality and accommodation.

There are more than 60 Grade 1 listed buildings in the Heritage Coast area. National Trust properties span history from Saxon burial to World War Two weapons research, via watching for Napoleonic invasion. English Heritage look after 5 properties including Framlingham and Orford Castles. These sites add considerably to the tourist attraction of the area.

Communications issue arising from consultations:

Broadband speeds and reliability, as well as mobile and wi-fi access are limited in rural areas; where they are available reliably, speeds tend to be slow. With the e-economy expanding rapidly and the opportunities that should provide for rural businesses remote from traditional lines of communication, the poor standard of provision puts them at a disadvantage. Both New Anglia and South East LEPs have adopted Government targets to improve significantly the speed of broadband in rural areas with 95% superfast coverage by 2017. That may still leave variable coverage for mobile phone networks across the area, despite central government encouragement for providers to share masts. Many rural businesses, residents and especially visitors find this a more important issue for the area. There may be specific local instances that LEADER can help to address.

2.3.1.3 Society

Rural isolation presents a major challenge in improving the quality of life for many people; rural accessibility requires for economic as well as social reasons.

There are a number of social issues affecting the area:

- Earnings in rural areas are below the regional average.
- Low qualification levels among employees: perceived lack of motivation and social skills in young people is a significant barrier to employment and meeting business needs. High proportions of young people move elsewhere for work.

¹⁵ <https://www.gov.uk/government/publications/government-forestry-policy-statement>

¹⁶ Defra: A Preliminary Estimate of the Cost of Damage Caused by Deer to Agriculture in England: 2003

¹⁷ Deer Initiative: The Final Report of the Wild Venison Project 2014

- While generally assumed to be affluent, rural areas face problems due to being remote. There is generally a low wage economy, together with seasonality from tourism.
- Coastal areas are largely dependent on tourism with a resultant seasonal employment pattern. They are recognised as areas of deprivation, with high levels of unemployment and benefits, poor housing and resulting ill-health.
- The population is older than the national average, with consequent demands on health, social and community services. Similarly, there are frequently reduced facilities for young people; services enabling them to access FE and HE are generally poor or at best complex and time-consuming.
- Tendring DC has identified a high proportion of the population as working in health and education (28%); this will extend to the rural population and these sectors are generally recognised as having limited pay prospects.

Positively, the Heritage Coast is generally a safe area with low levels of crime. Rural people generally consider that they are supported by vibrant and effective civic societies, with a willingness to take responsibility and act on major local issues. Volunteering is widespread. There is a strong feeling of self-reliance and approaches such as LEADER are welcomed and utilised.

3 The Strategy

The vision, priorities, objectives and indicative activities for the Heritage Coast area have been derived from a number of well-attended, vigorous public consultations, principally held in June 2014 (see section1.5).

The **key issues** that arose from these consultations were:

Economic Issues	Environmental Issues	Social Issues
<p>A successful tourist economy based on the area's unique natural environment and tranquillity is dependent on high-season and coastal attractions.</p> <p>A strongly agricultural area with a need to ensure the productive utilisation of the area's high value natural resources (e.g. soils, water; light) and incorporation of technological advances.</p> <p>Strong local food production sector with potential for further growth and a need for effective marketing.</p> <p>World centre for arts and music, with a wealth of varied festivals and other events.</p>	<p>A dry area in which the management of water to ensure greater availability for productive use in summer and avoiding excess at any time of year is an issue for agriculture specifically and communities generally.</p> <p>Balancing protection of the delicate natural environment with its tourism potential, while both improving its connectivity to the public and protecting or increasing biodiversity.</p> <p>Understanding the potential impacts of climate change and adapting to them.</p>	<p>Ageing population.</p> <p>Rural isolation and declining local services.</p> <p>Creating opportunities for young people that will retain them in the area.</p> <p>Harnessing experience to the benefit of new entrants and the community at large, frequently through effective volunteer schemes.</p> <p>Perceptions of affluence mask areas of deprivation.</p>

3.1 Vision for the Heritage Coast

Both the Vision and the description of the strengths, weaknesses, opportunities and threats (SWOT analysis) inherent to the Heritage Coast LEADER area have been prepared from extensive public consultations. Following an introduction, small groups brainstormed the issues and the individuals voted on their relative importance to establish the priorities facing the area. These have then been expressed as LEADER objectives and related back to priorities of the European Union Common Agricultural Policy and Defra LEADER. In this way, the Heritage

Coast LAG can demonstrate that the strategy proposed for the area derives from local commercial, environmental and social experience and has been tailored to reflect that in its priorities, objectives and targets. The strategy will be implemented in a sustainable way and in accordance with LEADER principles and best practice.

The vision for the Heritage Coast LEADER area of Suffolk and Essex is of a vibrant rural economy that protects, enhances and capitalises on the unique natural, built and cultural environments of **coastline, estuaries, heaths and upland that are brimming with wildlife, communal heritage and artistic enterprise**; the farms and rural businesses underpinning the economy are enabled to confidently adopt and adapt **innovative approaches and processes** that will ensure their own and their communities' **growth and sustainability** in the face of climate change and other challenges.

3.2 SWOT analysis of the area

Strengths	Weaknesses
<ul style="list-style-type: none"> • Environmental Tranquil natural beauty, with rich biodiversity Dry climate High light levels (crop production; solar power) • Economic Entrepreneurial economy; good survival rate for SMEs; diverse employment base (hi-tec; agriculture; tourism; energy; arts) Thriving and recognised local food industry Easy access to London; also to Europe; market towns with intact local services and retail outlets High quality tourist and retail destinations • Tourism; leisure Major natural and cultural heritage attractions of national importance. World centre for arts and music. Range of summer festivals Facilities for low-impact leisure activities • Social Vibrant civic societies, with a strong sense of empowerment and volunteer activity Quality of life (popular area to live in and visit) No coast road - avoids over-development. 	<ul style="list-style-type: none"> • Environmental Low rainfall and water availability. Soft, eroding coastline. • Infrastructural Transport infrastructure in need of improvement (A14; A12) Broadband and mobile coverage limits business opportunities, marketing efforts and access to educational resources Limited rural public transport restricts access to employment, further education and training. Lack of affordable housing for key workers No big tourist attraction (e.g. Eden Project; High Lodge Forest Centre at Thetford) • Economic Lack of resources and funding for marketing of tourism Short tourist season that is focused along the coast. Insufficient funding for local food group; no concerted marketing effort (previously Tastes of Anglia) or local brand. • Social Ageing population and rural isolation sees decline of village services, with increased costs of access.

Opportunities	Threats
<ul style="list-style-type: none"> • Economic <p>Improved agricultural technology</p> <p>Surplus water flows, especially winter water, to store for summer use.</p> <p>Demand for local/good provenance food with improved distribution and logistics for small-scale local producers.</p> <p>Care farming; closer links to health care services¹⁸</p> <p>Energy generation and supply chain.</p> <p>Promotion of coastal destinations</p> <p>Link tourist attractions via co-promotions.</p> <p>Social media linking destinations with local tourist services.</p> <p>Harwich as easy access point for visitors from mainland Europe.</p> <p>Harwich as cruise centre with pre- and post-stays and crew spend locally.</p> <ul style="list-style-type: none"> • Environmental <p>Water management on a catchment scale involving range of stakeholders.</p> <ul style="list-style-type: none"> • Social <p>Utilise the skills, experience and spending power of a mature population</p> <p>Share knowledge and experience with continental neighbours (e.g. flood and coastal management with Dutch and Danes)</p>	<ul style="list-style-type: none"> • Economic <p>Non-rural considerations as to what constitutes sustainability prevent development</p> <p>Red tape stifling entrepreneurial activity and engendering a risk-averse culture</p> <p>Rapid public sector reform is reducing its capacity to support development</p> <p>Lack of long-term area planning</p> <p>Pull of London attracts tourists away</p> <ul style="list-style-type: none"> • Social <p>Rural isolation</p> <p>Lack of aspiration, especially in young people</p> <p>Lack of opportunities and high housing costs driving away young people.</p> <p>Perceived affluence of area masks areas of deprivation</p> <p>Ageing population</p> <p>Loss of traditional skills, especially in heritage conservation</p> <p>Reliance on volunteers means skills less likely to be passed on</p> <ul style="list-style-type: none"> • Environmental <p>Inappropriate management methods combined with neglect of river and estuary maintenance and water quality.</p> <p>Coastal erosion, flooding due to climate change; and neglect due to high maintenance costs</p>

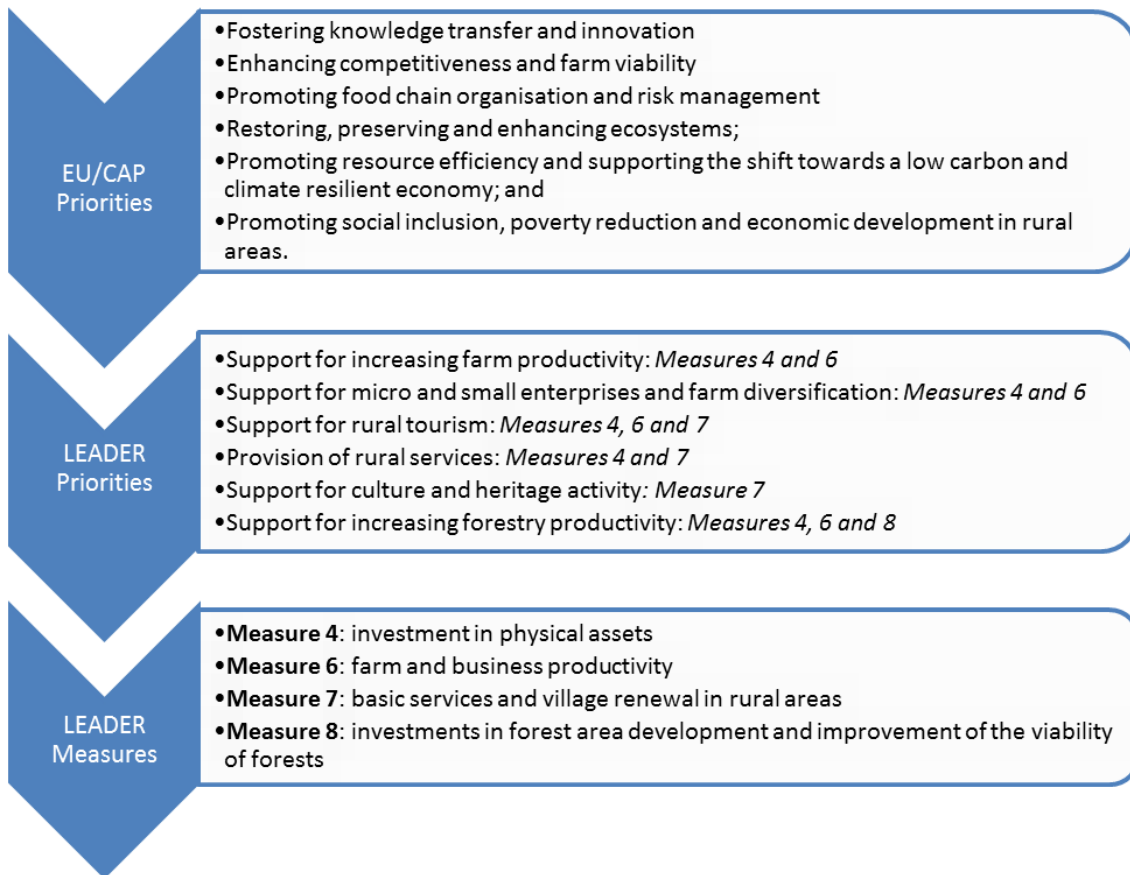
3.3 Alignment of LEP Strategies with LDS Priorities and Objectives

The published strategies of the Local Economic Partnerships have been analysed to show how they can be delivered in part by specific and targeted LEADER policy priorities and objectives. There is a strong and positive alignment, and LEADER can be seen to make substantial contributions to the goals of the LEPs. This alignment is shown in **Appendix 1**. Subsequent sections below show Heritage Coast specific objectives derived from general LEADER priorities (3.4) and target allocations of Heritage Coast funds to LEADER priorities (3.5).

3.4 Heritage Coast Priorities and Indicative Activities

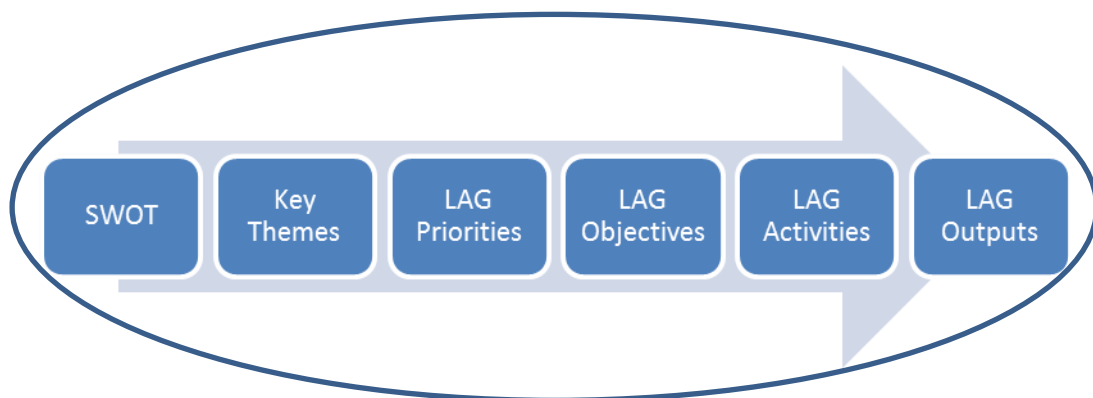
The Heritage Coast priorities have been derived from consultations to determine strengths, weaknesses, opportunities and threats (SWOT) for the Heritage Coast. These have led to the Vision, the Priorities, the Objectives, the Activities and the Outputs for the area. They have all been cross-referenced to the hierarchy of priorities that descend from the overall Common Agricultural Policies through to those defined for LEADER and the measures adopted for LEADER. The headline definitions and relationships are shown below.

¹⁸ Natural England Commissioned Report NECR155, "Care farming: Defining the 'offer' in England" 2014



Specifically within the Heritage Coast LEADER area:

LEADER Priorities & Measures



From the consultations that identified issues and the strengths, weaknesses, opportunities and threats facing the area, economic, environmental and social priorities relevant to a LEADER programme have been defined. Within the overall aims of the LEADER programme for growth and job creation, specific objectives for the Heritage Coast area are proposed and some indicative activities are suggested. A much broader range of activities is likely to be undertaken through the life of the Rural Development Programme.

The economic priority, **to support the creation and growth of sustainable rural businesses in the Heritage Coast area**, will underpin further growth and development of an economy that is based very firmly on micro and small businesses, principally in the tourism and farming sectors. There is a lively artistic community and the arts flourish in the Heritage Coast, with a strong interdependency with tourism – there are numerous festivals that draw large numbers into and within the area to their venues and which stimulate high volumes of trade. There are

opportunities for increasing farming efficiencies through innovation as well as for further diversification.

Economic Objectives

Ec 1: to support rural SME viability and growth resulting from effective use of resources and diversification of activities.

Ec 2: to support the establishment, growth and sustainability of tourism, leisure, arts, crafts and heritage businesses in the area, enabling an increase in annual value generated.

Ec 3: to increase the volume and value of food production and support the further development of local supply chains.

The unique nature of the environment, with a long stretch of lowland area behind the Essex and Suffolk coast, rising to the Suffolk claylands and interlaced with river valleys and estuaries is rich in biodiversity, but open to critical alterations induced by climate change. It is a very dry area where efficient water management is crucial. The threats to the environment lead to the second priority: **to conserve and enhance the unique environment and valuable natural resources of the Heritage Coast area.**

Environmental Objectives

Env 1: to support activities designed to maximise the efficient use of resources, resulting in improved waste management, efficient use of water, reduced energy use and enhanced flood risk management.

Env 2: to support sustainable, low impact tourism that provides an economic benefit while improving or maintaining the natural capital of the area.

Env 3: to increase the supply and diversity of timber products and improve the sector's supply chains, environmentally benefiting areas of under-managed woodland.

Social pressures arise from the area's rurality; it is not uniformly affluent, has an ageing population and there is a shortage of affordable housing. Poor public transport limits access to employment, further education and training. The third priority: **to ensure vibrant local communities with attractive opportunities and effective services in the Heritage Coast area** seeks to offset these weaknesses.

Social Objectives

Soc 1: to increase the numbers of young people working and living in the area by increasing the opportunities for local employment and access to skills training.

Soc 2: to enable services that meet the priority needs of the population efficiently and effectively.

Logic Chain from Themes to Activities

Key Themes (from SWOT) →	LDS Priority →	LDS Objectives →	LDS Indicative Activities
Economic			
<p>Tourist economy dependent on high season and coastal attractions.</p> <p>The productive utilisation of the area's high value natural resources (e.g. soils, water and light)</p> <p>Potential for local food production</p> <p>World centre for arts and music</p>	<p>To support the creation and growth of sustainable rural businesses in the Heritage Coast area.</p>	<p>Ec 1: to support rural SME viability and growth resulting from effective use of resources and diversification of activities.</p> <p>Ec 2: to support the establishment, growth and sustainability of tourism, leisure, arts, crafts and heritage businesses in the area, enabling an increase in annual value generated.</p> <p>Ec 3: to increase the volume and value of food production and support the further development of local supply chains.</p>	<ul style="list-style-type: none"> • Support expanding micro and SMEs offering sustainable job creation and developing skills • Effective management of all assets to secure economic outcomes, e.g. marketing and promoting livestock or crops • Conversion of redundant farm buildings to non-farm use • Add value and market products • Promotion of locally produced food and drink from area • Increase visitor numbers and spend in the shoulder- and off-seasons • Marketing and promotional initiatives • Support for care farming • Support, develop and co-ordinate local festivals and fairs • Improved access to heritage sites • Support for businesses based on arts and crafts. • Uptake of innovation and technology
Environmental			
<p>Management of water to ensure greater availability for productive use in summer and avoiding excess at any time of year.</p> <p>Protection of the delicate natural environment while</p>	<p>To conserve and enhance the unique environment and the natural resources of the Heritage Coast area.</p>	<p>Env 1: to support activities designed to maximise the efficient use of resources, resulting in improved waste management, efficient use of water, reduced energy use and enhanced flood risk management.</p> <p>Env 2: to support sustainable, low impact tourism that provides an economic benefit</p>	<ul style="list-style-type: none"> • Improved catchment management • Efficient irrigation systems; storage of surplus water flows • Reduced flood risk • Support low impact tourism initiatives • Increase visitor numbers and spend in

improving its connectivity to the public and increasing biodiversity. Potential impacts of climate change.		while improving or maintaining the natural capital of the area. Env 3: to increase the supply and diversity of timber products and improve the sector's supply chains, environmentally benefiting areas of under-managed woodland.	the shoulder- and off-seasons <ul style="list-style-type: none"> • Marketing and promotional initiatives • Restoration of under-managed woodlands • Producing diverse local woodland products, including firewood • Development of supply chains and co-operation among woodland owners
Social			
Ageing population Rural isolation and declining local services Opportunities for young people	To ensure vibrant local communities with attractive opportunities and effective services in the Heritage Coast area.	Soc 1: to increase the numbers of young people working and living in the area by increasing the opportunities for local employment and access to skills training. Soc 2: to enable services that meet the priority needs of the population efficiently and effectively	<ul style="list-style-type: none"> • Supporting community shops and additional services • Diversified pub activities • Improving access to FE and training • Support for volunteer schemes • Support for the elderly

The following section goes on to propose target Heritage Coast grant expenditure for LEADER priorities and forecasts the outputs generated. It suggests activities that will fulfil the LDS objectives above – these are indicative and not exhaustive; some projects will meet a number of objectives under separate priorities. The allocation of funds will be closely monitored through the life of the project and the target allocations are likely to be adjusted in the light of applications received. This initial proposal is based on local knowledge of the priorities and the LAG's current view as to how funds should be allotted.

The outputs, in terms of projects supported and jobs created for each LEADER priority have been calculated on the basis of the information provided by Defra. This is understood to have been generated from averages of LEADER performance in the previous round of RDPE. The Heritage Coast LAG believes that it can exceed these target outputs and will strive to do so. With the mid-point funding suggested by Defra, the LAG would target an increase of 10%, with a similar rate of increase if funding were to be higher. This is based on an understanding of the area with its high numbers of rural SMES, and the interest already shown in LEADER funding as this LDS has been developed.

Running cost and animation have been set at the maximum suggested by Defra. They are believed to be adequate for the staffing levels proposed and for the animation activities expected. They allow for 0.1 fte Programme Manager; 1.0 fte Facilitator; 0.5 fte Administrator (shared with the Wool Towns LAG); travel; publicity; and office costs. These limits will be stringently observed and any savings that are made will be reallocated to future project spend. Note that any increase in LAG funding above the mid-point suggested would not necessarily see an increase in running costs, which would come down in percentage terms.

3.5 Heritage Coast Targets, Results, Activities and Outputs

LEADER Policy Priority	Total programme expenditure (£ '000)	% of total programme costs	Indicative Heritage Coast LEADER-supported Activities	Outputs (Derived from Defra statistics and, in <i>italics</i> , from prior LEADER experience in the region)
Support for increasing farm productivity	LEADER: £533.3 Match: £990.4 <i>Total: £1,523.8</i> <i>Avge. grant rate assumed: 35%</i>	24.6%	<ul style="list-style-type: none"> Effective management of all assets to secure economic outcomes, e.g. marketing and promoting livestock or crops Improved catchment management Efficient irrigation systems; storage of surplus water flows Reduced flood risk Uptake of technology 	Total amount of investment: £533,328 No. of: <ul style="list-style-type: none"> Projects: 18 Jobs created: 8.7 fte <i>Holdings benefiting: 26</i> <i>Businesses benefiting: 35</i> <i>Individuals benefiting: 53</i> <i>Jobs safeguarded: 17</i>
Support for micro and SMEs and farm diversification	Leader: £533.3 Match: £990.4 <i>Total: £1,523.8</i> <i>Avge. grant rate assumed: 35%</i>	24.6%	<ul style="list-style-type: none"> Conversion of redundant farm buildings to non-farm use Add value and market products Promotion of locally produced food and drink from area Support for care farming Support expanding micro and SMEs offering sustainable job creation and developing skills 	Total amount of investment: £533,328 No. of: <ul style="list-style-type: none"> Projects: 27 Jobs created: 44.7 fte <i>Holdings benefiting: 13</i> <i>Businesses benefiting: 53</i> <i>Individuals benefiting: 106</i> <i>Jobs safeguarded: 89</i>
Support for rural tourism	LEADER: £355.5 Match: £533.3 <i>Total: £888.9</i> <i>Avge. grant rate assumed: 40%</i>	16.4%	<ul style="list-style-type: none"> Support low impact tourism initiatives Increase visitor numbers and spend in the shoulder- and off-seasons Marketing and promotional initiatives 	Total amount of investment: £355,552 No. of: <ul style="list-style-type: none"> Projects: 11 Jobs created: 10.9 fte <i>Existing tourism activities supported: 22</i> <i>New tourism activities supported: 5</i> <i>Potential overnight stays: 16,788</i>
Provision of rural services	LEADER: £88.9 Match: £45.8 <i>Total: £134.7</i> <i>Avge. grant rate assumed: 66%</i>	4.1%	<ul style="list-style-type: none"> Supporting community shops and additional services Diversified pub activities Improving access to FE and training Support for volunteer schemes Support for the elderly 	Total amount of investment: £88,888 No. of: <ul style="list-style-type: none"> Projects: 14 Jobs created: 2.7 <i>Businesses benefiting: 22</i> <i>Villages/communities benefiting: 5</i> <i>Jobs safeguarded: 5</i>

Support for cultural and heritage activity	LEADER: £177.8 Match: £266.7 <i>Total: £444.4</i> <i>Avg. grant rate assumed: 40%</i>	8.2%	<ul style="list-style-type: none"> • Support, develop and co-ordinate local festivals and fairs • Improved access to heritage sites • Support for businesses based on arts and crafts. 	Total amount of investment: £177,776 No. of: <ul style="list-style-type: none"> • Projects: 6 • Jobs created: 3.2 • <i>Facilities benefiting: 6</i> • <i>Jobs safeguarded: 6</i>
Support for increasing forestry productivity	LEADER: £88.9 Match: £133.3 <i>Total: £222.2</i> <i>Avg. grant rate assumed: 40%</i>	4.1%	<ul style="list-style-type: none"> • Restoration of under-managed woodlands • Producing diverse local woodland products, including firewood • Development of supply chains and co-operation among woodland owners 	Total amount of investment: £88,888 No. of: <ul style="list-style-type: none"> • Projects: 4 • Jobs created: 1.2 • <i>Forests/woodlands/holdings benefiting: 8</i> • <i>Businesses benefiting: 4</i> • <i>Individuals benefiting: 8</i> • <i>Jobs safeguarded: 0</i>
Running costs and animation	LEADER: £390.2	18.0%		
Total	LEADER: £2,168 Match: £2,960 <i>Total: £5,128</i>	100.0%		Total amount of investment: £1,777,760 No. of: <ul style="list-style-type: none"> • Projects: 70 • Jobs created: 71.4

The LAG is already aware of a number of projects currently under development; without expressing any commitment towards possible future support, these include:

- A strategic catchment-wide water management project for the River Deben. This will identify and deliver innovative solutions to reduce flood risk and increase useable water resources while developing the economic, social and environmental benefits of taking a more collaborative approach to managing water. LEADER may be appropriate for specific parts of such a scheme.
- To create and deliver a food brand to market and promote food and produce grown in the Tendring Hundred
- Assistance towards establishing innovative practices for improving and increasing salad crop production that will use less water, while the expansion creates new jobs.
- A cycle path and cycle hire development scheme at the Sandlings area of the coast.
- Conversion of redundant farm buildings to care farming use, building on experience of assisting current care farming practitioners and working with health professionals.
- Develop firewood supply chain through collaboration among woodland owners (potentially a cross-LEADER collaborative project).
- Establish an organic seed production co-operative or collaborative business, for vegetable, flower and herb seeds that are currently hard to source.
- Establish a local food and drink trail, based on successful food festivals and farmers markets and aimed at a more permanent and integrated presence with an element of local branding with quality, provenance, scale and identity assurance.
- Snape Viewing Platform: the two businesses based at the site wish to work together to commission a 6 - 8m high sculptural viewing platform that can be enjoyed by visiting families. The Snape Maltings site (including Aldeburgh Music) attracts in excess of 525k visitors per year to its shops, restaurants, cafes, galleries and arts programme set in this Area of Outstanding Natural Beauty.
- Further development of on-farm meat processing into charcuterie goods to expand the unique offering of a local brand.
- On-farm cultivation and processing of extracts from the fruit of an indigenous but nationally uncultivated plant for medicinal and cosmetic purposes, based on experience, tradition and farming approaches of other areas of northern Europe and Asia.
- Establish a Heritage Coast Woodland Hub to stimulate woodland and deer management through partnership working with individuals, co-operatives, community interest companies and charities in order to fulfil the stated LDS objective of bring unmanaged woodlands into active management.
- To create a passivhaus low energy community building to replace old village hall and provide changing facilities for sports ground, community shop, post office, cafe and rural business hub.

3.6 Sustainability Appraisal

The sustainable development of the Heritage Coast is at the heart of the vision for the LDS. The sustainability appraisal that has been carried out has been an iterative process that has considered the economic, environmental and social consequences of the proposed LDS, its policies, priorities and objectives; it has sought to ensure that a proper balance has been achieved between these three considerations. The LAG is committed to integrating sustainability principles and components into the LDS, supported projects and the whole programme. *(Full appraisal held by Suffolk CC.)*

Will the LDS keep within environmental limits?	Will the LDS promote a strong, healthy and just society?	Will the LDS achieve a sustainable economy?	Does the LDS promote good governance?	Is the LDS developed from sound science?
A key theme, with links to priorities & objectives Priority: conserve and enhance the	Priority: to ensure vibrant rural communities with appropriate services, community facilities	Priority: support the creation and growth of sustainable rural businesses in the	LAG represents all sectors of local community. LDS ratified by LAG prior to	LDS informed by research into the needs of the local area, augmented by a wide stakeholder

Heritage Coast Local Development Strategy

unique environment and valuable natural resources of the area. Objectives Env 1-3	and employment opportunities. (especially for young people). Objectives Soc 1-3 The LAG will operate according to the Accountable Body's equal opportunities policy.	area (aligned with objectives of local and regional bodies). Objectives Ec 1-3	submission. LAG constitution will be clear, democratic and ensure responsibility and accountability. LAG to be supported by the Accountable Body.	consultation and available data and evidence to identify key priorities for the area. LDS Outputs have been calculated according to Defra statistics supported by local experience.
--	--	---	---	--

Strategy for integrating sustainable development principles into project and programme development and delivery:

Ensuring facilitation of projects promotes sustainable development:

- Training in the principles of sustainable development for LAG members and project staff.
- Advice provided to project applicants on sustainable development principles in relation to their project.
- The facilitator will provide support at the project development stage to ensure that projects are sustainable and signposted to other support as necessary.

Ensuring the project and programme appraisal process considers sustainable development in its recommendation:

- Project appraisals will consider the environmental, economic and social sustainability of a project as a matter of course, in line with the area priorities and objectives as determined by the LDS and its subsequent development.
- Prioritisation will be given to projects that score highly against sustainable development principles.
- Sustainable development principles will be integral to project and programme monitoring and evaluation procedures.

3.7 Proposed Co-operation Activities

The Heritage Coast is one of several proposed LEADER areas in the Eastern region. It shares boundaries with the Waveney Valley, the Wool Towns and the Essex Rivers areas. It forms part of the New Anglia LEP and South-East LEP areas. As such it shares not only issues with other areas but businesses which have property, bases, customers and interests in those areas. In addition, many of the organisations and bodies that support sectors and members are regionally managed (e.g. NFU; CLA; Easton & Otley College; East Anglian Brewers Ltd.) or based (e.g. Anglia Farmers; Fram Farmers). These factors mean that many businesses do not feel constrained by their place of origin and that they are already disposed to work with those in other areas if that can be shown to be advantageous. The Heritage Coast LAG will work with other LEADER bodies to ensure that area boundaries are not an obstacle to assistance.

The Heritage Coast and Wool Towns areas will share an Accountable Body and they will seek to ensure that the regional LEADER network is maintained and developed; this will ensure that there is close contact between facilitators and managers, and from this other informal networks will develop.

There are a number of significant bodies with similar aims and objectives such as the Suffolk Coast & Heaths AONB and Suffolk Coast Ltd. who will also be LAG members. This will ensure effective collaboration and co-operation with, for example, the AONB's Sustainable Development Fund, and initiatives under development.

The LAG recognises that there is widespread European LEADER expertise and experience that is relevant to the Heritage Coast area (e.g. Dutch and Danish coastal management and rural development) and will explore options to make best use of it.

4 Management and Administration

4.1 Accountable Body

The Accountable Body will be Suffolk County Council (SCC). SCC will also perform this role for the Wool Towns LAG, providing economies of scale across both LAGs. As the Accountable Body on behalf of the LAG, SCC will ensure that financial propriety and compliance is observed in the management and administration of the programme, as set out in the National Delivery Framework. It will ensure that the programme is delivered in accordance with the National Operations Manual.

SCC has a strong track record in managing funding programmes. It manages a number of council and government grant schemes. It is the Accountable Body for New Anglia LEP, and currently manages grant funding worth around £13m on behalf of the LEP. SCC is also experienced in managing and administering EU funding, and has successfully managed the grant claims for seven EU funded projects in the last EU programme period.

4.2 Project Development and Assessment Procedures

Development of appropriate projects will be assisted by the full-time project Facilitator. They will be separate from the Heritage Coast appraisal process, which will also be managed by SCC and may be provided by the proposed Wool Towns Facilitator. The appraisal process will check eligibility, feasibility, viability and match with area's priorities and budgets, as well as the project's overall sustainability. The appraiser will report findings and make a recommendation to the LAG.

4.3 Claims and Payments

Project claims will be submitted to the Project Administrator for checking that items are eligible. Claims will then be forwarded to the RPA for payment. Claims for management and administration of the LAG will be submitted to the RPA quarterly.

4.4 Communications and Publicity

The Facilitator will maintain close relations and frequent communications with the LAG chairman, by e-mail and telephone. E-mail will be the main communication medium with the LAG membership to keep them informed of important developments between quarterly meetings.

The following will be established:

- Distinctive logo designed (to be shared with or complementary to the Wool Towns LAG).
- Heritage Coast LEADER web site, updated regularly. Prominent links to this site will be provided by local authorities and others in the LAG area.
- Fact sheet describing opportunities and processes for applicants.
- Regular e-mail newsletter; active social media accounts(Twitter; Facebook; LinkedIn).
- Database of enquiries and attendees.
- Briefings for banks, accountants and other professionals.
- Attendance at county and other shows, College open days, etc.
- Close co-operation with local authority Economic Development Officers and with Local Enterprise Partnerships.
- PR via local press, Fram Farmers, NFU, CLA, SCC farm estate, etc.
- Active participation in regional and national LEADER networks.

Internal communications with the project team will be the responsibility of the team's line manager at SCC.

5 Financial Plan

Indicative allocations of funds (Defra letter, 20 June 2014) ranged from £1.828m to £2.597m; the middle scenario was **£2.168m** and this sum has been used for all financial and performance forecasts.

5.1 Annual Expenditure



LEADER 2014-2020 Local Development Strategy Application Financial Profile

1. Applicant Details

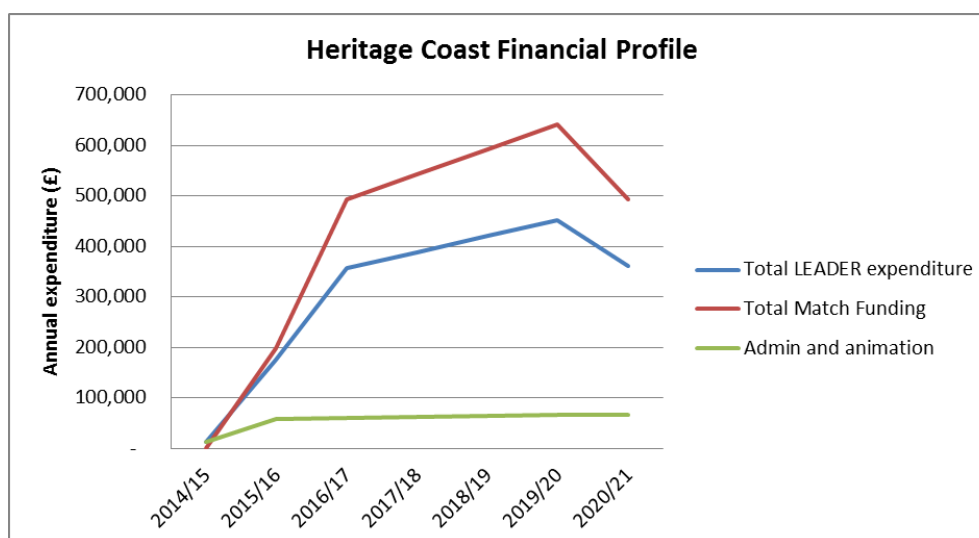
Local Action Group:	Heritage Coast
Accountable Body:	Suffolk County Council

2. Financial Profile

		Expenditure Forecast (£)							
		Financial Year						Total programme	
Policy Priority	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021		
Support for increasing farm productivity		35,555	88,888	97,777	106,666	115,554	88,888	533,328	
Support for micro and small enterprises and farm diversification		35,555	88,888	97,777	106,666	115,554	88,888	533,328	
Support for rural tourism		23,703	59,259	65,185	71,110	77,036	59,259	355,552	
Provision of rural services		5,926	14,815	16,296	17,778	19,259	14,815	88,888	
Support for cultural and heritage activity		11,852	29,629	32,592	35,555	38,518	29,629	177,776	
Support for increasing forestry productivity		5,926	14,815	16,296	17,778	19,259	14,815	88,888	
Running costs and animation		13,810	57,543	59,941	62,438	65,040	65,690	65,776	390,240
Grand Total		13,810	176,061	356,234	388,361	420,592	450,872	362,070	2,168,000

LEADER Financial Profile (V1.0) Page 1 of 1

5.2 Overall Funding Profile



5.3 Use of Grants, Procurement and Other Financial Support

The Heritage Coast area lies within two LEPs: New Anglia and South-East. Each of these has an EAFRD allocation from 2015 -20. It is not clear yet how those allocations will be spent nor what, if any, roles RDPE LAGs might have; support is specifically for rural areas and the overall parameters are:

- Building knowledge & skills
- Advisory services & business development
- Basic services (inc. broadband)
- Co-operation, including tourism

These are complementary to LEADER priorities and the LAG will seek to integrate projects where possible, to ensure that LAG expenditure adds value to EAFRD. Grant applicants to the LAG will be made aware of the extra opportunities afforded to them by LEP activities.

New Anglia LEP currently runs the Eastern Agri-Tech Growth Initiative; a recent award of additional funding will enable this scheme to run until March 2016. This scheme is aimed at farming and food businesses to help them develop new processes and products, especially when working with research bodies. This will provide opportunities for some LAG area businesses, especially those for whom match funding (75%) is not necessarily a critical issue.

Further support for the area's rural businesses will be available from other schemes to be run by Defra as part of the new RDPE. These include the (New) Environmental Land Management Scheme and the Farm and Forestry Productivity Scheme (probably to include further rounds of the Farming and Forestry Improvement Scheme [FFIS]). Some of the non-farming rural businesses within the area may be eligible for the Business Growth Schemes funded by BIS and managed by the LEPs, where these are available. Some of the businesses and especially those in the cultural and arts sectors may be eligible for Lottery funding.

Community Led Local Development (CLLD) approaches will be developed by the LEPs to distribute ESF and ERDF funding (in addition to EAFRD) within their areas. They may adopt LEADER processes for these programmes. The relationship with RDPE LEADER groups has not been determined as yet. The Heritage Coast LAG will co-operate fully with and seek to add value to the New Anglia and South-East LEPs and the arrangements that they decide upon, if applicable.

The LAG will expect applicants to have explored alternative sources of funding thoroughly and for LEADER to be their final choice ('funder of last resort'); there may well be cases when the LAG is able to fund parts of projects that are supplementary or complementary to another scheme. Such cases would be examined rigorously to ensure that state aid rules were kept and that there were no cases of double funding. All grant applicants would be expected to abide by EU procurement rules. These and other eligibility matters would be made widely known, advised upon and checked during the appraisal process.

6 Action Plan for Inception of Project

Timing	Action	Completion criteria	Responsibility
Early Nov 2014	Funding awarded	Letter indicating award	Defra
Mid-Nov 2014	Appoint temporary LEADER team	Team appointed; ToRs agreed	SCC – Accountable Body (AB)
Mid-Nov 2014	Review permanent staffing needs and employment terms	Job and person descriptions. Job advertisements	SCC: AB & HR dept.
	Temp team in post	3 month action plan confirmed	AB; temp team
Dec 2014	LEADER posts advertised	Short list of applicants	SCC: HR dept.
	Draft LAG constitution prepared	Draft constitution circulated to LAG	AB; temp team
	PR: funding award; priorities; contact details	Initial PR completed	Temp team
Jan 2015	LEADER team interviews	Full-time staff appointed	AB; LAG; HR
	LAG meeting held	3 month action plan approved	Temp team
	PR: programme launch	Programme launched and widely recognised	AB; LAG
	Grant application process designed	Grant process agreed with Defra	Temp team
	Programme of contacts with supportive organisations	Programme agreed	Temp team
	Eols encouraged via PR, local meetings	Eols received; applications invited	Temp team
	Office location & terms finalised	Office established	Temp team
Feb 2015	LAG training programme designed	Programme agreed, shared with other local LEADER areas	Temp team
	Office equipment tendered	Office equipment installed	AB; temp team
	First 'oven-ready' grant applications received	Applications checked and passed for appraisal	Temp team; AB
	Initial LAG training delivered	LAG aware of obligations, responsibilities and processes.	Temp team
March 2015	Hand-over to full-time staff. Full induction programme	Full time team in place. Induction programme completed	AB.
	First year action plan prepared	Action plan approved; submitted to Defra RDT	Facilitator; AB

7 Outputs

LEADER Policy Priority	RDPE expenditure per FTE job created (£)	Average RDPE grant size (£)	Relevant CMES output indicators for LDS application	End of programme forecast (by December 2020)
Support for increasing farm productivity	61,011	29,884	Total RDPE expenditure	£533,328
			Number of projects supported	18
			Jobs created (FTE)	8.7
Support for micro and small enterprises and farm diversification	11,931	19,951	Total RDPE expenditure	£533,328
			Number of projects supported	27
			Jobs created (FTE)	44.7
Support for rural tourism	32,477	31,764	Total RDPE expenditure	£355,552
			Number of projects supported	11
			Jobs created (FTE)	10.9
Support for culture and heritage activity	55,991	28,165	Total RDPE expenditure	£177,776
			Number of projects supported	6
			Jobs created (FTE)	3.2
Provision of rural services	33,272	23,378	Total RDPE expenditure	£88,888
			Number of projects supported	4
			Jobs created (FTE)	2.7
Support for increasing forestry productivity	77,045	21,788	Total RDPE expenditure	£88,888
			Number of projects supported	4
			Jobs created (FTE)	1.2
TOTAL			Total RDPE expenditure	£1,777,760
			Number of projects supported	70
			Jobs created (FTE)	71.4

Economic activity:

Nearly all projects in all Leader Policy areas except provision of rural services are envisaged as being economic in nature. However, if half the projects in tourism and culture & heritage were to be deemed non-economic, then 82.5% of RDPE expenditure would be on economic projects (£1,466,652 of £1,777,760).

Appendix 1.

Alignment of LDS Priorities and Objectives with LEP and Other Strategies

Local Strategy	Relevant Priorities & Targets	LDS Policy Priorities	LDS Objectives
New Anglia LEP Strategic Economic Plan	Key targets <ul style="list-style-type: none"> 95,000 more jobs by 2026 10,000 new businesses by 2026 <ul style="list-style-type: none"> LEADER groups to create 600 new jobs and 80 new micro-enterprises Increased productivity 	<ul style="list-style-type: none"> To support the creation and growth of sustainable rural businesses in the Heritage Coast area. 	Ec 1: to support rural SME viability and growth through effective use of resources and diversification of activities. Ec 2: to support the establishment, growth and sustainability of tourism, leisure, arts, crafts and heritage businesses in the area, enabling an increase in annual value generated. Ec 3: to increase the volume and value of food production and support the further development of local supply chains.
	<ul style="list-style-type: none"> Agri-tech (adding value to agriculture through technology) identified as a key high-impact sector also prioritised by government's Industrial Strategy: 'huge potential for New Anglia' 		Ec 1: to support rural SME viability and growth through effective use of resources and diversification of activities
	<ul style="list-style-type: none"> Underpinning sectors include: <ul style="list-style-type: none"> Agriculture, food and drink: 10% of New Anglia workforce; 12% of UK's cereals and 20% of vegetables. Artisan products draw in visitors Tourism and culture: with rich and diverse assets, tourism is major employer and contributor to economy; underpinned by a strong cultural offer. Target is 5% increase/year in visitor numbers. 		Ec 3: to increase the volume and value of food production and support the further development of local supply chains. Ec 2: to support the establishment, growth and sustainability of tourism, leisure, arts, crafts and heritage businesses in the area, enabling an increase in annual value generated.
	<ul style="list-style-type: none"> Develop NALEP as the national Green Economy Pathfinder: <ul style="list-style-type: none"> Develop practical solutions to join up water resource planning and flood risk management. Support businesses to understand risks and opportunities linked to climate change Normalise sustainable business practice 	To conserve and enhance the unique environment and the natural resources of the Heritage Coast area.	Env 1: to support activities designed to maximise the efficient use of resources, resulting in improved waste management, efficient use of water, reduced energy use and enhanced flood risk management.

	<ul style="list-style-type: none"> ○ Rural Specific Support: <ul style="list-style-type: none"> ○ LEADER groups to create 600 new jobs and 80 new micro-enterprises ○ Network of Rural Growth Advisors based on NRBAS ○ EAFRD: <ul style="list-style-type: none"> ○ £13.015m equally split between: <ul style="list-style-type: none"> ▪ Knowledge & skills ▪ Advisory services & business development ▪ Basic services (Inc. broadband) ▪ Co-operation, Inc. tourism 	○	<p>Heritage Coast target: 71.4 ftes created. Heritage Coast facilitator to signpost applicants and enquiries to other forms of support and advice.</p> <p>Heritage Coast LEADER to co-operate with New Anglia LEP in approach to EAFRD fund allocations. (Also with South East LEP.)</p>
<p>Essex Rural Strategy (note that this is fully supported by the South East LEP and will be used to greatly inform the development of a SELEP Rural Chapter/ Strategy)</p>	<p>Supports those who manage land to improve biodiversity, geo- and heritage-diversity alongside the production of quality food and local produce, and initiatives and grants to these ends. Supports sustainable practice such as:</p> <ul style="list-style-type: none"> • Green and renewable power sources • Local food production and consumption • Water saving and energy efficiency in a commercial context • Green tourism alongside other local tourism • Manufacture and sale of local crafts and local produce • Reuse of redundant buildings 	<p>To support the creation and growth of sustainable rural businesses in the Heritage Coast area.</p> <p>To conserve and enhance the unique environment and the natural resources of the Heritage Coast area.</p>	<p>Ec 1: to support rural SME viability and growth through effective use of resources and diversification of activities.</p> <p>Ec 3: to increase the volume and value of food production and support the further development of local supply chains.</p> <p>Env 1: to support activities designed to maximise the efficient use of resources, resulting in improved waste management, efficient use of water, reduced energy use and enhanced flood risk management.</p> <p>Env 2: to support sustainable, low impact tourism that provides an economic benefit while improving or maintaining the natural capital of the area.</p>
<p>Forestry Commission</p>	<p>Investment in forestry and woodland will lead to:</p> <ul style="list-style-type: none"> ○ additional timber and venison brought to market, ○ previously undermanaged woodlands providing environmental, social and economic benefits, ○ job creation in rural areas, and ○ carbon saving. 	<p>To conserve and enhance the unique environment and the natural resources of the Heritage Coast area.</p>	<p>Env 3: to the increase the supply and diversity of timber products and improve the sector's supply chains, environmentally benefiting areas of under-managed woodland.</p>

A similar analysis of Tendring, Suffolk Coastal and Mid-Suffolk DC strategies shows a positive alignment with the Heritage Coast LAG objectives.



By e-mail

26th August 2014

To whomever this may concern,

**LEADER 2015-2020 LOCAL DEVELOPMENT STRATEGY – The Heritage Coast LAG
Letter of Endorsement from New Anglia Local Enterprise Partnership**

In accordance with the stated requirements of Defra, I am writing to you on behalf of New Anglia Local Enterprise Partnership (NALEP) to confirm our support and endorsement of the above Local Development Strategy for the delivery of the LEADER Programme between 2015 and 2020 for the area.

We have worked with the Local Action Group to ensure that LEADER activities are in alignment with NALEP's Strategic Economic Plan (SEP) and European Structural and Investment Fund Strategy (ESIFS). A summary of this strategic fit assessment is annexed to this letter.

In reviewing the Local Development Strategy (LDS) we have taken care to ensure that the LDS has been developed in the context of the wider strategic growth agenda of the LEP, whilst recognising and respecting that locally determined strategies reflect the desires and priorities of the LAG and wider stakeholders, as established through considerable engagement and consultation over recent months. We are very aware that LAGs fulfil a unique role within targeted local rural communities which the LEP, given its wider remit, cannot undertake as effectively.

We believe that the LDS is complementary to our SEP and the EAFRD investment priorities stated within our ESIFS, and will jointly make a valuable contribution to developing the rural economy and making it a sustainable place to live and work providing opportunities for growth across all sectors.

We are committed, where resources permit, to continue to help to develop and deliver the Local Development Strategy for this area, and will consider the most appropriate mechanism to contributing to the LAG meetings. We have a shared aspiration to join up activity, knowledge and awareness in the future to ensure the most appropriate use of public funds to benefit rural communities.

New Anglia LEP strongly supports the ambition of the Heritage Coast LAG in its efforts to attract LEADER status and I hope this letter is helpful with that aim. We

New Anglia Local Enterprise Partnership
Walpole Suite | Ketteringham Hall | Church Lane | Ketteringham | Norwich | Norfolk | NR18 9RS
Company number: 07685830

look forward to working closely with the LAG and to hearing about a positive outcome in the near future.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Alastair Rhind'.

Alastair Rhind
European Programmes Manager

alastair.rhind@newanglia.co.uk
01603 510080



Peter Jones
Chairman of SE LEP
c/o Essex County Council
Room C328
County Hall
Chelmsford
CM1 1LX

Mr Robert Gooch
Chairman Heritage Coast Leader LAG
c/o Frances Bedding
Suffolk County Council
Endeavour House
8 Russell Road
Ipswich IP1 2BX

31st August 2014

Dear Mr Gooch,

Re: Letter of Endorsement for the Heritage Coast Local Development Strategy 2015-2020

I am writing to give the endorsement of the South East Local Enterprise Partnership (SE LEP) to the Heritage Coast Local Development Strategy for the delivery of the LEADER Programme between 2015 and 2020.

Thank you for involving SE LEP in your Local Development Strategy process. The rural representative, on the SE LEP Board, has expressed his whole hearted support and continued interested in the work you are doing.

The SE LEP has worked with the Local Action Group to ensure that LEADER activities in the Local Development Strategy are in alignment with our Strategic Economic (SEP) and EU Structural and Investment Funding (ESIF) Plans. We are confident that these are complementary and that, together they will make a significant and valuable contribution to developing the rural economy, making it a sustainable place to live and work; providing opportunities for growth across all sectors.

We are committed to helping you to deliver the Local Development Strategy and to ensuring the synergies between EU funding streams and will support this through our representation on the Local Action Group. We look forward to continuing to work with you in future.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Peter Jones".