

An Action Plan for the Objective 2 Transition Area of Lincolnshire

The Holland Rural Partnership

**Lincolnshire Development
Beech House
Waterside South
Lincoln
LN5 7JH**

August 2001 (revised November 2001)

Holland Rural Partnership

An Action Plan for the Objective 2 Transition Area

CONTENTS

Introductory Statement	3
1. Introduction	5
2. Strategic objectives	5
Schedule A – Strategic Objectives, baselines and impact	11
3. Profile of the Target Area	12
Map 1 - The Holland Rural Partnership area	12
4. Financing	13
Table 1 – ERDF Projected Expenditure Profiles	13
5. Outputs	20
Table 3 – Summary of targets, outputs and results	20
Table 4 – Outputs for Priority 1, Enterprise and Innovation	21
Table 5 – Outputs for priority 2, Climate for Investment	22
Table 6 – Outputs for Priority 3b1, Sustainable Rural Communities	23
6. Partnership and management arrangements	25
7. Financial Management	31
Appendix 1 - “It’s Only Fair!That everyone’s treated equally.....”	31
Appendix 2 - Expenditure Profile	32
Appendix 3 - Outputs By Measure	36

Maps in this document are Reproduced from OS Mapping with permission of the Controller of Her Majesty's Stationery Office. Lincolnshire County Council LA076732.

Introductory Statement

- 1.1 This Action Plan, submitted by Lincolnshire County Council on behalf of the partners listed below, will deliver the objectives identified in the Exit Strategy for the rural area of Lincolnshire in the Objective 2 Single Programming Document (SPD) (Chapter 8a). The Action Plan approach will allow partners to maximise synergy and leave a lasting legacy of increased competitiveness, new sustainable jobs and SMEs, improving inclusion, the environment and equality for all. It recognises the strengths of the area and offers remedies to address its weaknesses.
- 1.2 The transitional area of South Holland and Boston, known as the Holland Rural Partnership area (HRPA) is at the extreme south-east corner of the East Midlands region. The area is distinct from the rest of the Objective 2 area in Lincolnshire, having a strong dependence on food, agriculture and associated industries, though with similar problems of sparsity and accessibility. The Exit Strategy for the transition area identified specific priorities for the area.
- 1.3 Collectively and individually the projects supported will be chosen to complement other regeneration strategies and funding regimes. Each project will support one or more objectives of the SPD, including at Priority and Measure level. This Plan envisages interventions under all Priorities and will:
- increase employment and income
 - increase business competitiveness
 - secure new investment
 - contribute to the reduction of economic and social exclusion
- 1.4 A vital part of implementing the Action Plan will be the continued involvement of the partners and consultation with the wider community. Two partnerships are particularly important to the process. First, the Lincolnshire Development Partnership (LDP) has approved the plan and will ensure that links with other thematic Action Plans continue to be made throughout the life of the programme. The Strategic Development Partnership would be an important vehicle. Tourism and ICT Action Plans covering the whole of the Objective 2 eligible area in Lincolnshire are being prepared. Secondly, the South Holland Rural Action Zone is a strong integrated partnership covering part of the transition area. The Action Plan will assist in the implementation of some of the aims of the RAZ. The RAZ Steering Group will involve representatives from Boston on appropriate activities, and ensure the Objective 2 transition programme is coherent and has lasting benefits for the area. The Action Plan Board will work with these existing bodies as described in section 6.
- 1.5 Lincolnshire Development (LD), part of Lincolnshire County Council, is taking the lead in submitting the Action Plan. When the SPD was being prepared LD, in consultation with Boston Borough and South Holland District Councils, brought together a number of key players who were planning to undertake activity under the programme so that they could contribute to the Exit Strategy. Thus, the Partnership was formed early in the life of the Programme. The members have continued to meet, and the representation has been widened to take in new partners.
- 1.6 The Project Partners commend the Objective 2 Action Plan for the Lincolnshire

transition area to GOEM and the Programme Monitoring Committee. The Partnership is committed to making resources available to carry through the activities as detailed in the plan. Members agree to abide by the County Council's Equal Opportunities Policy or similar policies in force in their organisations, and to uphold the principles of sustainable development.

- 1.7 The action plan was formally considered at a meeting of the Rural Action Zone steering group on 22 August 2001, and at a meeting of the Lincolnshire Development Partnership on 29 August 2001. The action plans were fully endorsed at both meetings, and letters of endorsement from the chairmen of both meetings - Cllr Jim Speechley, Leader of Lincolnshire County Council, and Bryan Carr - are attached to this document.

1. Introduction

- 1.1 The structure of this Action Plan follows the draft guidance issued by the DTLR. Part 2 describes the policy background and the strategic objectives of the plan. The baselines will enable the impact of the programme to be measured. Part 3 describes the characteristics of the area and the issues that the Action Plan addresses. The remaining sections describe the finance, partnership and management arrangements. The Exit Strategy included in the SPD (Chapter 8a) set the aim and objectives designed to leave a legacy for the future.

2. Strategic objectives

- 2.1 The overriding aim of the Action Plan is to:

Increase business competitiveness and create new sustainable jobs.

It will do this in direct response to the Strategy set out for the Lincolnshire Transitional Area. Projects will be selected to deliver the identified "four principal objectives (which are):

- Consolidate the food cluster to form a robust regional centre of excellence
- Develop the tourism product and strengthen identity and awareness in order to create a sustainable legacy for the future
- Deliver a transport and distribution network, including helping to create a sustainable port system
- Create a climate for investment addressing local problems of accessibility and the viability of service centres."

All objectives will be harnessed in support of the three "Thematic Priorities" of the SPD .ie. Equal Opportunities, the ICT Revolution and Environmental Sustainability (see below).

- 2.2 The Exit Strategy in the SPD described the economic opportunities and threats for the area. The analysis showed that the aim should be to build on the strengths of the food and related sectors, and to strengthen and diversify the economy of the area through the sustainable development of the tourism industry. Considerable opportunities are available through making access to ICT available to all. Sustained SME development and growth can be achieved by focusing on advice, support and first class facilities. Rural tourism will exploit the regional distinctiveness of the area and capitalise on the pattern of increasing demand for sustainable and environmental tourism.
- 2.3 The objectives address the broad economic needs of the area, though in order to ensure implementation of the Action Plan, it is vital that they also fit within national, regional and county strategies. The next section describes the economic policies and programmes which are relevant to the Action Plan, and specific sector strategies on food and tourism.

2.4 Policy background

This local action is taking place entirely in the context of national, regional and sub-regional economic strategies. The Rural White Paper, published in November 2000, set out the Government's vision of a living, working, vibrant and protected countryside with thriving communities, a diverse economy that is sustainable and with a voice that can be heard by Government at all levels. The White Paper

acknowledges that a comprehensive approach to tackling rural deprivation is required and highlights the South Holland Rural Action Zone (RAZ) as a model of good practice. The objectives of the RAZ are to assist in the creation of high value jobs, skills and enterprises; raising the expectations of individuals and communities; improving accessibility; and protecting the natural and built environment. This Action Plan contributes to and builds upon RAZ good practice.

- 2.5 The Lincolnshire Objective 5b Programme (1994-99) started to address some of these issues, in partnership with the former RDC's Lincolnshire Rural Development Programme. Fens Tourism was given a much needed financial boost, the South Holland Food Centre was developed and a major expansion of serviced industrial land at Wingland initiated, both with ERDF support. The new Weston bypass will also have been supported with Objective 5b resources and 'Wet Fens for the Future', with LEADER assistance, looked at ways of developing new wetland areas for environmental and economic benefit. In agriculture and horticulture Objective 5b also made a significant impact in the area, from the EAGGF element of 5(b): the English Rural Development Programme is expected to continue this good work. For example, Lincolnshire Ornamental Challenge gives growers of cut flowers support for marketing, promotion, product branding and training. Similar projects have assisted growers of 'speciality' vegetable (such as chicory) and organic farmers. Farm diversification was also a key issue, the development of the Weston Fun Farm being a good example of what can be achieved.
- 2.6 Delivery of the Rural White Paper Vision requires integrated action across Government at all levels. Community Strategies being prepared by the District Councils in association with other statutory providers will identify action to promote the economic, social and environmental well-being of local communities. In South Holland, the Community Strategy is an important part of the implementation of the RAZ. Detailed consultation will feed into the Action Plan over the next 12 months. Early indications are that residents want the provision of facilities across the District in the market towns, and opportunities for community action and involvement.
- 2.7 The economic theme of the Integrated Regional Strategy has been taken forward by EMDA in 'Prosperity through People' published in October 1999. This proposes that the East Midlands will be one of Europe's top 20 regions by 2010. As part of its implementation, the 'Rural Action Plan' was published in summer 2000. The plan recognises the needs of the rural areas within the region, highlighting issues associated with learning and skills, enterprise and innovation in rural areas, as well as tourism, transport and market towns.
- 2.8 The enterprise and innovation theme of 'Prosperity through People' includes a priority to create regional centres of excellence such as an East Midlands University for Food. Specialist sub regions will be encouraged to lead on behalf of the rest of the region. Another priority under the same theme is to create a regional framework for strong business to business relationships, based on cluster development in sectors that are key to the region's future prosperity. Research conducted for the DTI published at the end of 2000 concluded that government

could not create clusters. However, where clusters exist "government has a role in removing barriers to growth and building up local linkages."

- 2.9 The sub-regional strategy for the county, the Lincolnshire Agenda, is the agreed strategy of the Lincolnshire Development Partnership. The vision is "to make Lincolnshire an economically successful, accessible county, comprising a network of inclusive communities with an enviable quality of life, which is an integral part of its wider region." The Agenda highlights food, agriculture and distribution, and the tourism sector as two of the four key growth sectors for the county. It notes that the food sector's development, particularly in south east Lincolnshire, is hindered by poor infrastructure.
- 2.10 Tourism activity in the Action Plan will take place in the context of a range of national, regional and local policies and programmes. "Tomorrow's Tourism" published in early 1999 by the Department of Culture, Media and Sport (DCMS) sets out a detailed approach towards creating a competitive world-class tourism industry. Quality, sustainability, market focus and access for all are issues highlighted by DCMS and the newly created English Tourism Council. Lincolnshire Tourism, the lead body for tourism in the county, is consulting on a tourism strategy for Lincolnshire with a view to adoption in November 2001. This advocates a visitor focus and market-led approach, including improving the quality of the tourism product and the collection of good market information.
- 2.11 The Lincolnshire Development Partnership have commissioned consultants to identify capital investment opportunities in the natural and built environment. Three broad themes have been identified, - Health and Leisure, Access to the Countryside, especially Waterways and Cycling, and Access for All. These themes, especially the latter two, will be built on through the Action Plan in the transition area.
- 2.12 The Fens Tourism strategy (2001-2008) provides a framework for sustainable tourism development throughout the Fens, including part of the Eastern region. A work programme for the next 5 years is detailed in an action plan, linked to the strategy. The Fens Waterways Regeneration Strategy produced by Fens Tourism in 1998 identifies the opportunities to integrate land and water based development. The partnership is working together to enhance the Fens waterways network and increase opportunities for tourism, recreation and economic regeneration. Work through the Action Plan will build on work undertaken with assistance from the Objective 5b programme by Fens Tourism. Development of the waterways to link to the national network will lead to a step change in the tourism economy.
- 2.13 Nationally and regionally there is substantial policy backing for waterway-based tourism development. The Government's charter for the inland waterways, "Waterways for Tomorrow" launched in June 2000, sets out to foster regeneration, recreation, education and transport on the waterways. In October 2000 the Government announced an additional £9 million grant in England and Wales for the next two years. The Waterway system is rich in heritage value and is an important environmental and ecological resource, with the potential for developing

tourism in sustainable ways. The 'Rural Regeneration Strategy' for British Waterways and 'Waterways in the East Midlands' strategy give many examples of waterway development projects and initiatives.

2.14 Environmental strategy

The key features of the Exit Strategy for the transition area are predicated on sustainable development principles. The natural and built environment will be protected and enhanced by

- Enabling the food industries to remain and expand, rather than seeking greenfield locations elsewhere
- Concentrating diversification on environmentally sustainable tourism related to the waterways
- Developing public transport links, in innovative ways, to market towns and main centres where services are provided,
- Improving conditions for pedestrians and cyclists
- Enabling freight to be moved by rail and water, including using local ports
- Providing businesses with information and advice on environmental management measures
- Making a positive contribution to the built environment of the historic market towns

2.15 All new activities which come forward for appraisal will be measured according to the five Objectives and Criteria used by the PMC. Projects will be expected to contribute positively to each objective or to have no effect on the environment. Monitoring procedures will continue to assess the environmental impacts of projects.

2.16 Equality of Opportunity

This Action Plan is submitted by Lincolnshire County Council (LCC). LCC's Equal Opportunities policy is titled "It's Only Fair ... that everyone is treated equally" and was published in June 1999. A copy is attached at Appendix 1. The policy states that "we are committed to promoting equality of opportunity in the provision of our services and we expect the same commitment from any agencies who work on our behalf". All the Action Plan partners have agreed to work within this policy or within similar policies already in force in their organisations.

2.17 The appraisal of new or revised proposals will use the checklist and guidance provided by the PMC. Projects will be discussed with applicants to find out how they will overcome barriers to certain groups. Groups where specific plans may be required include women especially those returning to the workforce, people with disabilities, those affected by rural isolation, and those with low skill levels and

low aspirations. Continuing consultation and specific targeting will be required to ensure equality of opportunity is achieved. Monitoring procedures will assess whether projects are being successfully targeted and whether consultation and participation is continuing to take place.

2.18 An example of the need for research and targeting is provided by public transport. LCC studies have shown that there is a low awareness of public transport availability and public dissatisfaction with receiving limited information about

whether buses are running late. The new Interconnect bus services will have IT-based real time information points. Those who do not live on the main route will be able to book a feeder connection up to one hour before departure. These two innovations will improve the awareness of public transport, provide better information and be more responsive to travel demands. This, in turn, is intended to break down barriers to people's use of public transport and maximise transport choices. Further research studies and project monitoring will identify the extent to which this is being achieved and help develop any further necessary actions.

2.19 ICT strategy

A thematic Action Plan for ICT is being developed for the Lincolnshire Objective 2 and transition area. The plan aims to facilitate, support and promote the benefits of ICT to businesses, communities and individuals. A strong vision and a coordinated approach are essential to overcome rural problems of peripherality, population scarcity, and lack of business dynamism. At the centre of the strategic approach is the creation of an ICT agency, the 'Rural Broadband Partnership', which will build the capacity of the County to take forward ICT developments.

- 2.20 The Action Plan approach to ICT, and the support of a wide range of local and regional partners, shows the strength of commitment to the ICT cross-cutting theme in Lincolnshire. Many of the same partners are also delivering activities under the transition plan, creating strong links. The secretariats for the Action Plans will work closely together. One ICT project, 'Connecting Rural Businesses' has already been submitted for ERDF funding under round one. The infrastructure provided through this project will be the foundation for delivering an effective ICT strategy in the transition area. The Rural Broadband Partnership (RBP) will bring forward other projects in the transition area which are integral to the ICT Action Plan. The RBP will provide support to other projects in the transition area and ensure that all aspects of ICT are explored and achieved.

2.21 Baselines and outcomes

In order to assess whether progress is being made to achieve the strategic objectives it is necessary to establish some baselines and outcome measures. Section 5 details the outputs which the Action Plan is expected to produce in the transition area. The outcomes go further than this to evaluate changes in the local economy brought about by activity in Action Plan.

- 2.22 Evaluation can be either 'bottom up' by measuring the impact of the activity on those affected, or 'top down' by assessing the effect that programme activity has had on economic indicators. The nature of the boundary of the Lincolnshire Objective 2 area, including parts, but not the whole, of two Local Authority Districts, and the scale of the programme means that 'bottom-up' indicators are more relevant. However, data for the two Districts will be used in some cases. Schedule A shows the baselines and impact at the end of the Action Plan lifetime, for each of the strategic objectives.
- 2.23 Local research will be required to assess the impact of ICT, tourism spend on the local economy and the attitudes of food businesses to the facilities and services provided to support them. The principal source of information will be Lincolnshire Development's Employer and Household/lifestyle surveys, and tourism research. This is included in the Technical Assistance details in Section 6. Additional

qualitative information may be available through local business fora and the community strategies consultation. Agencies involved with advising businesses, principally SBS and LCC, will provide information to assess the survival rates of new SMEs.

Schedule A – Strategic Objectives, baselines and impact		
Strategic Objectives related to the Measures of the SPD	Baseline position related to the Measures of the SPD	Position at end of the lifetime of the Action Plan
Facilitate the diversification of the food sector and the creation of increasing scope of access to market, ensuring ICT opportunities are maximised, along with the potential for higher value added and wage rates in line with the objectives of measure 1.1	33% of companies in the two districts have a website. 19% are taking orders on the Internet (Employer Survey 2000) 23% of companies in the two districts identified no barriers to business growth in the Employer Survey 2000 41% of households in the two districts do not have access to a computer at home (2000 Household Survey)	Access/use of ICT facilities in business and homes increase faster than in the region as a whole.
Enable small and start-up and micro businesses to overcome some of the locational disadvantages they face in line with the objectives of measure 1.2	Changes in stocks of VAT registered businesses in the two districts (2 years).	Stocks of businesses are maintained and those involved in knowledge based industries increase.
Improve business competitiveness by offering advice and guidance to SMEs in line with the objectives of measure 1.3	16% of services accommodation in Boston and 13% in South Holland is quality assured. During the last 3 years, an average of 7000 business enquiries have been dealt with by Business Link and other support agencies.	Contribute to the achievement of the Tourism Action Plan target of 30% by 2006 Implementation of the Action Plan will result in 182 new SME starts and the survival of 75% SMEs supported beyond 2 years of start up. Priority 1 activity will lead to the creation of 250 gross jobs.
Provide high quality sites, services and research and development facilities to maximise the opportunities around the development of the food sector and port infrastructure in line with the objectives of measures 1.4, 2.1 and 2.2	The Lincolnshire Agenda notes that ‘The food sector is more footloose than in the past and the reduction in family control of the Lincolnshire industry may make it less tied to the county. The sector’s development, particularly in south east Lincolnshire, is hindered by poor infrastructure.’	Industry leaders express satisfaction with choice of facilities, quality of services, local R&D expertise, and room to expand.
To diversify the economy by building on the indigenous assets around the Fens tourism product, linked to wider tourism initiatives at County and Regional level in line with the objectives of measure 2.3	Tourism expenditure in South Holland District and Boston Borough were estimated to be worth £47.5m and £35.7m respectively in 1999.	Information from accommodation and facilities managers shows a 5% increase in the level of spending, and they report confidence in their future.
To improve the image of the area, confidence in the area and enhance the tourism potential in line with the objectives of measure 3b1	Residents of the two districts rated the cost of living and environment/landscape slightly lower than those in the county as a whole (Household Survey 2000) Employers rated the cost of living/house prices slightly above the county average	Ratings are maintained or improved.

3. Profile of the Target Area

3.1 The HRP covers the most rural parts of the two districts of Boston and South Holland and has around 22% of the population of the East Midlands Objective 2 transition area. It is adjacent to the Fenland Objective 2 transition area of the Eastern region which shares many of the same characteristics. Some of the activities of the programme will be implemented in both Regions. The map shows the Lincolnshire transition area and the adjacent full Objective 2 area. This section describes the nature of the economy and key social characteristics of the transition area.

Map 1 - The Holland Rural Partnership area

3.2 The area is, by virtue of its Transitional Status, defined by the SPD. The wards at issue are geographically different from the rest of the Objective 2 area in Lincolnshire, forming part of the Fens. The area has some of the best agricultural land in the country, suited to horticulture and intensive agriculture. The economy is heavily dependent on food production.

Agriculture, food, distribution and related industries are estimated to employ around 45% of the economically active in the two transition area districts compared to around 15% in the other four Objective 2 districts of Lincolnshire. The concentration is even higher in South Holland, approaching 60% of the economically active. The interventions proposed in this Action Plan fully reflect this profile and the other features of the area set out below. It is a relatively large area and this Plan therefore adopts a predominantly thematic approach.

3.3 Tourism is lagging behind the rest of the County and the East Midlands. Regionally 42% of serviced accommodation is quality inspected compared to just 16% in Boston and 13% in South Holland. This reflects in the value of tourism. The Fens Tourism Volume and Value study undertaken in 1999 estimates that tourism expenditure in South Holland District and Boston Borough were worth £47.5m and £35.7m respectively and supporting an estimated 2422 jobs. (1732 full time equivalents). This total estimated value (£83.2 million), compares with an estimated total of £238.5 million for the Fens as a whole and a county figure of £350m (estimated worth Lincolnshire Volume and Value study first draft 2000) and a regional figure of £1.8bn.

3.4 The low value economy is characterised by low wage rates and skill levels. Wage rates are around 20% below the national average and the percentage of the workforce qualified to NVQ 3 is 20% below the regional average. There is a high incidence of seasonal, part time and casual working in the area, though activity rates are high and the unemployment rate is around 2% below the national average. The availability of skilled staff was cited as a problem for employers in both districts in the LD 2000 Employer Survey. The skill needs of businesses is increasing and there is a mismatch between the business needs and the skills of the workforce.

is

3.5 In the same survey, employers in both districts rated the low cost of living in their district very highly, reflecting low house prices and living costs. With the average price of semi-detached at less than 60% of the national average, the area attracts immigrants, especially the newly retired. South Holland has 24% of its population of elderly creates pressures on services and affects the sustainability of market towns.

3.6 The area has a very low population density, at 69 people per square kilometre compared to 243 in GB, and a high incidence of car ownership (73% in South Holland and Boston compared to 67% nationally). When low wages are taken into account, it means that people are spending a significantly higher proportion of their income on essential travel to work, shopping and other services. The area has poor links to the national motorway network, and roads within the area have severe maintenance problems associated with the large HGVs generated by the agriculture and food industries.

4. Financing

4.1 A number of the envisaged projects to be taken forward under this Plan have been submitted in the first bidding round. This Action Plan seeks to be inclusive, and the relevant first round bids will be subsumed within it, should it and they be supported. This will give a three-fold advantage. First, it will increase complementarity and linkages, second it secures a significant amount of committed match-funding and, third, it will allow a prompt start to the Action Plan interventions. The expenditure profile in Table 1 reflects those projects and supplementary activity planned. The overall profile is considered to be a realistic picture of the projected expenditure though it is inevitable that relatively minor adjustments will need to be made in response to information from project monitoring and changes in local conditions.

Table 1 – ERDF Projected Expenditure Profiles

ERDF SUMMARY

	2002	2003	2004	2005	2006	2007	TOTAL
ERDF sought	1,720,400	2,762,800	2,096,400	1,031,000	771,200	186,300	8,567,900
Public Sector Match Funding	388,000	541,900	610,800	39,200	16,800	4,300	1,601,300
Private Sector Match Funding	1,265,200	2,414,800	1,525,800	534,900	313,200	113,500	6,167,500
TOTAL	3,373,700	5,719,500	4,233,000	1,605,100	1,101,300	304,100	16,336,700

A more detailed breakdown of ERDF by Priority/Measure/Year is attached at Appendix 2.

4.2 The projects within the Action Plan fall into 5 themes –

- Food and enterprise support
- ICT

- Strategic development and accessibility
- Tourism sector
- Sustainable rural communities

Key projects, and the partners involved are described below. The activities include projects which have already been submitted as separate applications to be determined by GOEM, and supplementary activity which will be developed more fully through the Action Plan. The majority of matched funds will come from public sources, especially the County Council who have committed additional funds to ensure full advantage can be taken of the ERDF transition programme. Other significant contributors will be Boston and South Holland District Councils, HE and FE providers, EMDA, and the Environment Agency. Private sector contributions will assist the development of strategic sites and the ports, the provision of public transport, and the Business Development Loan Fund. Within the Round 1 projects referred to at 4.18 below, major contributions are expected from e.g. DFES/ NGFL (Broadband, £1.88 Million) and English Heritage (Market Towns).

4.3 Food and enterprise support

There are three principal activities in the first theme which aim to increase business competitiveness by providing support to businesses, removing barriers and build linkages between the statutory providers. Continuing advice and support will be delivered by the Small Business Service (SBS). This will be complemented by a loan scheme for companies delivered by Lincolnshire County Council (LCC). The third element will be the establishment of a food cluster partnership to establish the area as a lasting centre of excellence.

4.4 The food cluster partnership will act as a mechanism to co-ordinate and integrate the work of the main partners - including LCC, the Learning and Skills Council (LSC), FE and HE providers, SBS, the District Councils and EMDA. It is also envisaged that other business organisations such as FoodFen/East Midlands Food & Drink Forum, specialist operators such as Kirton BRI, and major companies will have a role to play. The food cluster will

- provide a base for delivering technology transfer activities to food and related companies
- provide 'science' and 'start-up' units with specialist facilities
- operate as a hub of the East Midlands food campus providing information and services to firms via telephone and ICT
- provide first class facilities for the development of the food sector workforce
- link the work and support available from different centres and agencies in the transition area, to make them easily accessible to business.

4.5 Other planned activities will support the food cluster. The availability of skilled workers is a serious problem in the transition area. Food Target Clubs and other support services being developed by Children's Links will enable more parents to be full members of the workforce. Boston College's College of Food at Sutterton will assist those with learning difficulties to play a

to full part in the workforce. LCC's Tastes of Lincolnshire will provide support small businesses to market local products, whilst promoting the distinctiveness of the Fens area.

4.6 All of the food and enterprise support activities will promote sustainable development, social inclusion and equal opportunities. Businesses will encouraged to manage their resources, to consider recycling where possible and to minimise waste. Business advice activities will maximise participation amongst marginal groups through targeting promotion. For example the loan fund will work with The Lincolnshire Businesses Women's Link to support start-up and growth businesses from women entrepreneurs. Other examples of partnerships will be with Disability Employment Advisors to reach the disabled, Children's Links to assist women and men returners, and the University of Lincoln to encourage student entrepreneurs.

4.7 **ICT**

One of the major proposals in the transition programme is the ICT Broadband 'Connecting Businesses' being delivered by the Lincolnshire ICT Partnership. The project seeks to extend the broadband network being installed in Lincolnshire for education users, to serve businesses and communities. The proposal is an innovative one, which seeks to make maximum value out of existing planned investment. The broadband network will provide 2Mbps network connections to all significant employment sites, over 5 acres. Much of the activity in the Action Plan will make use of and promote ICT to business and communities. However, the 'Connecting Businesses' project will make a dramatic change in the services available to the area, improving business competitiveness.

4.8 When the detail of the broadband services are clear, it is expected that additional activities will be developed through the Action Plan to maximise the use of the facilities. These will be in line with the ICT Action Plan. In particular, there will be opportunities to develop lifelong learning and facilities for improving workforce skills through the Rural Academy. The Rural Academy seeks to link the secondary schools in South Holland using ICT to increase opportunities for learning and participation for all ages and addressing barriers to learning particularly sparsity of population. The broad and inclusive nature of the Action Plan partnership will ensure that the new ICT opportunities will be available to all parts of the community. Excluded groups, such as those with low aspirations and workforce skills, will be targeted.

4.9 **Strategic development and accessibility**

There is a need to make available high quality sites and premises to create the conditions where new investment in growth sectors can be secured. Six strategic development sites in the Transition area are among those under consideration by the Secretariat/PMC. These will provide excellent opportunities for the food cluster activity, enabling incubator or start-up units to be provided, creating links to adjacent scientific expertise and training

facilities, and harnessing the potential of the ports in the area. They are adjacent to market towns and bus routes providing job opportunities across the transition area. In some cases, cycleways could be incorporated to link adjacent residential areas.

- 4.10 An ambitious programme of public transport activities will ensure that the resulting jobs are accessible to all parts of the community and that the development is sustainable. Work is well advanced on rolling out the successful Interconnect project to provide bus services between Spalding and Kings Lynn, and demand-responsive links to outlying communities. Work will continue through the life of the Action Plan to introduce additional services based on the Interconnect model. In addition, a number of partners intend that a study is carried out in the early part of the Action Plan into the potential demand for rail freight. This may lead to rail freight facilities at the Donington site.

4.11 Tourism sector

The transition area is part of the wider Fens areas which has a natural distinctiveness all of its own. There is considerable sustainable tourism potential based on the unique environmental, social and cultural heritage. The extensive network of waterways and the unique rural landscape are the key assets. Growth of the tourism sector will bring economic, social and environmental benefits. Business support activities will target tourism businesses, as well as the food sector. Clusters of new tourism-based SMEs will be encouraged, creating jobs and ultimately sustaining the local economy.

- 4.12 The aim of the waterway strategy is to integrate the Boston and South Holland waterways with the national network. This will lead to a step change in the level of economic activity and jobs in the tourism sector. Activity under the Action Plan will enable this change to be made and develop facilities for tourists along the waterways. The provision of waterway services and attractions is vital so that economic benefit is achieved through increased visitor spend.

- 4.13 Another fundamental change required to increase the economic value of tourism is to increase the number of staying visitors. Quality assurance is an important tool for raising standards and thus the proportion of visitors staying overnight. Only inspected accommodation will be promoted through Lincolnshire Tourism campaigns from 2004 onwards. Quality assured properties experience an increase in bookings, though establishments need help to improve their facilities and skills to achieve the standards. Grants will be offered to businesses to increase the stock of serviced accommodation. Marketing activities, making full use of ICT, by Lincolnshire and Fens Tourism will capitalise on the waterway and accommodation activity to maximise job creation.

4.14 Sustainable rural communities

market
ICT, as

The viability of the network of market towns is crucial to the future economic life of the area. Initiatives will seek to make learning and employment opportunities more accessible, improve community esteem and safety, and enhance the quality of life. Measures will include physical ones such as town enhancements, the provision of community services, access to well as grant funds for voluntary and community groups.

and

4.15 Centres, initially in Long Sutton and Sutton Bridge, will provide facilities for community businesses and individuals. Support will be available for skills, employment and business development. Quality ICT services will be available to all regardless of their location through these centres, the Rural Academy other LCC initiatives. A wide range of partners are involved in these developments through the RAZ social inclusion programme, the ICT Partnership and the Rural Academy.

4.16 Programmes of physical improvements are planned in consultation with local communities in Holbeach, Long Sutton, Sutton Bridge and Crowland. The main partners will be LCC and SHDC. Community safety initiatives will be developed to enable small businesses to improve their security and make them more aware of the economic risks of crime. Examples could be information, advice, awareness raising and loans to help businesses to protect themselves against crime, avoid downtime and consequent job losses.

4.17 Match Funding

As indicated above, those projects already submitted on an individual basis have fully committed match-funding, ensuring that ERDF of almost ;£2.5m is secure. In general, there is negligible risk of the Action Plan failing for want of match-funding, the great majority from Local Authorities, predominantly Lincolnshire County Council which has committed sufficient funds for the Action Plan to be successfully delivered.

4.18 Projects and funds

Individual projects submitted in round one are listed below, together with information on other likely and potential actions

Projects submitted as Round 1 bids, to be subsumed within the Action Plan should it and they be supported.

P & M	Project	Sponsor	ERDF Bid £
1.2	Loan Fund	LD	132,766
1.3	Tourism Quality	Lincolnshire Tourism	22,643
1.3	Tastes of Lincolnshire	LCC	5,983
1.3	SBS	SBS	909,000
2.2	Broadband	LCC	1,536,000
2.2	Rail-freight feasibility	LCC	8,623
2.3	Tourism Marketing	Lincolnshire Tourism	60,000
3bi	Market Towns Enhancement	LCC	431,415
3bi	Rural Community	LCC	9,118
3bi	Social inclusion	RAZ	253,810

In addition, the following projects are currently under active discussion within the Partnership

P & M	Project	Sponsor	Approx ERDF £
1.1	Networking Business/ICT	Police/LD	10,000
1.2	Community Business Finance	LD	75,000
1.2	Physical enhancement grants/security	Police/LD	15,000

1.3	Networking Business/ Mutual Support	Police/LD	10,000
1.4	Image Improvement Schemes	Police/LD	25,000
2.1	Donnington	SHDC	100,000
2.1	Kirton Distribution Park	LCC	500,000
2.1	Sutton Enterprise Park	LCC/Boston	145,000
2.1	South Holland and Vernatts	SHDC	250,000
2.1	Food Science Park	LCC/DMU	300,000
2.2	Food Cluster Partnership	Partners	150,000
2.2	A16 Cycle Ways	LCC	35,000
2.3	Fens Waterways Regeneration	Fens Tourism	100,000
3bi	Interconnect- Bus 505	LCC	100,000
3bi	Food target Clubs	Children's Links	8,000
3bi	Community Safety/Image Improvement	Police/LD	25,000

Further, work is being/will be carried out to identify opportunities to take forward projects in the following aspects/areas of the Action Plan:

The Rural Academy
 The Food Hub
 Ports Development- Port Sutton Bridge
 College of Food
 Fens Identity, interpretation etc.
 Water enhancement and facilities
 Rail freight linked to SDO's
 Cycle Routes- Weston and Crowland

5. Outputs

- 5.1 Table 3 summaries and results expected to be achieved through the Action Plan. Tables 4, 5 and 6 into more detail, showing outputs for each of three priorities, using the categories in the Programme Complement. These are further broken down into each measure in Appendix 3

Table 3 – Summary of targets, outputs and results

Outputs	2002	2003	2004	2005	2006	2007	Total
Priority 1							
Number of SMEs assisted	112	91	60	39	4	0	306
Number of new start SMEs assisted	41	25	18	10	3	0	97
Priority 2							
Ha of industrial/commercial sites made available	0	2.5	20.8	4	6	8	41.3
Area of premises provided (m2)	0	0	8,650	16,000	24,000	32,000	80,650
Priority 3							
Community plans developed							*
Town or village renewal programmes	0	0	1	0	0	0	1
Results							
Priority 1							
Gross new jobs	45	101	80	48	10	5	289
Survival rate of self-employment at 18 months	75%	75%	75%	75%	75%	75%	75%
Priority 2							
Gross new jobs	20	55	354	661	921	1068	3079
Priority 3							
Gross new jobs	9	4	1	0	0	0	14

* Difficult to estimate at this stage, but will be monitored through the Action Plan

Table 4 – Outputs for Priority 1, Enterprise and Innovation

Years	2002	2003	2004	2005	2006	2007	Total
Outputs							
No.of SMEs Assisted	112	91	60	39	4	0	306
No. of New Start Business Assisted	41	25	18	10	3	0	97
No. of SME's Housed	0	5	15	15	10	0	45
No. of New Start Business Housed	0	1	3	3	2	0	9
Occupancy rates of premises provided	0	80%	80%	80%	80%	80%	80%
No. of collaborative projects between SMEs and research institutions	0	1	2	3	0	0	6
No. of companies supported by venture/loan funds	10	13	15	0	0	0	38
No. of companies receiving financial support	10	13	15	0	0	0	38
Results							
Gross new jobs	45	101	80	48	10	5	289
Increase in turnover in SMEs assisted (24 months after support)	10%	10%	10%	10%	10%	10%	10%
% of premises with shared facilities	15%	15%	15%	15%	15%	15%	15%
Impacts							
Net additional employment	20	58	58	17	4	0	157
Net employment safeguarded	48	50	49	20	4	3	174
Increase in turnover in SMEs assisted (24 months after support)	10%	10%	10%	10%	10%	10%	10%
New start SMEs surviving after 18months	75%	75%	75%	75%	75%	75%	75%
% of premises with shared facilities	15%	15%	15%	15%	15%	15%	15%
Reduction in SME energy costs	10%	10%	10%	10%	10%	10%	10%
Equal Opportunities							
No. of SMEs assisted from targeted groups	35	20	15	10	0	0	80
No. of female owned SMEs assisted	28	16	11	4	0	0	59
No. of new start up businesses assisted from targeted groups	25	12	5	2	0	0	44
No. of new businesses started by women assisted	25	11	3	2	0	0	41

Environmental Sustainability

Development of appropriate brownfield sites	0	0	0	0	0	0	N/A
Energy requirements from renewable sources for supported sites or premises	10%	10%	10%	10%	10%	10%	10%
No. of SMEs assisted to undertake environmental reviews or audits	0	1	1	0	0	0	2
No. of SMEs assisted to implement environmental action plans	0	0	1	0	0	0	1
% of refurbished premises reaching a higher level of energy efficiency	*	*	*	*	*	*	*
No. of environmental sustainability awareness seminars held	0	0	1	1	1	0	3
No. of SMEs developing environmental products	0	0	0	1	2	0	3
Reduction in SME energy costs	10%	10%	10%	10%	10%	10%	10%
Percentage of Objective 2 SMEs accredited to ISO 1401 or equivalent	6%	6%	6%	6%	6%	6%	6%

ICT Revolution

No. of seminars workshops held	0	2	2	3	0	0	7
% of business support projects delivered using ICT	25%	25%	25%	25%	25%	25%	25%
% (m2) of sites and premises assisted constructed or brought up to current ICT standards	100%	100%	100%	100%	100%	100%	100%
% of new facilities with ICT access	100%	100%	100%	100%	100%	100%	100%
% of financial interventions leading to enhanced use of ICT	90%	90%	90%	90%	90%	90%	90%

Table 5 – Outputs for priority 2, Climate for Investment

Years	2002	2003	2004	2005	2006	2007	Total
Outputs							
Hectares of industrial/commercial sites made available	0	2.5	20.8	4	6	8	41.3
Area of premises provided (m2)	0	0	8,650	16,000	24,000	32,000	80,650
Occupancy rates of premises provided	0	0	0	0	0	80%	80%
No. of research & technology centres/centres for local learning & training/environmental training centres assisted	0	0		0	0	36	36
No. of new/improved attractions/facilities	2	4	3	2	0	0	11
No. of cultural events/festivals	0	0	0	1	0	0	1
Results							
No. of enterprises on M2.1 assisted sites	0	0	5	6	5	2	18
Gross new jobs	20	55	354	661	921	1,068	3,079
Increase in numbers of visitors from outside the region	0	0	0	0	5%	10%	10%
Impacts							
Net additional employment	0	3	87	135	192	200	617
Net employment safeguarded	0	1	57	77	108	63	306
Additional spend at funded attractions/facilities (by 31/12/08)	0	0	5%	5%	10%	15%	15%
ICT Revolution							
% of new workspace constructed to current ICT standards	0	0	60%	60%	60%	60%	60%
% of new facilities with ICT access	0	*	*	*	*	*	*
Equal opportunities							
No. of SMEs assisted from targeted groups	*	*	*	*	*	*	*
Environmental sustainability							
% of projects supported by Local Biodiversity Plans	*	*	*	*	*	*	*
% of projects relating to access/interpretation/management of the area's environmental assets	*	*	*	*	*	*	*
Development of appropriate brownfield sites	*	*	*	*	*	*	N/A
Energy requirements from renewable sources for supported sites or premises	*	*	*	*	*	*	*
No. of jobs in environmental management	0	1	*	*	*	*	*

* Difficult to estimate at this stage, but will be monitored through the Action Plan

Table 6 – Outputs for Priority 3b1, Sustainable Rural Communities

	2002	2003	2004	2005	2006	2007	Total
--	------	------	------	------	------	------	-------

Outputs							
Community plans developed							*
Town or village renewal programmes	0	0	1	0	0	0	1
Image improvement schemes	5	5	2	0	0	0	12
Results							
Gross new jobs	9	4	1	0	0	0	14
Number of new enterprises	3	0	0	0	0	0	3
Impacts							
Net additional jobs	2	3	1	0	0	0	6
Survival rate of new enterprises after 18 months	0	0	0	0	0	0	0
ICT Revolution							
No. of ICT initiatives supported	0	2	0	0	0	0	2
Equal Opportunities							
% of projects which offer access to targeted groups	100%	100%	100%	100%	100%	100%	100%
Environment							
No. of Community led environmental improvement schemes	2	1	1	0	0	0	4

* Difficult to estimate at this stage, but will be monitored through the Action Plan

6. Partnership and management arrangements

manage local

6.1 This section deals with the partnership and management arrangements to deliver the Action Plan. Partnership working has been built up through the production of the Exit Strategy, through consultation with sub-groups, and through feedback from potential applicants. The organisational structure which will be established to the Action Plan and ensure financial accountability will sit within existing structures. This will mean that the local businesses, statutory providers and community groups will be able to be involved in the Objective 2 transition programme.

detailed qualitative were

6.2 LD, Boston and South Holland District Council came together early in the production of the SPD to consider the issues for the transition area which could be tackled with the assistance of transition funds. LD's research team prepared a picture of the facts and figures available on the area, further informed by information and the local knowledge of the Districts. Lists of potential actions were drawn up in consultation with others involved in the economic regeneration of the area.

6.3 As a result of the consultation, a series of meetings of those who expressed an interest in undertaking activity under the Objective 2 transition programme were held. These were used to disseminate information on the programme, to discuss the direction of the exit strategy, and to share information on potential projects. The Exit Strategy (Chapter 8A of the SPD) was drafted by LD, and extensive input was made by the other partners. Four sub-groups were established in September 2000 to work together on developing activities. These reflect the five themes described in Section 4. The groups were:-

Food and enterprise support, strategic sites, transport and accessibility and the tourism sector. ICT, sustainable rural communities and equality were cross cutting themes for all groups. The tourism group has continued to meet. The food and enterprise support group has evolved through discussions with key players to develop the food cluster initiative.

6.4 Composition of Partnership

It is intended to establish a Board of managing partners, led by Lincolnshire County Council as the Accountable body. The Board will include all those involved in developing the programme so far. It will be composed of one member from each of the organisations who are signatories to this plan. The Board will be responsible for the overall control and strategic direction of the Action Plan programme.

The Board will be responsible for:-

- the realisation of the Action Plan in consultation with GOEM, the secretariat, accountable body, project managers and all partners
- the monitoring of progress against financial, output and outcome targets
- taking action to maximise benefits and minimise problems
- ensuring a full appraisal is undertaken of each project

6.5 How it will work

The Board will meet three to four times a year and a quorum will be six members. This will include at least two representatives from each of the Local Authorities (LCC, BBC, SHDC). Each individual member of the Board will have one vote in the event of a decisions requiring a ballot. The meetings will be chaired by a member of LCC, and in their absence, by a member from BBC or SHDC.

6.6 Strategic Management/Monitoring Performance

The Board will receive quarterly reports showing actual periodic and cumulative progress towards the overall expenditure, outputs, results and impacts against the targets, together with forecasts from new projects. This will allow the Board to initiate any corrective action that may be deemed necessary, at either project or Plan level. The Board will also ensure that the activity of the Plan complements other regeneration initiatives in the HUA. Operational procedures will be drawn up based on a successful model developed and used by the Boston SRB partnership.

6.7 Organisation

The Board will delegate authority to appraise projects to an Appraisal Panel. The Board will agree a Conflicts of Interest Policy which will apply to all partnership organisations, based on Boston's SRB model. This will govern which members of the Board can take part in specific appraisals. The Board will be advised of any difficulties that individual projects may encounter and advise on possible remedial action, from their wider perspective.

6.8 Project Management

This will be the day-to-day responsibility of the individual project sponsors. The latter will, however, be required to keep the Secretariat fully informed of any significant developments that may occur between the normal quarterly reporting cycle.

6.9 Project Appraisal

The Board will establish an Appraisal Panel and associated procedures for its operation, in line with national and regional guidance. Boston Borough Council will take the lead role for the panel. The appraisal panel will appraise and approve new projects, and revisions to existing projects. The composition of the appraisal panel will vary so that there is always a clear separation of roles between project sponsor and appraisers. Members will be drawn from the HRP Board and the thematic action plan partnerships. The procedures will draw on the Boston 2000 Management Handbook. As required (whatever the ultimate decision on delegate levels), any novel, contentious or sensitive projects will be referred to GOEM.

6.10 Proposals which are covered by thematic Action Plans will first be considered under the mechanisms established under those plans, and then referred to the BRPA panel.

Specialists involved in thematic Action Plans may be included in the appraisal panel to give specialist advice on relevant proposals. Projects will only be able to proceed in the transition area if they are also in line with this Action Plan, and sufficient funds are available for the transition area.

Thematic Action Plans will identify the proportion of funds in the transition area, which will be administered by the HRP.

6.11 Project Approval

Following appraisal, recommendations for or against support will be referred, normally under written procedures, to the Board for final decision.

6.12 Secretariat Management

A Transition Action Plan Secretariat will be established in Lincolnshire Development to service the Board and the Panel. The Secretariat will work with project sponsors to develop projects, collect monitoring information to measure progress against the Action Plan outputs, and deal with the administration and financial operation of the Action Plan. The Transition Action Plan Secretariat will be integrated with the Rural Action Zone Executive. The Executive is working with all the RAZ national, regional and local partners to develop the integrated approach. The Community Strategies for each District including business forums are the local mechanism for engaging all those with an interest in the area.

6.13 The partnership and management arrangements draw on the extensive experience of LD with managing European and SRB programmes and the detailed expertise of Boston BC with SRB programmes. The Programmes and Funding Team within LD will provide specialist knowledge and advice to the Secretariat. The Team is responsible for supporting European applications and has extensive experience of European and other funding programmes. Administrative and financial arrangements will be based on existing systems in use by the Programmes and Funding Team. The Secretariat will also draw on the information and expertise of the LD Research Team, who collect and analyse a comprehensive collection of socio-economic data. Much of this is available through the Lincolnshire Research observatory website (www.research-lincs.org.uk). The Team is involved in a range of projects which evaluate the impact of regeneration programmes. Future Employer and Household/Lifestyle surveys will provide information to update the baselines and measure the impact of the Action Plan.

6.14 The Secretariat will have an important role in setting up communication mechanisms to enable all partners to work together. Part of this work will be to share information with thematic action plan and other local partnerships, such as the Rural Action Zone. Sponsoring close working relationships between project managers will identify lessons and good practice for others to follow. Links with other partnerships will enable a very wide range of stakeholders to continue to be consulted on the direction and implementation of the Action Plan. For example, the HRP Action Plan will be a standing item for the RAZ Steering Group. The Steering Group is overseeing the Community Strategy partnership, and it has sub-groups which deal with RAZ projects such as the Rural Academy, Active Communities 'Vitality' project, and the Social Inclusion Programme.

6.15 Financial Management

There will be a transparent and documented separation of appraisal, approval and payment procedures, including a written statement as to handling and disclosing any conflicts of interest.

6.16 Competitive Tendering

The Secretariat will advise individual project sponsors of the competitive tendering requirements of the Structural Funds and ensure that these have been complied with as part of the appraisal/approval process.

6.17 Records

The Secretariat will advise individual project sponsors of the EU and National requirements for the keeping of auditable records of all transactions related to ERDF supported projects, including in respect of format and timescale.

6.18 Audit Arrangements

As a Part IV Local Authority, the applicant is well aware of and versed in meeting all necessary audit arrangements imposed by Government. It also has considerable experience of administering and accounting for EU and National regeneration funding regimes.

6.19 Withholding and Recovery of Grant

The Secretariat will issue standard "offer letters" to successful bidders under the Action Plan and impose the same criteria in respect of withholding and recovering grant should terms and conditions be breached as would be applied by GOEM. As envisaged in the Action Plan Guidance, any contentious etc. claims would be referred to GOEM.

6.20 Forward Strategy

Bringing together so many local players within the Action Plan partnerships will perforce increase local capacity and capability to continue regeneration activity beyond the end of the Transition period. Working together will give a stronger local voice in demonstrating the needs of the rural economy and lobbying for suitable remedial policies. Also, as part of the appraisal process, the Secretariat will require individual project sponsors to demonstrate how the activities will become self-sustaining once funding ends.

6.21 Significant Change

Offer letters will require project sponsors to advise the Secretariat of any significant (i.e. +/- 5%) changes to expenditure (actual and forecast), outputs, results, impacts and timescale. The Secretariat will similarly advise GOEM of any such changes at the project and/or Action Plan level as part of the quarterly reporting/claim process.

6.22 Publicising the Action Plan Activities and the Role of the EU Structural Funds

The Secretariat will require individual project sponsors fully to acknowledge and publicise the support of the ERDF by all appropriate means e.g. signs, plaques, newsletters, web-sites. The Secretariat itself will publicise its own support by way of all the County Council's normal communication channels, including e.g. appropriate press releases and its web-site.

6.23 Technical Assistance

Support from the Technical Assistance Fund is requested for the costs of the Transition Action Plan Secretariat. The Secretariat will have a central role in

- publicising the programme
- ensuring that the activities achieve the aims of the Action Plan and the SPD cross cutting themes
- monitoring and evaluating the programme
- maximising involvement by all stakeholders in the programme
- researching and analysing baseline data
- sharing best practice
- assisting applicants, panel and Board members
- maintaining robust management information systems

Preliminary estimates of the delivery costs of the Action Plan over the full period of the plan are around £216,300 as shown in the table. £75,000 will be requested in Technical Assistance. The detailed rationale for the request for Technical Assistance will be set out in a separate ERDF application.

	2002	2003	2004	2005	2006	2007	2008
Salaries/Costs	33,000	33,830	34,670	22,610	8,250	6,730	1,000
Management Cost	5,000	5,000	5,250	5,380	1,250	1,030	900
Partnership Costs	6,000	6,150	6,460	6,460	5,750	1,500	340
Materials/Printing	2,000	2,050	2,100	2,150	500	250	500
Research	1,000	1,030	1,050	1,080	370	100	100
Accountancy Fees	1,000	1,030	1,050	1,080	500	400	400
Total	48,000	49,090	50,580	38,760	16,620	10,010	3,240

7. Financial Management

7.1 The Action Plan is submitted by Lincolnshire Development, part of Lincolnshire County Council, which has a wide experience of managing European and other domestic programmes. The processes for managing the Action Plan and for ensuring the outcomes and impacts are measured will operate in the same way as other Lincolnshire County Council projects.

7.2 Lincolnshire County Council will act as the Accountable Body for the Partnership. It will be responsible for the receipt and use of Objective 2 ERDF funds including

- the proper receipt and use of funds
- the receipt and retention of adequate supporting data
- the submission of grant claims
- receipt and payment of grant income
- regular financial reports to the Board
- ensuring compliance with legislation, EU, national and regional guidelines
- responsibility for any repayment of grant beyond the end of the action plan interventions (not being an Accountable Body establishment simply and solely to deliver the Action Plan).

7.3 The Transition Action Plan Secretariat are responsible for implementing the decisions of the Board and Appraisal Panel, including managing the project finances. The Secretariat will ensure projects are implemented in accordance with their offer letters. Staff will have a clear understanding of how projects will need to operate and an awareness of the rigours of managing a delegated European funding project. When applications are approved the Secretariat manager will release the grant payment using the Lincolnshire County Council SAP Financial System.

Appendices:-

Appendix 1 - It's Only Fair! That everyone's treated equally...
including Equal Opportunities in Employment

Appendix 2 - Expenditure Profile

Appendix 3 – Outputs by measure

(not included):-

Appendix 4 – Project Appraisal, Approval and Monitoring Systems

Appendix 5 – Financial Management Checklist

Appendix 1 - “It’s Only Fair!That everyone’s treated equally.....”

including Equal Opportunities In Employment

Appendix 2 - Expenditure Profile

Appendix 2**Holland Rural Partnership Action Plan - Expenditure Profile****Priority 1**

all figures £m

Measure 1.1	2002	2003	2004	2005	2006	2007	Total
Public Sector Match Funding	241,000	247,900	163,500	89,500	66,100	18,200	826,200
Private Sector Match Funding	16,300	16,500	11,000	5,700	4,400	1,200	55,000
ERDF sought	146,000	150,000	99,000	54,000	40,000	11,000	500,000
Total	403,300	414,400	273,500	149,200	110,500	30,400	1,381,200

Measure 1.2	2002	2003	2004	2005	2006	2007	Total
Public Sector Match Funding	51,800	23,600	20,100	5,600	0	0	101,000
Private Sector Match Funding	62,000	89,800	106,400	9,000	0	0	267,300
ERDF sought	36,200	64,700	81,500	26,500	0	0	208,900
Total	149,900	178,200	208,000	41,100	0	0	577,200

Measure 1.3	2002	2003	2004	2005	2006	2007	Total
Public Sector Match Funding	377,700	400,800	377,000	320,400	320,400	0	1,796,300
Private Sector Match Funding	9,400	18,500	700	0	0	0	28,600
ERDF sought	334,000	345,900	244,700	78,000	35,000	0	1,037,600
Total	721,100	765,100	622,400	398,400	355,400	0	2,862,500

Measure 1.4	2002	2003	2004	2005	2006	2007	Total
Public Sector Match Funding	44,500	59,800	59,800	19,900	12,200	3,100	199,400
Private Sector Match Funding	30,600	45,900	45,900	15,300	12,200	3,100	153,100
ERDF sought	42,600	60,000	60,000	20,000	13,900	3,500	200,000
Total	117,700	165,700	165,700	55,200	38,400	9,600	552,500

Total Priority 1	2002	2003	2004	2005	2006	2007	Total
Public Sector Match Funding	715,000	732,100	620,400	435,400	398,700	21,300	2,922,900
Private Sector Match Funding	118,300	170,700	164,000	30,000	16,600	4,300	504,000
ERDF sought	558,800	620,600	485,200	178,500	88,900	14,500	1,946,500
Total	1,392,100	1,523,400	1,269,600	643,900	504,300	40,000	5,373,400

Priority 2

Measure 2.1	2002	2003	2004	2005	2006	2007	Total
Public Sector Match Funding	82,200	351,300	724,800	8,300	0	0	1,166,700
Private Sector Match Funding	261,100	361,100	436,100	8,300	0	0	1,066,700
ERDF sought	49,500	726,100	564,400	0	0	0	1,340,000
Total	392,800	1,438,500	1,725,300	16,700	0	0	3,573,300

Measure 2.2	2002	2003	2004	2005	2006	2007	Total
Public Sector Match Funding	227,000	1,174,900	229,200	270,800	168,300	108,700	2,178,900
Private Sector Match Funding	1,100	1,100	0	0	0	0	2,100
ERDF sought	136,800	705,600	137,500	162,500	101,000	65,200	1,308,600
Total	364,800	1,881,500	366,700	433,300	269,300	174,000	3,489,700

Measure 2.3	2002	2003	2004	2005	2006	2007	Total
Public Sector Match Funding	80,600	161,300	403,500	295,000	200,300	55,700	1,196,400
Private Sector Match Funding	1,700	6,700	8,400	0	0	0	16,900
ERDF sought	49,400	100,800	247,200	177,000	120,200	33,400	728,000
Total	131,700	268,800	659,200	472,000	320,500	89,100	1,941,300

Total Priority 2	2002	2003	2004	2005	2006	2007	Total
Public Sector Match Funding	389,800	1,687,500	1,357,500	574,200	368,700	164,400	4,542,000
Private Sector Match Funding	263,900	368,900	444,500	8,300	0	0	1,085,700
ERDF sought	235,700	1,532,500	949,100	339,500	221,200	98,600	3,376,600
Total	889,400	3,588,800	2,751,100	922,000	589,900	263,100	9,004,200

Sub-Priority 3b (M3b.1)	2002	2003	2004	2005	2006	2007	Total
Public Sector Match Funding	615,600	343,200	118,500	21,400	3,800	600	1,103,000
Private Sector Match Funding	5,800	2,300	2,300	900	200	0	11,600
ERDF sought	470,700	261,700	91,500	16,900	3,100	400	844,300
Total	1,092,200	607,200	212,300	39,200	7,200	1,000	1,959,000

Action Plan Total	2002	2003	2004	2005	2006	2007	Total
Public Sector Match Funding	1,660,600	2,695,000	2,155,800	1,076,400	804,100	198,800	8,597,400
Private Sector Match Funding	377,200	525,700	594,600	33,800	12,500	3,200	1,547,300
ERDF sought	1,224,200	2,369,200	1,555,200	561,000	331,900	120,900	6,167,500
	3,261,900	5,590,100	4,305,800	1,671,200	1,148,600	323,000	16,312,200

Totals may not sum due to rounding

Appendix 3 - Outputs By Measure

1.1 SUM**MEASURE 1.1: MEASURE LEVEL TARGETS**

Years	2002	2003	2004	2005	2006	2007 Total
Outputs						
No.of SMEs Assisted						
No.of New Start Business Assisted						
No.of collaborative projects between SMEs and research institutions		1				1
Results						
Gross new jobs		1	1			2
Impacts						
Net additional employment						
Net Employment safeguarded						
Reduction in SME energy costs						
Equal opportunities						
No. of SMEs assisted from targeted groups						
No. of female owned SMEs assisted						
Environmental sustainability						
No. SMEs assisted to undertake environmental reviews or audits						
No.of SMEs assisted to implement environmental action plans						
No. of environmental sustainability awareness seminars held						
No. of SMEs developing environmental products						
Percentage of Objective 2 SMEs accredited to ISO 1401 or equivalent						
ICT Revolution						
Number of seminars/ workshops held		2	2	3		7

1.2 SUM

MEASURE 1.2: MEASURE LEVEL TARGETS

Years	2002	2003	2004	2005	2006	2007	Total
Outputs							
No. of SMEs Assisted	10	17	19	4	4	0	54
No. of New Start Business Assisted	1	0	2	0	0	0	3
No. of companies supported by venture/loan funds	10	13	15	0	0	0	38
No. of companies receiving financial support	10	13	15	0	0	0	38
Results							
Gross new jobs	0	19	27	31	8	0	85
Impacts							
Net additional employment	0	5	6	7	0	0	18
Net Employment safeguarded	20	29	34	4	4	0	91
Equal opportunities							
No. of SMEs assisted from targeted groups	0	0	0	0	0	0	*
No. of female owned SMEs assisted	0	0	0	0	0	0	*
No. of new start up businesses assisted from targeted groups	0	0	0	0	0	0	*
No. of new businesses started by women assisted	0	0	0	0	0	0	*
Environmental sustainability							
Percentage of Objective 2 SMEs accredited to ISO 1401 or equivalent	6%	6%	6%	6%	6%	6%	6%
No. of companies supported to install renewable energy technologies	*	*	*	*	*	*	*
ICT Revolution							
% of financial interventions leading to enhanced use of ICT	0	0	20%	0	0	0	20%

1.3 SUM

MEASURE 1.3: MEASURE LEVEL TARGETS

	2002	2003	2004	2005	2006	2007	Total
Outputs							
No. of SMEs Assisted	91	59	22	12	0	0	184
No. of New Start SMEs Assisted	39	18	0	0	0	0	57
Results							
Gross new jobs	30	76	22	12	0	0	140
increase in turnover in SMEs assisted (24 months after support)	10%	10%	10%	10%	10%	10%	10%
Impacts							
Net additional employment	17	51	18	7	0	0	93
Net Employment safeguarded	24	20	14	15	0	0	73
New start SMEs surviving after 12 months	0	75%	75%	75%	75%	0	75%
Equal Opportunities							
No. of SMEs assisted from targeted groups	31	19	13	8	0	0	71
No. of female owned SMEs assisted	25	16	11	4	0	0	56
No. of new start up businesses assisted from targeted groups	25	12	5	2	0	0	44
No. of new businesses started by women assisted	25	11	3	2	0	0	41
Environmental Sustainability							
Percentage of Objective 2 SMEs accredited to ISO 1401 or equivalent	6%	6%	6%	6%	6%	0	6%
No. of SMEs involved in energy efficiency/waste minimisation/renewable energy*	*	*	*	*	*		*
ICT Revolution							
% of business support projects delivered using ICT	25%	25%	25%	25%	25%	0	25%

1.4 SUM**MEASURE 1.4: MEASURE LEVEL**

TARGETS

	Years							Total
	2000	2001	2002	2003	2004	2005	2006	
Outputs								
No of SMEs Housed								
No of New Start Business Housed								
Occupancy rates of premises provided								
Results								
Gross new jobs				5	5	5		15
% of premises with shared facilities								
Impacts								
Net additional employment				2	2	3		7
Net Employment safeguarded				1	1	1		3
Equal opportunities								
No of SMEs assisted from targeted groups				1	2	2		5
No of female owned SMEs assisted								
Environmental sustainability								
development of appropriate brownfield sites								
Energy requirements from renewable sources for supported sites or premises								
% of refurbished premises reaching a higher level of energy efficiency								
ICT Revolution								
% (m2) of sites and premises assisted constructed or brought up to current ICT standards								

2.1 SUM**MEASURE 2.1: MEASURE LEVEL TARGETS**

Lincolnshire Objective 2 Transition Action Plan

	2002	2003	2004	2005	2006	2007	Total
Outputs							
Hectares of industrial/commercial sites made available	0	2.5	20.8	4	6	8	41.3
Area of premises provided (m2)	0	0	8650	16000	24000	32000	80650
Occupancy rates of premises provided	0	0	0	0	0	80%	80%
Proportion of green space in developments contributing to local biodiversity targets	*	*	*	*	*	*	*
Results							
Gross new jobs	20	50	345	645	915	1065	3040
No of enterprises on assisted sites	0	0	5	6	5	2	18
Impacts							
Net additional employment	0	0	84	130	189	197	600
Net employment safeguarded	0	0	56	76	106	63	301
ICT Revolution							
% of new workspace constructed to current ICT standards	0	0	60	60	60	60	60%
Equal opportunities							
No of SMEs assisted from targeted groups	*	*	*	*	*	*	*
Environmental sustainability							
Development of appropriate brownfield sites	*	*	*	*	*	*	N/A
Energy requirements from renewable sources for supported sites or premises	*	*	*	*	*	*	*
Proportion of green space in developments contributing to local biodiversity targets	*	*	*	*	*	*	*

2.2 SUM

MEASURE 2.2: MEASURE LEVEL TARGETS

	2002	2003	2004	2005	2006	2007	Total
Outputs							
Ha of industrial sites made available	0	0	0	0	0	0	0
Area of premises provided (m2)	0	0	0	0	0	0	0
No. of research & technology centres assisted	0	0	0	0	0	0	0
No. of centres for local learning & training	0	0	0	0	36	0	36
No. of environmental training centres	0	0	0	0	0	0	0
Results							
Gross new jobs	0	4	8	10	3	1	26
Impacts							
Net additional employment	0	1	2	4	1	1	9
Net employment safeguarded	0	1	1	1	0	0	3
Additional spend at existing attractions/facilities supported (by 31/12/08)			0	0	0	0	*
ICT revolution							
% of new facilities with ICT access	*	*	*	*	*	*	*
Equal opportunities							
No. of SMEs assisted from target groups	*	*	*	*	*	*	*
Environmental sustainability							
No. of jobs in environmental management	0	1	*	*	*	*	*
Development of appropriate brownfield sites	*	*	*	*	*	*	N/A
Energy requirements from renewable sources for supported sites or premises			*	*	*	*	*

2.3 - SUM

MEASURE 2.3: MEASURE LEVEL TARGETS

	2002	2003	2004	2005	2006	2007	Total
Outputs							
Hectares of industrial/commercial sites made available	0	0	0	0	0	0	0
Area of premises provided (m2)	0	0	0	0	0	0	0
No. of new/improved attractions/facilities	2	4	3	2	0	0	11
No. of cultural events/festivals	0	0	0	1	0	0	1
Results							
Gross new jobs	0	1	1	6	3	2	13
Increase in numbers of visitors from outside the region	0	0	0	0	5%	10%	10%
Impacts							
Net additional employment	0	2	1	1	2	2	8
Net employment safeguarded	0	0	0	0	2	0	2
Additional spend at existing attractions/facilities supported (by 31/12/08)			0	*	*	*	15%
ICT Revolution							
% of projects using ICT to develop tourism	*	*	*	*	*	*	*
Equal opportunities							
No. of SMEs assisted from targeted groups	*	*	*	*	*	*	*
Environmental sustainability							
% of projects supported by Local Biodiversity Plans	*	*	*	*	*	*	*
% of projects relating to access/interpretation/management of the area's environmental assets			*	*	*	*	*

