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Mid-term Evaluation of the LEADER Programme on Anglesey: Arloesi Môn

July 2019



Ymddiriedolaeth
Elusennol Ynys Môn
*Isle of Anglesey
Charitable Trust*



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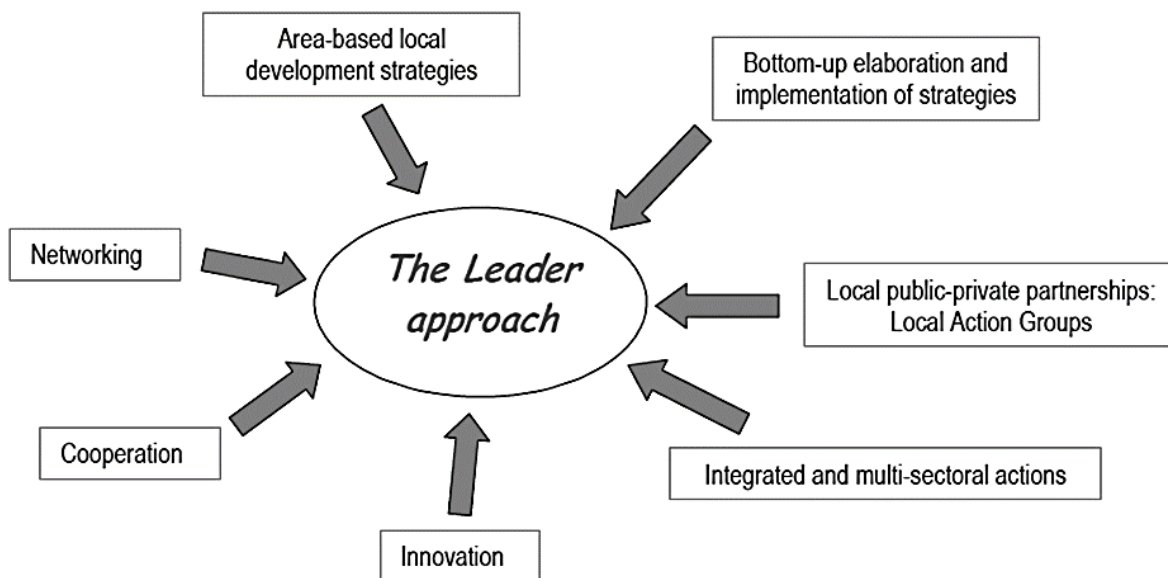
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Executive summary

Introduction

This is the mid-term and interim report of an evaluation of the implementation of the LEADER programme on Anglesey for the funding period of 2014 to 2020¹, which is known as Arloesi Môn.

As a Community-Led Local Development (CLLD) initiative, LEADER is an European funded integrated development process designed to engage, enable, resource and empower local communities in respect of undertaking their own local development. LEADER is built upon several specific characteristics that are often referred to as the 'LEADER approach', as illustrated below:



On Anglesey, LEADER is being implemented by the Arloesi Môn Local Action Group (known as 'the LAG'), with Menter Môn undertaking the administrative and financial operations on their behalf (a role known as 'the Lead Body'). The total value of the LEADER programme on Anglesey is £3.3m, with 76% being allocated to funding for projects.

LEADER is co-funded by the European Union² and delivered in Wales as part of the Welsh Government's Rural Development Programme.

¹ Implementation is likely to continue until at least mid-2021.

² The programme is co-financed from the European Agricultural Fund for Rural Development (EAFRD).

Implementation to Date

At the time of the analysis for this mid-term review, the LEADER programme on Anglesey had supported 54 projects with over 70% of the implementation budget having been committed. There is substantial variance in the value of the individual projects, ranging from a low of £1,500 (for a digital history project investigating the use of technology to visually and creatively attract visitors to villages) to a high of £33,500 (for a pilot project called Local Legends to develop a framework with which to collate, digitise and exhibit local historical collections). The average value of projects supported to date is just over £11,500, which demonstrates the relatively small scale, in financial terms, of the projects being implemented.

Review of the Local Development Strategy

A Local Development Strategy (LDS) devised and then delivered by the LAG is described within programme guidelines issued by the European Commission as the roadmap for LEADER implementation, with the LAG selecting and supporting projects, according to the contribution that they make to the goals of the strategy.

A key finding of the review of the LDS undertaken for this report is that the priorities and objectives that it sets out are very broad and wide-ranging, with little prioritisation. There is an argument that this approach reflects the wide-ranging challenges facing Anglesey and the need to cast the net widely in order to identify new and innovative projects and ideas. However, we believe that there is a stronger argument for greater prioritisation in going forward so as to ensure that the remaining funding available is utilised as effectively as possible.

The key to this issue is that the LAG needs to be clear as to what their objective for the LEADER programme on Anglesey is. Innovation is one of the fundamental principles in LEADER, based upon the argument that doing “more of the same” is unlikely to enable an area to reach its full potential, and that new solutions to existing problems should be sought. If the objective of the LAG is to fund good or innovative ideas, regardless of their origin, a broad approach is possibly appropriate. If, however, the objective is to be more targeted, and to address specific challenges or opportunities (as identified and prioritised within the LDS they have devised), a narrower, more targeted approach is probably necessary.

Recommendation 1: The LDS should be updated with the potential to introduce greater prioritisation for the remainder of the lifetime of the programme considered. This process should include a review of the projects supported to date, mapped against the objectives of the LDS and consideration of the potential need to undertake activities that follow up or build upon activities undertaken by projects funded previously.

Performance Indicators

A limited number of indicators (and associated targets) are in place in order to monitor the performance of the LEADER programme on Anglesey. Such an approach has benefits from an administrative perspective. A result of the approach, however, is that there is limited data collected on the extent to which the LDS has been delivered and the performance of the programme, especially at an outcome level (the majority of the indicators are outputs, i.e. activities). There is therefore an argument for introducing additional indicators and a few suggestions have been made within the report which should be considered by the LAG.

Recommendation 2: Consideration should be given to the introduction of additional performance indicators for the implementation of the LDS on Anglesey, including both generic indicators and theme/priority-specific indicators.

The limited number of programme-level indicators also means that the programme is dependent, to a large extent, upon the monitoring and evaluation activities being undertaken at a project level. It is therefore very important to ensure that the quality of the monitoring and evaluation work being undertaken at a project level is high.

Recommendation 3: The monitoring and evaluation activities being undertaken at a project level should be reviewed. Alongside this, the potential to provide evaluation workshops or training sessions for project officers should be considered, with a view to maximising the value of the data that is gathered at a project level.

The Local Action Group

Understanding of the LEADER approach at an LAG level seems to be high, which is obviously positive, although the low numbers attending some meetings are of some concern. The relative complexity of the programme does, however, need to be acknowledged, as does the need to ensure that LAG members attend meetings on a regular basis in order to ensure that they have a good working knowledge of the programme and the discussions that have taken place during previous meetings. Moreover, there were concerns amongst interviewees with regard to the understanding, or indeed awareness, of LEADER and the role of the LAG amongst stakeholders outside of the LAG. This may be an issue that the LAG would wish to explore further at a time when future approaches to rural development in Wales are being considered in the context of the UK's withdrawal from the European Union.

Recommendation 4: LAG membership should be reviewed on an ongoing basis so as to ensure that members have the capacity to fully commit to the LAG. Where members are not able to commit adequate time to the LAG, replacement members should be sought.

LAG members identified a range of ways in which they benefitted as a result of their involvement with the group. This is an important outcome of the LEADER approach, of which the LAG is a critical element. The potential to highlight these benefits to potential new members, along with the possibility of developing further benefits for members, should be explored.

Recommendation 5: Consideration should be given to the introduction of a programme of training of LAG members regarding issues and topics relevant to the LDS and the LEADER approach. For example, training could be provided on the development of levels of innovation within an organisation. The provision of such training could then be used as a means of attracting new and existing members to meetings.

Recommendation 6: The key role that LAG members play in raising awareness of the LEADER programme on Anglesey should be recognised. Furthermore, LAG members have an important role in the animation of the local area. The potential to enhance the role of LAG members as ‘ambassadors’ for LEADER should be explored, including representing the LAG at events or meetings, leading activities with particular sectors, and so on. Members should also be encouraged to note/promote their role as LAG members within their existing networks and activities. The potential to develop a page on the Arloesi Môn website which lists contact details etc. for LAG members and explains the important role of the LAG should be considered.

Recommendation 7: The LAG should assess whether or not there are gaps in its knowledge and understanding of the challenges and opportunities on Anglesey (e.g. by undertaking a skills audit). If gaps are identified, actions with which to address those gaps (e.g. specific research or consultation activities) should be considered. Specifically, options for engaging young people and the private sector in LAG/LEADER activities (both of which were identified as gaps during the evaluation interviews) should be explored, including setting up subgroups to the main LAG for specific groups (e.g. young people) or sectors (e.g. the private sector).

The Role of the Lead Body

LAG members were generally positive when asked to comment upon the role played by Menter Môn in their capacity as the lead body for the LAG. This is (obviously) a positive finding.

The different approach being taken in Anglesey (and Gwynedd) in terms of the delivery of LEADER projects is important to note, with project officers within Menter Môn taking greater responsibility for the implementation of projects compared to other areas, wherein the approach is focused upon providing financial support for external organisations to deliver projects that they have developed. The approach offers several advantages in comparison to that employed in other areas. For example, it can be argued that the approach in Anglesey encourages more innovative projects to be developed and implemented. However, much less of the funding available is distributed to groups in the local area because projects are delivered ‘in-house’ by Menter Môn. Moreover, this reduces the potential to use the funding to develop project delivery capacity within those external organisations. These strengths and weaknesses need to be recognised.

Animation (making things happen)

Animation is a key feature of LEADER (specifically the ‘bottom-up’ element of the programme) and can include a range of activities, such as:

- Working to ‘empower’ local people and/or organisations and their willingness to face local challenges or opportunities through the development and implementation of projects (linked to the LDS); and
- (not directly linked with the LDS or a specific project) Working more generally in the local area and with the local population to, for example, enhance the awareness of local heritage.

The evaluation has found potential for LAG members to engage more fully in the direction of activities being undertaken by the LEADER team on their behalf; the LAG should take greater responsibility for the animation activities being undertaken.

Recommendation 8: Animation is a key element of the LEADER approach. Considering the updates to the LDS, there should be a greater focus upon discussing, directing and monitoring animation activities at a LAG level.

Recommendation 9: Whilst committing funding is clearly important, care should be taken when committing further funding, so as to ensure that adequate resources remain available to fund ideas and applications generated by animation activities to be undertaken during the next phase of the programme period.

Networking and Cooperation

The evaluation has identified the potential for further development in respect of the level of networking taking place both within and outside of Anglesey (especially at a LAG and project level), as well as for increased awareness of other LEADER activities in Wales (and beyond) amongst LAG members.

Recommendation 10: Networking and cooperation are also key features of LEADER. Opportunities and options for the following should therefore be explored:

- a) Increasing networking, the exchanging of experiences, and cooperation at a project level on Anglesey; such activities could potentially be focused upon sharing the lessons learnt and the findings of LEADER projects undertaken.
- b) Increasing LAG members’ awareness of LEADER projects being delivered in other parts of Wales (and across the EU); if possible, information on projects developed and delivered in previous programme periods (both within and outside of Anglesey) should also be shared.
- c) Developing further cooperative projects, especially with LAGs outside of Wales and across the EU; these should be explored as soon as possible so as to allow enough time for those projects to be developed and implemented.

Recommendation 11: A key element of any pilot project is concerned with the capturing *and* the sharing of any learning. Consideration should be given to the production of detailed case studies/reports for all of the projects that have been funded by LEADER on Anglesey that should be used to share and disseminate the findings and lessons learnt from each project. The method for effectively sharing those documents with stakeholders (local and from farther afield) should also be considered, e.g. the potential for conferences or workshops to share and discuss findings.

The Next Stage

The final evaluation report, which is scheduled for April 2021, will focus upon assessing the outcomes, impact and added value of the LEADER programme on Anglesey.

1 Introduction

LEADER is a local development method which has been used for over 20 years to engage local actors in the design and delivery of strategies, decision making, and resource allocation for the development of their rural areas. This is the second of three reports that are being produced through an evaluation of the implementation of the LEADER programme on Anglesey for the funding period of 2014 to 2020³, which is known as Arloesi Môn⁴.

The first report focused upon introducing the LEADER approach, its delivery on Anglesey, and setting out how the evaluation will be undertaken. This mid-term evaluation report assesses the delivery of the programme on the island to date, with a view to informing delivery over the remaining lifetime of the programme. The emphasis is placed, in particular, upon the extent to which the LEADER approach has been delivered on Anglesey. The final evaluation report, which is scheduled for April 2021, will focus upon assessing the outcomes, impact and added value of the LEADER programme on Anglesey.

This report draws upon monitoring and evaluation data that has been collected during the delivery of the programme to date. Primary research undertaken for this report included telephone interviews with 14 members of the Local Action Group (LAG) as well as the team delivering the programme, who are employed on behalf of the LAG by Menter Môn⁵. In addition, the lead researcher for the evaluation attended LAG meetings on 14 February 2019 (in order to present and discuss emerging findings of the evaluation) and on 9 May 2019 (for a workshop through which to review the strategy of the LAG). An online questionnaire was distributed by the Menter Môn team to individuals involved in projects, with a view to ascertaining their view of the projects and how, if at all, they had benefitted as a result of their involvement with them. Unfortunately, only 11, with some being partial, responses were received; however, those responses do provide an insight into the views of stakeholders and are discussed later in this report.

The remainder of the report is structured as follows:

- Chapter 2 provides a brief overview of the LEADER approach and its implementation on Anglesey
- Chapter 3 reviews the Local Development Strategy as well as the programme expenditure, outputs and outcomes to date
- Chapter 4 considers the implementation of the LEADER approach on Anglesey to date
- Chapter 5 discusses the feedback received from project stakeholders
- Finally, Chapter 6 sets out the conclusion and recommendations of this mid-term evaluation report.

³ Delivery of the programme is likely to run until the end of 2021.

⁴ 'Innovation Anglesey' in Welsh.

⁵ Menter Môn is a not-for-profit company managing and delivering social and economic development programmes and projects in North West Wales: <https://www.mentermon.com/en/>

2 A brief overview of the LEADER approach and its implementation on Anglesey

Key points

- LEADER is implemented by applying ‘community-led local development’ and is built upon several specific characteristics that are often referred to as the LEADER approach.
- The total value of the LEADER programme on Anglesey is £3.3m, with 76% being allocated to funding for projects.

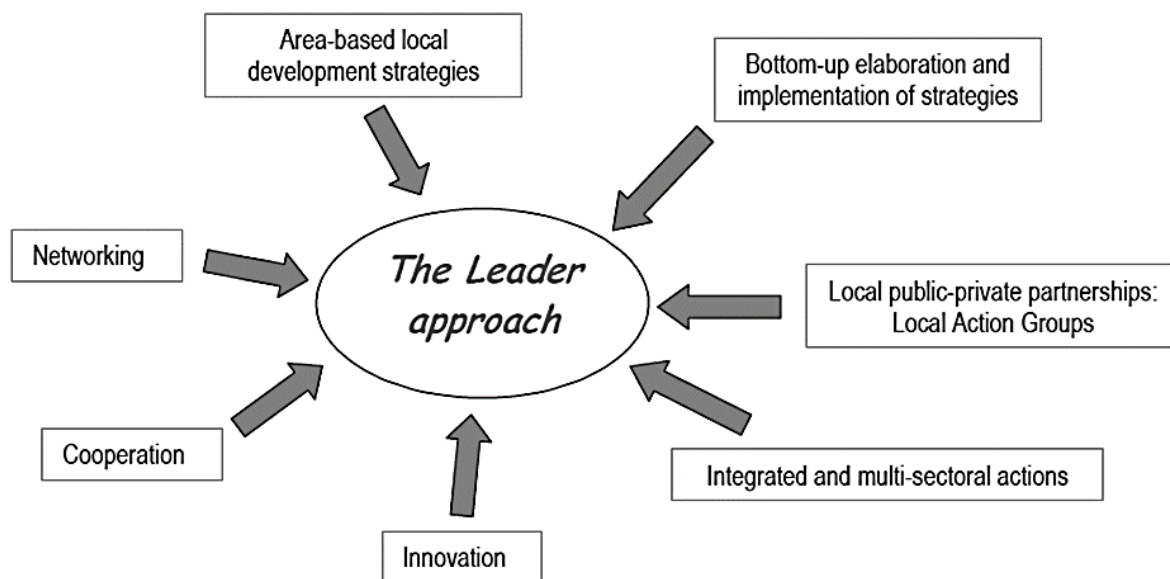
2.1 Introduction

For ease of reference, and to provide context for the discussion that follows, this chapter provides a brief overview of the LEADER approach and its implementation on Anglesey. For a more detailed description of the approach, please refer to Report 1.

2.2 Overview of the LEADER approach

LEADER is a local development method which has been used across Europe for over 20 years to engage local actors in the design and delivery of strategies, decision making, and resource allocation for the development of their rural areas.

Figure 2.1: The LEADER approach



As a **Community-Led Local Development (CLLD)** initiative, LEADER is an integrated development process designed to engage, enable, resource and empower local communities in respect of undertaking their own local development. LEADER is built upon several specific characteristics that are often referred to as the ‘LEADER approach’, as illustrated in Figure 2.1 above.

LEADER is implemented by **Local Action Group (LAG)** activities, delivering a **Local Development Strategy (LDS)** that they have developed and animation/capacity-building activities within the local community.

Animation is a key feature of LEADER (specifically the ‘bottom-up’ element of the programme) and can include a range of activities, such as:

- Working to ‘empower’ local people and/or organisations and their willingness to face local challenges or opportunities through the development and implementation of projects (linked to the LDS); and
- (not directly linked with the LDS or a specific project) Working more generally in the local area and with the local population to, for example, enhance the awareness of local heritage.

Innovation is one of the original and fundamental strategic principles in LEADER. The focus upon innovation is based upon the argument that doing “more of the same” is unlikely to enable an area to reach its full potential, and that new solutions to existing problems should be sought. The objective is to encourage and support new, forward-looking and entrepreneurial approaches and solutions to local issues and share and transfer such experience.

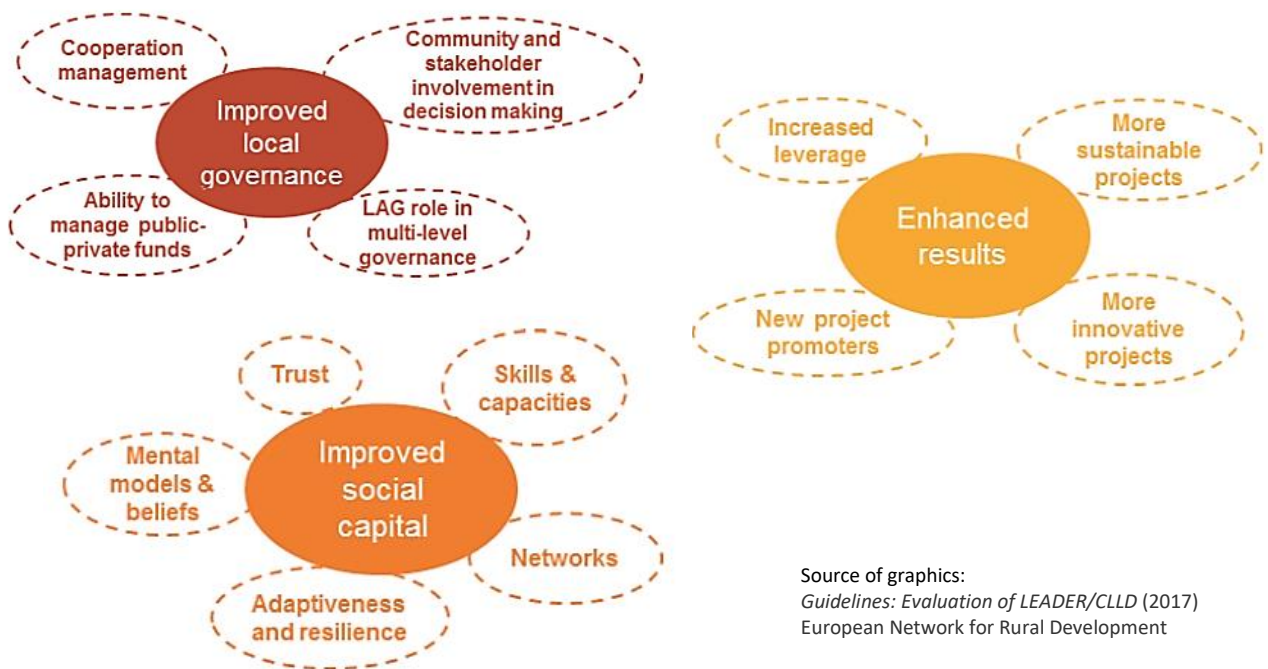
Cooperation is also a core feature of LEADER. With LAGs across Europe, the wealth of LEADER local development experience, knowledge, and human capital is potentially substantial, and cooperation offers a means of capitalising upon this resource. LAGs can make use of (or contribute to) this network in order to develop the group, undertake joint projects or initiatives, innovate, or share or transfer knowledge and experience.

2.2.1 Expected added value of the approach

The LEADER approach is expected to add value at a local level through:

- (1) **The implementation of the LDS** (i.e. its operationalisation in the form of projects and the results and impacts that they produce);
- (2) **The LAG delivery mechanism** (i.e. the set of rules, procedures and administrative arrangements which ensure that strategic objectives become concrete actions on the ground); and
- (3) **Capacity-building support/animation**: concerned with the support provided in order to encourage and enable the beneficiaries (i.e. activities aiming to raise the awareness, readiness, cooperation, and networking capabilities of local people to contribute to developing their area).

If correctly applied, the implementation of the LEADER method is anticipated to lead to three groups of outcomes, as illustrated by the graphics below:



2.3 The approach on Anglesey

On Anglesey, LEADER is being implemented by the Arloesi Môn LAG, with Menter Môn undertaking the administrative and financial operations on their behalf. The team delivering the programme are employed by Menter Môn. Their role includes administration of the programme as well as delivery of the animation (i.e. community engagement and project development support) activities. The Arloesi Môn team include:

- A manager who has overall responsibility for the programme, including finances, match funding, outputs, and staff delivery⁶; and
- Three thematic officers who focus upon developing and implementing projects.

The total value of the LEADER programme on Anglesey is £3.3m, with 76% being allocated to funding for projects.

⁶ It is important to note that the manager was not in the post until January 2019.

3 Review of the Local Development Strategy and Expenditure, Outputs and Outcomes to date

Key points

- The LDS identifies 29 specific objectives, creating a strategy which is very broad in terms of the issues that it proposes to address.
- A review of the projects supported to date finds activity against the majority of the specific objectives within the strategy, although there are instances in which there has been no activity against an objective.
- Whilst supporting a wide range of activities could be seen as a positive thing, there is a concern that the jam is being spread very thinly, meaning that the potential for the investment being made to achieve a substantial impact (i.e. to address the opportunities and challenges being identified) is limited.
- The key to this issue is that the LAG needs to be clear as to what their objective for the LEADER programme on Anglesey is. If the objective is concerned with funding good or innovative ideas, regardless of their origin, a broad approach is appropriate. If, however, the objective is to be more targeted, and to address specific challenges or opportunities, a narrower, more targeted approach is probably necessary.
- There is substantial variance in the value of the individual projects, ranging from a low of £1,500 (for a digital history project investigating the use of technology to visually and creatively attract visitors to villages) to a high of £33,500 (for a pilot project called Local Legends to develop a framework with which to collate, digitise and exhibit local historical collections).
- The programme-level performance indicators being collected in order to monitor the implementation of the LEADER programme on Anglesey provide little (if any) evidence of what the programme is actually achieving.
- A range of additional indicators could potentially be collected that would provide a fuller picture of what is being achieved.
- 'Project closure forms' provide a useful summary of activities undertaken and some lessons learnt. However, the amount of information that they provide, especially in relation to the outcome of the projects, is relatively limited, although the small scale of the projects for which forms have been completed to date needs to be considered.

3.1 Introduction

The LDS is described within programme guidelines issued by the European Commission as the roadmap for LEADER implementation, with the LAG selecting and supporting projects, according to the contribution that they make to the goals of the strategy⁷.

This chapter reviews the LDS for Anglesey and its implementation to date. It is important to note that it does not consider the way in which the LDS was developed, which is outside of the remit of the evaluation. Rather, the focus is upon the coherence of the LDS as a strategy for guiding the implementation of the programme on Anglesey, as well as the extent to which it has been delivered via the projects supported to date. Moreover, this chapter considers the expenditure, outputs and outcomes of the Anglesey LEADER programme to date.

3.2 Review of the strategy

The policy and the strategy review within the LDS for Anglesey are comprehensive, as is the analysis of the key statistical information on the island, although both sections require updating on an ongoing basis (the statistical data has been updated as part of Report 1 of the evaluation). The policy context has changed considerably since the LDS was originally written (with the most obvious development being Brexit), which now needs to be reflected within the LDS.

The LDS identifies four ‘Headline Objectives’ (as shown below) with 29 ‘Specific Objectives’ (split into the five programme-level themes for LEADER in Wales) sitting beneath them⁸.

- 1) *By 2020, Ynys Môn realises new economic potential with more and better employment opportunities for its people provided by harnessing economic intelligence, pre-developing small enterprises, new jobs, and an improved skills base.*
- 2) *By 2020, people living and working in Ynys Môn are better connected physically, digitally and socially and are able to access the amenities and services that they need.*
- 3) *By 2020, Ynys Môn’s people better capitalise upon the area’s cultural, historical, recreational and natural assets to improve the visitor experience, visitor numbers and spend, and local skills and employment in tourism.*
- 4) *By 2020, Ynys Môn and Gwynedd will have established THREE inter-territorial cooperation projects and ONE transnational cooperation project that, through innovation, networking, and knowledge exchange, contribute to meeting the objectives of the LDS themes and associated priorities.*

⁷ Guidance produced by the European Network for Rural Development on the development and implementation of the LDS can be found here: https://enrd.ec.europa.eu/sites/enrd/files/enrd-guidance_lsd.pdf

⁸ These objectives have been allocated into the programme-level themes as set out in Appendix 1.

These four headline objectives are clearly very ambitious; therefore, the role of LEADER can only realistically be to contribute to achieving them. This is, however, not unusual, with the evaluation team's experience being that LDSs frequently present a broader strategy for an area.

Twenty-nine specific objectives clearly constitute, nevertheless, a very large number to identify, and create a strategy which is very broad in terms of the issues that it proposes to address. As can be seen in Appendix 1, the objectives are also *very* specific in terms of the issues that they propose to seek to address, and have been identified to directly relate the LDS to needs and opportunities identified in the consultation and the SWOT exercise. To an extent, this has already been acknowledged with the creation of a list of 10 questions based upon those objectives, which has been used in materials in order to promote the LEADER programme on Anglesey. The 'broadness' of the strategy remains, however.

The fact that the strategy was prepared at a time when the nature of the LEADER funding (including what it could and could not support) was unclear needs to be acknowledged; this encouraged those preparing the LDS to propose a very broad and wide-ranging strategy with an emphasis upon ensuring that nothing that you may want to undertake at a later time was excluded. Its usefulness as a 'strategy' which prioritises the challenges and opportunities upon which LEADER should focus is, however, inevitably limited by such an approach.

Moreover, there is no prioritisation within the SWOT analysis set out within the LDS, although specific elements of the analysis are identified within the appended 'intervention logic table' and linked to a specific objective. For example, it is not clear as to which of the weaknesses or opportunities identified are considered the most pressing or the highest priority in respect of the delivery of the LEADER programme. From a strategic perspective, this is important because prioritising the issues being identified would allow a clearer analysis of which of the objectives and potential actions being identified are the most urgent.

3.2.1 The views of interviewees

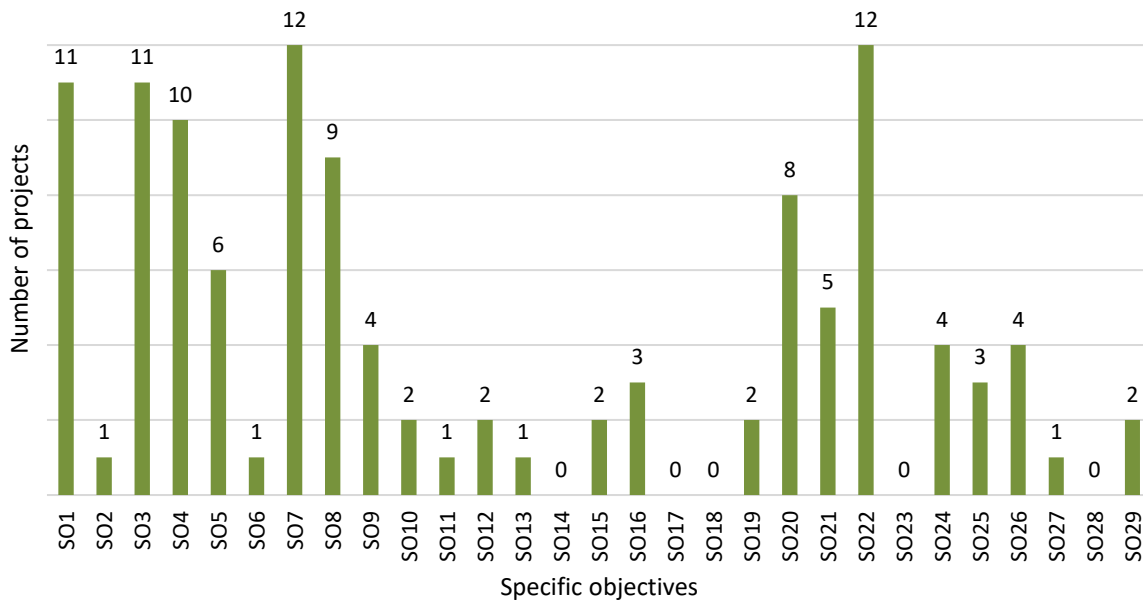
Interviewees highlighted the extensive work that went into the development of the LDS as part of the process of applying to participate in the LEADER programme. There was, however, also a recognition that the strategy that it sets out is very broad — designed to be so in order to allow as broad a range of activities as possible to be implemented over the lifetime of the programme. Furthermore, there was a recognition that whilst there was reference made to the priorities of the LDS during discussions surrounding projects and applications for support, the level of guidance that it provides to discussions and decisions was limited. Some interviewees did, however, express concern that a more focused (they used the term "restricted") LDS could become too prescriptive, emphasising the need to focus upon implementing a 'grassroots' approach to rural development which supports 'innovation' and 'good ideas' from wherever they arrive. In the majority of cases, however, the need for a more strategic approach in moving forward was recognised by interviewees.

The key to this debate is that the LAG needs to be clear as to what their objective for the LEADER programme on Anglesey is. If the objective is concerned with funding good or innovative ideas, regardless of their origin, a broad approach is appropriate. If, however, the objective is to be more targeted at addressing specific challenges or opportunities on the island, a narrower, more targeted approach is necessary.

3.3 The range of projects supported to date

At the time of the analysis for this mid-term review, the LEADER programme on Anglesey had supported 54 projects. A review of the projects with regard to how they relate to the specific objectives identified within the LDS finds that action has been supported against the majority of the specific objectives, although there are instances in which there has been no activity against an objective.

Figure 3.1: Distribution of projects supported per LDS-specific objective



Source: Menter Môn

The five objectives against which there had been no activity to date were:

- SO14: Coordinate local business consortia in accessing assistance and engaging more successfully with formal procurement procedures
- SO17: Exploit the City of Learning more deeply into its diaspora in Anglesey
- SO18: Implement a community-based rural transportation initiative
- SO23: Extend mainstream provisions into deep rural areas through proactive programming, with an emphasis upon land-based businesses.

The objective which is the most surprising to see on this list is perhaps the one in relation to community transportation, which is consistently identified as a key need in rural areas.

The specific objectives against which there has been the most activity (10 or more projects) are:

- SO1: Secure greater local economic value for local operators from the Anglesey Coastal Path
- SO3: Engender greater participation and exploitation of new and existing heritage and tourism markets in central island areas
- SO4: Generate greater participation and exploitation of off-season tourism markets by new and existing businesses working in conjunction with communities of interest
- SO7: Elevate the harnessing of Welsh as a USP rooted in the region, setting the language in its European, Celtic and local context by deepening the appreciation and knowledge of its wider significance in European heritage and Celtic persistence
- SO22: Make substantial inroads into inhabitants' understanding of the carbon agenda, their role and participation in it, and the incremental development of their ownership of it.

It is important to stress that the focus of the review at this stage (wherein the majority of projects are still active) has been upon project activities as opposed to outcomes. Whilst there has been some focus (as shown above), it is, however, apparent that activity has been relatively disperse, whereby reflecting the broad nature of the LDS.

The positive interpretation of this review is that activities have been undertaken against the majority of priorities identified within the LDS. However, although the review to date has been based upon what the projects are doing as opposed to what the projects have achieved, the concern would be that the jam is being spread very thinly, meaning that the potential for the investment being made to achieve a substantial impact (i.e. to address the opportunities and challenges being identified) is limited. In fact, the range of issues that are identified as objectives under each priority cannot possibly all be addressed by the range of projects being funded. Again, however, the fact that LEADER is focused upon piloting new and innovative approaches (as opposed to necessarily addressing the challenges or opportunities identified) to rural development should also be noted.

3.3.1 The views of interviewees

Views were mixed when LAG members and staff were asked to comment upon the range of projects supported to date. A few interviewees were concerned that too many 'small' projects had been supported to date and that those small projects created a heavy administrative burden for project staff as well as the LAG when discussing and approving projects. Other negative comments made included:

- A concern amongst some LAG members that the development of projects was, in some instances, driven by the project officers rather than being 'community-led';
- A lack of 'high-quality' projects being brought forward for LAG's consideration; and
- A need for more 'blue-sky thinking' at a community level.

Other interviewees were, however, impressed by the range of project ideas that had been considered and funded to date.

The restrictions that the state aid rules and the need for match funding place upon the implementation of the LEADER programme at a local level need to be noted when considering the range of projects supported and the type of work undertaken. Funding from the LEADER programme in Wales cannot be used to provide aid or other assistance that would constitute state aid⁹ in respect of a ‘business’, ‘enterprise’, ‘undertaking’ or ‘economic operator’ receiving such support.

This means that LAGs cannot provide any kind of assistance that would reduce normal day-to-day operational running costs: subsidising staff salaries or giving financial support (be it directly or indirectly) towards rent, rates, energy costs, promotion, publicity, advertising and/or any other running costs or overheads. Furthermore, LEADER in Wales cannot be used to provide capital or revenue grants or other forms of direct or indirect assistance to commercial businesses. The need to source match funding also restricts an LAG’s ability to develop and/or support innovative projects, as other sources of funding may not have the same desire to support and develop innovative (and, therefore, higher-risk) projects.

3.4 Expenditure to date

The table below sets out the latest expenditure figures for the programme at the time of writing this report.

Table 3.1: Project budget, allocation and spend for Arloesi Môn as of the end of March 2019¹⁰

	Total	As a percentage of the budget
Budget	£1,484,469.11	-
Allocated	£1,069,512.07	72.0%
Spent	£617,465.77	41.6%

Source: Menter Môn

Over 70% of the implementation budget is committed at the midpoint in the lifetime of the programme, with over 40% being spent to date. This is a relatively healthy position for the programme to be in at this stage, with money still being available to commit to funding projects in going forward as well as good progress in terms of the amount committed.

There is substantial variance in the value of the individual projects, ranging from a low of £1,500 (for a digital history project investigating the use of technology to visually and creatively attract visitors to villages) to a high of £33,500 (for a pilot project called Local Legends to develop a framework with which to collate, digitise and exhibit local historical collections). The average value of projects supported to date is just over £11,500, which demonstrates the relatively small scale, in financial terms, of the projects being implemented.

⁹ State aid constitutes any advantage granted by public authorities through state resources on a selective basis to any organisation that could potentially distort competition and trade in the European Union. For further information, see: <https://www.gov.uk/guidance/state-aid>

¹⁰ Includes the budget allocated to fund cooperative projects.

3.5 Programme level performance indicators

The table below shows the data on the performance of the LEADER programme on Anglesey against the targets agreed upon with the Welsh Government.

Table 3.2: Performance indicators for the LEADER programme on Anglesey (overall) as of the end of March 2019

<i>Performance indicator</i> ¹¹ ↓	Target	Claimed	% of predicted claimed
Number of feasibility studies	8	8	100%
Number of networks established	14	1	7%
Number of pilot activities undertaken/supported	51	5	10%
Number of community hubs	11	0	0%
Number of jobs safeguarded	5	1	20%
Amount of information dissemination actions/promotion	95	40	42%
Number of stakeholders engaged	160	336	210%
Number of participants	144	241	167%

Source: Menter Môn

The programme has already achieved its target regarding the number of feasibility studies, as well as overachieving substantially in respect of both the number of stakeholders engaged and the number of participants. The overachievement (partway through the lifetime of the programme) for the latter two indicators suggests either that those targets were set too low to begin with or that performance is much more effective than anticipated. It is most likely a combination of those two reasons.

It is important to note here that the range and levels of targets set are not substantial for a £3.3m programme. This is in line with the Welsh Government’s change of approach to the current LEADER programme in response to criticism of the previous programme, which included a much longer list of performance indicators, whereby leading to a very complex monitoring process. The much more limited number of indicators (the majority of which are outputs¹²) does, however, mean that the data available with which to judge the success of the programme, based upon these performance indicators alone, is limited. This increases the reliance of the evaluation upon the data collected by the individual projects, as discussed later in this chapter.

Furthermore, it is relevant to note that the performance indicators discussed above are reported to the Welsh Government for the programme for Anglesey as a whole. The performance indicators are not reported per LDS objective, which means that they cannot be used to assess progress against those specific objectives.

¹¹ Definitions of the indicators can be found in Appendix 3.

¹² Illustrating the level of activity undertaken as opposed to the results or outcomes of activity.

A review of the targets shows a limited correlation between the performance indicators (which should be anticipating the achievements of the programme) and the objectives set out within the LDS. Specifically, the achievements anticipated in the performance indicators would not allow the objectives, as set out in the LDS, to be achieved. Their usefulness as performance indicators for the LDS is therefore, again, limited. Therefore, the information that the project can provide is, again, very important.

3.6 Project level achievements reported to date

An evaluation form is completed by each project when it is closed. These forms ask for a range of information, including:

- What did the project demonstrate and were the achievements consistent with the aims of the project?
- What worked well and what did not work well?
- Outputs achieved
- Details of any project evaluations undertaken.

Ten project evaluation forms were available for review at the time of this report, each of which is summarised in Appendix 2. A number of those projects focused upon solutions for encouraging tourism on the island and many explored the potential for providing digital solutions. Similar approaches were explored by different projects in slightly different contexts (e.g. both Digital Villages and Mwclis Ddigidol Llangristiolus looked at digital technology solutions for encouraging tourism in their areas). Many of the projects completed to date were feasibility studies that provided recommendations for ways in which to take the projects forward. However, whilst some projects reported initial discussions surrounding taking their projects further, other studies were more like blueprints that could be a source of reference should a group wish to progress with similar ideas in the future; there is a limit to the amount of information which is reasonable to expect to be collected for small-scale projects.

The project closure forms provide a useful summary of the projects in question. The amount of information that they provide on the outcome of the projects in question and any lessons learnt in their development and delivery is, however, relatively limited, although the small-scale nature of the projects for which forms have been completed to date does obviously need to be considered; there is a limit to the amount of information that it is reasonable to expect small-scale projects to provide. However, given that monitoring data will provide very little evidence in relation to what the programme has achieved, it is important to ensure that, where possible, high-quality information is provided for projects via the closure forms. As innovative and pilot projects, there should also be a clear emphasis upon analysing the lessons learnt during the management and delivery of the projects, which is a matter further discussed later in this report.

3.7 Potential additional performance indicators

As noted previously in this chapter, the KPIs in place for the LEADER programme (as set by the Welsh Government) are focused upon outputs (activity) and relatively narrow. The evaluation has therefore considered the potential to introduce additional indicators so as to provide further data on the performance of the programme on Anglesey.

LAG members and staff were asked during interviews and a workshop with the LAG to comment upon how the success of the LEADER programme on Anglesey should be measured. The same question has been asked in other areas in which Wavehill are evaluating the LEADER programme; the suggestions made included:

- Full utilisation of the funding available
- The stimulation of new and innovative ideas (“creating a spark”)
- Capacity-building ‘soft’ outcomes such as confidence and a willingness to take action
- The sustainability of projects supported by LEADER (their existence beyond the end of LEADER funding)
- The sharing of ideas/concepts developed via LEADER and their repetition in other projects/activities.

As noted previously, a key challenge to the evaluation of a programme such as LEADER is that the projects and activities funded can vary substantially. This makes it challenging to develop a set of common indicators that can be used across all projects, especially in respect of capturing the outcomes of activities. Potential generic indicators that could potentially be used, however, include:

- The number of organisations applying for funding to deliver a project for the first time
- The number of those new organisations developing other or follow-up project proposals (i.e. continuing their involvement in regeneration)
- The number (or percentage) of participants/stakeholders reporting that they have benefitted as a result of their involvement in the project funded by LEADER
- The number (or percentage) of participants/stakeholders reporting that they are more likely to become involved or continue to be involved in actions within their local community as a result of their involvement with the LEADER programme.

The main weakness of these indicators is that they tell you nothing about the nature of the benefit, only that there has been one. It may, however, be that such an indication is enough, with more detailed data and analysis being provided at a project level.

The most common theme in discussions with LAG members with regard to this issue was concerned with the legacy of projects, i.e. whether they continue or evolve once the funding that has been provided by the LEADER programme has come to an end. This was considered by many to be perhaps the key indicator of the success of LEADER, and is obviously consistent with the core objective of LEADER in respect of being a mechanism for piloting new and innovative approaches to rural development.

Whilst accepting that not all projects will succeed is important (a key part of any intervention in support of new and innovative activities), the logic of indicators relating to legacy for a LEADER programme is clear. Potential indicators include:

- The number of projects that are still active 12 months after the end of the LEADER funding
- The amount of additional funding drawn into the area by the project.

Sharing of learning is also a key element of the LEADER programme. It may therefore be valuable to capture indicators of activities relating to such a process as part of any set of 'legacy' indicators, for example:

- The number of case studies produced and the number of times they have been downloaded from the programme website
- Participants in activities to share learning from the LEADER programme (individuals and/or organisations).

As discussed in Report 1, Common Evaluation Questions (CEQs) are an important element of the EU Common Monitoring and Evaluation System, of which the LEADER programme forms part and which is appropriate to consider here. LAGs are required to report against the CEQs which are relevant to the Focus Areas with which their activities are aligned. In Wales, all LAGs should address the CEQ related to Focus Area 6B: *'To what extent has the RDP intervention contributed to fostering local development in rural areas?'* The judgment criteria specified for this question are set out in the table below.

Table 3.3: Judgment criteria and indicators for Focus Area 6B: fostering local development in rural areas

Judgment criteria	Indicators
<ol style="list-style-type: none"> 1. Services and local infrastructure in rural areas have improved 2. Access to services and local infrastructure has increased in rural areas 3. Rural people have participated in local actions 4. Rural people have benefitted from local actions 5. Employment opportunities have been created via local development strategies 6. Rural territory and population covered by LAGs have increased 	<ul style="list-style-type: none"> • % of rural population covered by local development strategies • Jobs created in supported projects • % of rural population benefitting from improved services/infrastructure <p><i>Additional information:</i></p> <ul style="list-style-type: none"> • Number of projects/initiatives supported by the Local Development Strategy • % of RDP expenditure in LEADER measures with respect to total RDP expenditure

The indicators specified for Focus Area 6B are of relatively limited value at a local level in terms of assessing the outcomes of the programme. Many of the indicators suggested above are, however, relevant to the judgment criteria specified, further supporting their potential introduction. The constraints created by the state aid restriction upon the programme in Wales with respect to the potential to achieve the ‘jobs created’ result do, however, need to be noted again here.

Moreover, it is important to consider the Well-being of Future Generations Act when considering programme-level performance indicators for schemes in Wales. The Act puts in place legislation requiring public bodies in Wales to put long-term sustainability at the forefront of their thinking, and work with one another (as well as other relevant organisations (such as third-sector groups) and the public) in order to prevent and tackle problems¹³. Seven ‘well-being goals’ are set and a series of 46 ‘national indicators’ have been put in place in order to allow progress towards those goals to be measured.

The list is too long to include here¹⁴ but several of the indicators are potentially relevant to the LEADER programme. These indicators are, however (as one would expect from national-level indicators), very high-level and long-term. Attributing any changes in these indicators to the LEADER programme will therefore be challenging, to say the least. Being aware of these high-level indicators and considering them within the revision of the LDS will, however, be important.

¹³ More information on the Act is available here: <https://futuregenerations.wales/about-us/future-generations-act/>

¹⁴ The full list can be found within the following document: <https://gov.wales/docs/desh/publications/160316-national-indicators-to-be-laid-before-nafw-en.pdf>

Based upon the review in this section, we would propose that the introduction of at least the indicators noted below be considered:

- a) The number of organisations applying for funding to deliver a regeneration project for the first time
- b) The number of those new organisations developing other or follow-up project proposals (i.e. continuing their involvement in regeneration)
- c) The number (or percentage) of participants/stakeholders reporting that they are more likely to become involved or continue to be involved in actions within their local community as a result of their involvement with the LEADER programme
- d) The number of projects that are still active 12 months after the end of the LEADER funding
- e) The amount of additional funding drawn into Anglesey by the project
- f) Participants in activities to share learning from the LEADER programme (individuals and/or organisations).

These indicators are generic and not specific to any of the priorities identified within the LDS. Based upon the review of the LDS discussed previously, the potential to introduce additional priority-specific indicators should also be considered.

4 Review of the implementation of the LEADER approach to date

Key points

- The low attendance levels at some LAG meetings are of some concern.
- The general views of interviewees on the performance of the LAG were very positive, with the LAG frequently being described as 'working effectively'.
- There was a concern that awareness of the LAG and what they did (as well as LEADER more generally) beyond those directly involved was probably limited. This could mean that the value of the group and the role that it plays was poorly understood.
- LAG members identified a range of ways in which they benefitted as a result of their involvement with the group; this is an important outcome of the LEADER approach.
- LAG members were generally positive when asked to comment upon the role played by Menter Môn in their capacity as the lead body for the LAG.
- The approach in Anglesey (as it is in Gwynedd) is different from that employed in other areas in which LEADER is delivered in Wales, with the project officers having a much more prominent role. This approach has not only several advantages, but also disadvantages which need to be recognised.
- While some interviewees expressed some disappointment and a desire (or hope) for a greater level of innovation within the applications for support being submitted, the general view was that there had been reasonable levels of innovation within the projects supported to date.
- There have been limited networking and cooperation activities to date, both of which are key features of the LEADER approach.

4.1 Introduction

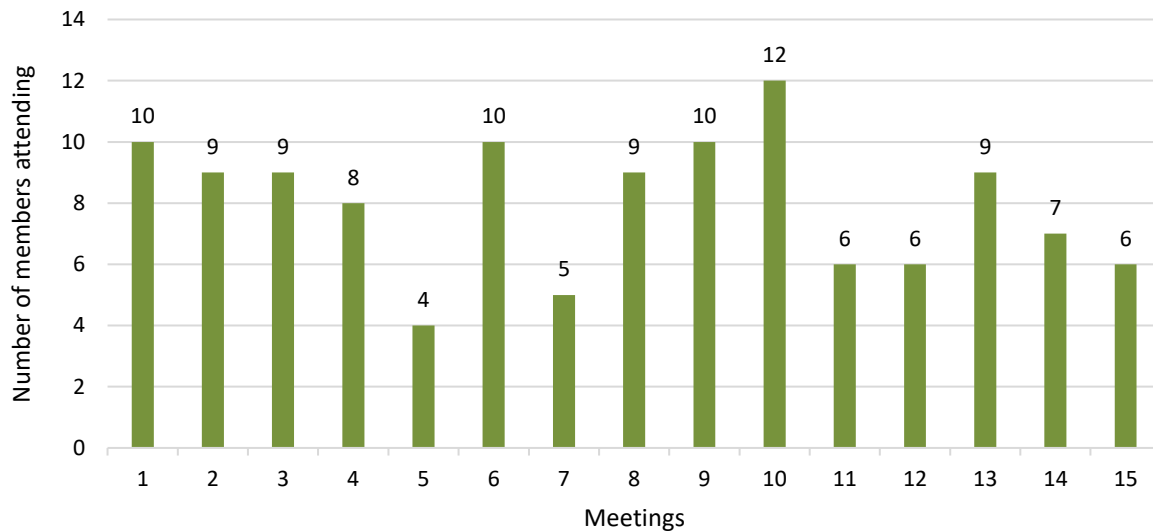
This chapter reviews the implementation of the LEADER approach on Anglesey to date as part of the Arloesi Môn programme, besides the LDS which has already been discussed in the previous chapter. The discussion draws upon data for activities undertaken to date, discussions with LAG members and staff, as well as the small number of responses from those involved in projects to the online survey distributed via Menter Môn.

4.2 The Local Action Group

The LAG is a key part of the LEADER approach, designed to be a group which represents the local area and its population. It leads the developmental process, with neither an interest group nor public authorities having a majority in the decision-making process.

4.2.1 Number of meetings and attendance

Figure 4.1: LAG meetings and attendance



Source: analysis of data provided by Menter Môn

The table above shows the number of LAG members attending meetings between March 2015 and December 2018, of which there have been 15 (a meeting every three months on average). The average attendance has been eight members (with a high of 12 in March 2017 and a low of only four in April 2016). Attendance at LAG meeting has therefore not been high; indeed, attendance has not achieved the quorum in seven of the 15 meetings, which is of some concern.

Twenty-six people are reported as having attended at least one meeting of the LAG over this period, with the average number of meetings attended by those individuals being only 4.6 of the 15 meetings. One member (the Chair of the group) has attended all meetings; he is the only member to have attended more than 10 of the meetings. Moreover, he is one of only five members to have attended more than five meetings. These figures are, again, of some concern.

4.2.2 Views on the performance of the LAG

The general views of interviewees on the performance of the LAG were very positive, with the LAG frequently being described as 'working effectively'.

The relative complexity of the LEADER programme (compared to a more standard grant scheme) was recognised during the interviews with staff and LAG members, with the need for effective briefing if, and when, new members are recruited to the LAG (as has been the case) being emphasised. Furthermore, the confusion caused by the different approach to LEADER for this funding round (wherein grants have not been available, which is a key feature of previous iterations of the programme) was highlighted as a factor that had caused some confusion, with some stakeholders still anticipating the same support as had previously been available.

There was also some concern amongst interviewees when discussing their perception of the understanding of the role of the LAG (and indeed the LEADER programme more generally) amongst those not directly involved and the public more generally. The majority of respondents believed that there was a core group of individuals and organisations that were aware of the programme and its objectives but that awareness beyond that group was probably limited, which was of concern to some.

Views on the LAG meetings were generally positive, with no significant issues being identified other than the poor level of attendance by some members, as discussed above. The important role played by the Chair of the LAG in respect of managing meetings was noted. The clear view of interviewees was that all LAG members were given the opportunity to comment upon applications (and more generally) during the assessment process, although it was noted that some members commented more than others (which is not unusual).

Those LAG members interviewed were happy with the amount of information that we provided to them regarding applications, expenditure, and so on, and generally complimented the way in which meetings were administered by Menter Môn. Moving forward, there was, however, a desire to receive further information and feedback on the progress being made by projects that had been supported so as to inform any discussions surrounding priorities over the remaining lifetime of the programme.

The important role played by subgroups to the main LAG meeting was noted, with their role as an opportunity to fully scrutinise applications for support being emphasised. The need to try to ensure that discussions were not duplicated at the main LAG meeting was, however, also noted. The number of subgroups was noted as having changed over the lifetime of the project, with a thematic approach originally being in place in line with the themes of the LEADER programme in Wales. Such an approach had later been streamlined in order to reduce the administrative burden and demands on key individuals' time, which was considered to have been a positive step.

The challenges of ensuring a full turnout for meetings were, again, emphasised during discussions surrounding membership of the LAG. Gaps in membership identified included 'young people' and the 'private sector', both of which (in the author's experience) are frequently identified by LAGs as groups that are challenging to engage in a group of this nature.

Other 'gaps' identified included:

- More representatives of the local community (rather than sectoral representatives)
- Members of the Local Authority Cabinet (or elected local representatives more generally)
- Those with specific expertise in technologies or sectors identified as being a priority in going forward.

4.2.3 Perceived benefits of being a LAG member

A range of benefits were identified when LAG members were asked to describe how, if at all, they benefitted from being a member of the LAG. They included:

- Networking (the most frequently identified benefit)
- A way of giving something back to the local community
- Becoming aware of projects and activities — outside of individuals' usual area of work
- Raising awareness of the organisation that they represent
- Becoming more strategic in their thinking (due to awareness of other activities).

Such benefits are an important outcome of the LEADER approach and need to be considered alongside any discussion surrounding outcomes achieved by projects funded by the programme.

4.3 The role of the Lead Body

LAG members were generally positive when asked to comment upon the role played by Menter Môn in their capacity as the lead body for the LAG, highlighting the effective way in which the role was being played. Some concerns were expressed; however, these comments were in the minority. Issues highlighted included:

- Concerns that projects and the programme more generally were too heavily driven by the Menter Môn team (linked to a desire for greater engagement with the local community); and
- A perceived lack of capacity within Menter Môn (at both a project delivery and an administrative level).

The approach in Anglesey (as it is in Gwynedd) is different from that employed in other areas in which LEADER is delivered in Wales, with the project officers having a much more prominent role in developing and then delivering projects on behalf of the LAG; effectively, projects are mostly delivered ‘internally’ by the Menter Môn team, although there are also examples in which the delivery of projects (or some aspects of them) is undertaken by contractors procured by the Menter Môn team¹⁵. In other parts of Wales, the approach is generally focused upon the more traditional approach of providing financial support for external organisations to deliver projects that they have developed.

This approach has not only a number of advantages, but also disadvantages, as summarised in the table below.

Table 4.1: Advantages and disadvantages of the internal project delivery model being used on Anglesey

Advantages	Disadvantages
<ul style="list-style-type: none"> • Projects are generally more innovative • There is more capacity within the lead body (most staff) • Delivery is not constrained by ‘capacity’ issues within delivery organisations 	<ul style="list-style-type: none"> • Less funding is distributed to organisations within the community • There are fewer ‘capacity-building’ outcomes for external organisations

A thematic approach was employed in terms of the work of the project officers up until the midpoint in the lifetime of the programme; project officers were responsible for work within the LEADER programme thematic areas. This approach was, however, changed recently due to concerns surrounding the balance within the team as a result of this approach (i.e. there is an unequal amount of work between the themes).

The major benefit of a thematic approach is (obviously) that the officer in question can focus upon that area and develop their contacts, level of expertise, and so on. There is a risk that this will be lost when the approach is changed, although this is unlikely when the team is relatively small and working together on an ongoing basis.

A handful of potential enhancements to the work of the lead body were suggested during interviews:

- A better website for Arloesi Môn (considered poor in comparison to the site for Gwynedd)
- More marketing and publicity activities for the programme in general
- Videos about the projects that have been supported (case studies)
- Greater promotion of the role of the LAG within the programme
- Drawing more upon the previous experience of Menter Môn for project ideas etc., along with more promotion of projects supported by previous iterations of the programme in Anglesey.

¹⁵ In other areas, the approach is more traditional, with external organisations developing projects, submitting applications for financial support to the LAG and, if approved, delivering those projects.

4.4 Animation and engaging with the local community

The LEADER approach includes the ‘animation’ of the local area with respect to engaging with the local community. This can include a range of activities, including empowering or supporting local groups and organisations in developing and implementing projects (in line with the LDS), or more general activities focused upon the local area (such as enhancing the awareness of local heritage and associated opportunities).

4.4.1 The views of LAG members

In general, LAG members made limited comments upon the implementation of animation activities on the island. This seems to be (at least partly) due to a lack of awareness and understanding of such terminology which is used sparingly by the Menter Môn team, who are more likely to use terms such as ‘community engagement’ to describe the activity. Nevertheless, even when taking this into account, it would also seem clear that animation is seen by LAG members as something that is largely left to the Menter Môn team to manage and deliver on their behalf (with only limited guidance or oversight); the focus of the LAG would very much seem to have been upon projects as opposed to any of the other aspects of the LEADER approach.

As noted previously, some concerns were, however, expressed during interviews with regard to the extent to which the communities on Anglesey were being engaged in the LEADER programme, with particular concern surrounding an overreliance upon the existing networks and contacts of the Menter Môn team (as opposed to genuine, new community engagement). A potential lack of consistency in approach between the project officers was also highlighted as something that needed to be reviewed.

4.5 Innovation

Innovation is a crosscutting priority of the LEADER programme. The focus upon innovation is based upon the argument that doing “more of the same” is unlikely to enable an area to reach its full potential, and that new solutions to existing problems should be sought. The objective is to encourage and support new, forward-looking and entrepreneurial approaches and solutions to local issues and share and transfer such experience.

There are 72 references made to ‘innovation’ within the Anglesey LDS, including:

- *The LDS has been set up to be the laboratory of innovation operating beneath what we expect to be mainstream EU programmes over the next five years (page 9)*
- *...the Anglesey partnership will hold to the twin rules of using LEADER to trial genuine innovation, and to concentrate its expenditure on pre-commercial activity in the business sector and on piloting innovation in others (page 11)*
- *LEADER animation is far more effective when working with willing, committed and informed individuals who are challenged to change a particular status quo through innovation (page 26).*

Section 3.3 of the LDS is a 'description of innovation' (a requirement of the template) and states:

The Anglesey LDS acknowledges that there needs to be a shift in emphasis so that practitioner communities in Ynys Môn have a genuine opportunity to steer innovation in their respective sectors.

The Anglesey LDS will secure innovation by the following means:

- *The **LEADER PROCESS** is fully and meaningfully implemented to a high standard of quality – assured by the consistent application of LEADER methodology by experienced staff setting challenges, guiding trajectories and securing deliverable targets.*
- *The **LAG** are knowledgeable and actively engaged representatives of socio-economic and community-based interest on the island. It is essential that LAG members are intelligent, empathetic, nonpartisan and with a capable perspective on the purpose and Specific Objectives of the LDS.*
- *Actions are devised to respond to the Specific Objectives within each of the five themes. Actions are NEW methods and/or NEW undertakings tackling difficult socio-economic challenges or forging paths to harnessing agreed socio-economic opportunities. Actions are deliverable within the LDS timescale in order to prove their innovative quality, are managed effectively so that they produce outputs and an informed judgement on sustainability and viability, have progression routes to roll out and are disseminated appropriately.*

These extracts demonstrate the commitment to innovation within the LDS and it can be argued that such commitment has been implemented with the exception possibly of the last sentence in the last bullet point (although it is fair to say that it is still relatively early in the lifetime of the programme to deliver this commitment), which is an issue discussed further below.

All interviewees were clearly aware of the emphasis upon innovation within the LEADER programme, and described how the level of innovation within applications is always discussed, which is clearly positive. While some interviewees expressed some disappointment and a desire (or hope) for a greater level of innovation within the applications for support being submitted, the general view was that there had been reasonable levels of innovation within the projects supported to date, if the definition constituted piloting or testing a service or way of working that had not been seen on Anglesey previously.

The above is the generally accepted definition of innovation being used for the LEADER programme across Wales. Whilst this view of innovation used is not incorrect, there is an argument that the definition is weak, especially given that the focus upon innovation within the programme is based upon the premise that doing "more of the same" is not enough and that new solutions to existing problems should be sought.

Having a great focus upon more genuinely innovative ideas in at least part of the programme in going forward may therefore be appropriate.

This is not to suggest that the projects delivered via LEADER on Anglesey to date are particularly un-innovative; indeed, it can be argued that projects on Anglesey are more innovative than those being supported by LEADER in many other parts of Wales. Nevertheless, there is also an argument that there is scope for further development of the level of innovation within projects, especially given the very clear emphasis upon its importance within the LDS.

A range of approaches to this could be considered in order to achieve this. As a starting point, we would recommend reviewing the various toolkits and guides available via the Nesta website¹⁶. The potential to explore the potential to cooperate with other programmes and schemes in Wales designed to promote innovation should also be explored¹⁷.

Furthermore, the need to complete what could be described as the ‘innovation cycle’ needs to be emphasised. There are many versions of this cycle or process, all of which generally conclude with a review of the innovation that has been introduced, after which it is either ‘mainstreamed’, modified for a further pilot or discarded as not something worth introducing more widely. This final ‘review’ process is an essential component. To date, there would seem to have been limited emphasis upon this within LEADER on Anglesey (which may not be surprising, given that the programme is still at its midpoint). It is, however, very important that it takes place.

4.6 Networking and Cooperation

Networking among actors inside of the LAG’s area, among LAGs and among other public–private partnerships, in order to establish a stronger foundation for the transfer of knowledge and the exchange of experiences, is also a key part of LEADER. Networking includes the exchange of achievements, experiences and knowhow between LEADER groups, rural areas, administrations and organisations involved in rural development within the EU, regardless of whether or not they are direct LEADER beneficiaries. Networking is a means of transferring good practice, disseminating innovation and building upon the lessons learnt from local rural development.

Cooperation is also a core feature of LEADER. With LAGs across Europe, the wealth of LEADER local development experience, knowledge, and human capital is potentially substantial, and cooperation offers a means of capitalising upon this resource. LAGs can make use of (or contribute to) this network in order to develop the group, undertake joint projects or initiatives, innovate, or share or transfer knowledge and experience.

¹⁶ Nesta (<https://www.nesta.org.uk/>) is an innovation foundation. The organisation acts through a combination of programmes, investment, policy and research, as well as through the formation of partnerships, to promote innovation across a broad range of sectors.

¹⁷ See: <https://businesswales.gov.wales/innovation/>

Interviewees highlighted that the LAG itself provided a networking opportunity for members, and indeed identified networking as being one of the benefits of membership of the group. LAG members have also attended a handful of networking events in relation to LEADER, but highlighted time as being a major restriction upon their ability to participate in such activity, even when they were particularly keen to do so. The Menter Môn team had also participated in such events (including international events), which were considered to have been of some benefit. However, the challenges of building a cooperative project (following such activities) were noted, with time, again, being identified as the main constraint.

Little networking was reported to have taken place to date at a 'project level', although the potential value of such networking was recognised as being somewhat limited at a relatively early stage in the lifetime of the programme. The value of networking at a project level would, however, increase as projects moved further into their delivery stages and were completed.

Looking outside of Anglesey, interviewees reported that some networking was taking place at an officer level with other LAGs, especially those working in Gwynedd as a result of the fact that Menter Môn was also the lead body for the LAG in that area.

It seems clear from interviews that LAG members have limited awareness of activities and projects being undertaken by LAGs in other parts of Wales. This is despite the existence of the Wales Rural Network (WRN), which shares information on projects being supported by LAGs on its website¹⁸.

Interviewees were generally happy with the level of cooperation being undertaken, highlighting the number of cooperative projects that were being funded/implemented with LAGs from other parts of Wales, particularly with neighbouring counties. No cooperative projects have, however, been developed with any LAGs outside of Wales to date, which is potentially a significant missed opportunity to work with/learn from LAGs in other parts of the EU.

Staff members, however, highlighted the fact that constraints/pressure upon their time limited the amount of attention that they could pay to developing cooperative projects (which tend to be resource-intensive), highlighting that work has to be prioritised and that the development and delivery of 'local' projects had been prioritised above cooperative projects.

¹⁸ The Wales Rural Network is a forum in which to promote the exchange of expertise in rural development delivered by the Welsh Government and funded by the Rural Development Programme 2014-2020. See: <https://businesswales.gov.wales/walesruralnetwork/local-action-groups-and-projects>

5 Project stakeholder feedback

Key points

- Only a handful of stakeholders participating in projects responded to a survey distributed to contacts by the Menter Môn team.
- The responses received were, however, very positive, suggesting that participating in LEADER projects can have a very positive impact upon stakeholders.
- The feedback on the support provided by Menter Môn is very positive.

5.1 Introduction

An online questionnaire was distributed to stakeholders involved in projects delivered as part of the LEADER programme, with a view to ascertaining their view of the projects and how, if at all, they had benefitted as a result of their involvement with them. Unfortunately, only 11 responses, with some being partial, were received, representing 22 of the projects that had been financially supported (i.e. respondents were involved in multiple projects). The low number of responses means that care needs to be taken when considering the findings as set out below. Additional evidence will be gathered from stakeholders as the evaluation progresses. The findings of the data collected to date do, however, provide an insight into the views and experience of project stakeholders.

5.2 Making things happen

Ten stakeholders responded when asked to consider how likely it was that the project(s) with which they were involved would have happened anyway without the support of Arloesi Môn. Only one stated that it was likely, with five responding that there was 'no chance' that the project would have happened without support and a further three describing it as being unlikely. If this is representative of all projects supported, it is a very positive indication of the additionality of LEADER in terms of supporting the happening of projects.

Comments made often related to a lack of capacity to implement the project without the support of Arloesi Môn, including:

"I have been involved with a range of projects. I believe a few would have happened anyway, but the majority would not have been feasible without the support of Arloesi Môn."

"The support provided has developed the project quicker and to a higher level."

5.3 Perceived project achievements

Whilst the responses to this question ranged, the majority of answers focused upon the benefits to their communities and local residents. Respondents indicated that the impacts of projects were positive, improving engagement and providing an avenue through which to develop opportunities in the communities for future generations. Other outcomes identified included:

- Engaging and consulting with service users and their families
- *“Generated genuine interest”*
- *“Awakened enthusiasm”*
- Creating intergenerational social gatherings in community facilities
- Delivering services via pilot projects
- Promoting the area
- Bringing stakeholders together to develop new services
- Demonstrating an interest in local heritage
- Encouraging the provision of services.

It is interesting to note that the majority of respondents to this question stated that the project(s) with which they were involved were performing better than they had anticipated.

5.4 Previous involvement in rural development

Whilst our sample is small and, therefore, may not be representative of all the stakeholders involved in Arloesi Môn projects, it is interesting to note that four of nine respondents to this question reported that they had not been involved in any other projects being delivered in rural Anglesey previously. This would suggest that the programme has been able to engage with a group of stakeholders not previously involved with rural projects on the island. However, the sample is small; therefore, more data will need to be collected in order to confirm whether or not this is reflected more widely. This would, however, be a positive outcome of the LEADER process on Anglesey, with ‘fostering local economic development’ being a key objective for the LEADER approach and the animation element of the programme in particular.

5.5 Personal learning and development

Stakeholders were asked to describe what, if anything, they (as an individual) had learnt as a result of their involvement with the project(s) and Menter Môn. Personal learning identified included:

- That projects and ideas can be successfully implemented
- That there is a will to explore innovative ways of delivering services even despite the difficult economic challenges that social care and health care are facing
- *“On a personal level, the project has allowed us to explore best practice across the UK and identify how our project can tap into this knowledge and experience and apply this to services that are based here on Anglesey”*

- The amount of local history which is not publicly known
- *“I’ve also learned about the importance of local teamwork and cooperation when delivering these projects, and how groups such as Menter Môn are important in helping facilitate the creation of these facilities locally”*
- *“I have learnt that Arloesi Môn does a great deal of good to assist communities and develop sustainable ideas.”*

The number of comments in relation to the quality of the support provided by the Menter Môn team is noteworthy.

What is more, stakeholders were asked to comment upon whether or not their experience of working with Arloesi Môn had influenced their thinking with respect to rural development in Anglesey. Comments made included:

- Working with Arloesi Môn had expanded respondents’ view of *“what is out there and what we can do collectively to enhance rural development”*
- *“That rural development is essential, as the individuals that we support can become very isolated and lonely and access to basic social and health care services can be a daily challenge”*
- That Anglesey is an area *“ripe with potential, especially in the centre of Anglesey”*. Many stories are there waiting to be told — from battles to Celtic fortresses and lost monasteries.

Again, these comments are an indication of the positive outcomes that the LEADER approach can generate beyond the direct achievements and outcomes of the projects themselves.

All respondents stated that they were likely to continue to be involved in projects in rural Anglesey in going forward, and that their involvement with projects supported by Arloesi Môn had a positive influence upon their intention to continue to be involved.

“I/we have learnt much from our experiences and can pass on that information to other like-minded projects, and it has given greater confidence of understanding the parameters within which such projects can be delivered and recognising the different influences of trying to assist rural communities.”

“I would definitely want to be involved in more projects, and will also apply for further funding if it is appropriate to our services and available.”

“I experienced an insight into rural Anglesey, albeit I was aware, but it really opened my eyes to more opportunities, needs and successes.”

“I am a young rural lad who likes local history. Anything I can do to promote it I will.”

“I am keen to get involved in other projects where sharing experiences is seen as good practice.”

“I hope to be involved in future programmes. The involvement has made me better aware of the opportunities and challenges in rural Anglesey.”

All respondents (n=9) also stated that they had met and/or were working with different people for the first time as a result of their involvement with Arloesi Môn, which is, again, a positive outcome.

“I have had the opportunity to work with different agencies and individuals and this has been an excellent experience and brought additional knowledge to both myself and colleagues. It has also allowed me to network more effectively and, as a result, be successful in obtaining a grant to look at how we can develop support to individuals on the autism spectrum.”

“Meeting local people with knowledge and talent to get things done.”

“I have met and started working with a number of people who I never knew before.”

5.6 Net Promoter Score

The Net Promoter Score (NPS) is a management tool used to gauge the overall satisfaction of an organisation’s customers, in this case, Arloesi Môn. The score is calculated based upon responses to a single question: *How likely is it that you would recommend [company/product/service] to a friend or colleague?* Responses are given on a scale of 0 (zero likelihood) to 10 (very likely), with the NPS ranging from minus 100 (very bad) to plus 100 (very good).

The NPS based upon the responses of nine project stakeholders was a very positive +67, indicating a high level of satisfaction; again, however, the sample size (of course) needs to be considered.

Comments made by respondents in explaining the score given included:

“The assistance that we have received is worth publicising.”

“I have had an excellent experience and the project to date has really allowed the individuals that we support to be involved in the project delivery.”

“...for the benefit of the island!”

“Arloesi Môn has given those in rural areas the chance to promote their quiet parish in a constructive manner.”

“Their support has been exceptional.”

6 Conclusion and recommendations

The findings of this mid-term and, therefore, interim evaluation of the implementation of the LEADER programme on Anglesey are largely positive. Both LAG members and project stakeholders (recognising that the sample to date is small) identified positive outcomes as a result of their involvement with the LEADER programme on Anglesey — important outcomes of the LEADER approach, the benefits of which go beyond the projects that it supported. These include:

- Engaging stakeholders in rural development projects for the first time; and
- Changing views on what can be achieved by intervention in the local area.

A key finding of the review of the LDS is that the priorities and objectives that it sets out are very broad and wide-ranging, with little prioritisation. There is an argument that this approach reflects the wide-ranging challenges facing Anglesey and the need to cast the net widely in order to identify new and innovative projects and ideas. However, we believe that there is a stronger argument for greater prioritisation in going forward so as to ensure that the remaining funding available is utilised as effectively as possible.

The key to this issue is that the LAG needs to be clear as to what their objective for the LEADER programme on Anglesey is. If the objective is concerned with funding good or innovative ideas, regardless of their origin, a broad approach is appropriate. If, however, the objective is to be more targeted, and to address specific challenges or opportunities, a narrower, more targeted approach is probably necessary.

Recommendation 1: The LDS should be updated with the potential to introduce greater prioritisation for the remainder of the lifetime of the programme considered. This process should include a review of the projects supported to date, mapped against the objectives of the LDS and consideration of the potential need to undertake activities that follow up or build upon activities undertaken by projects funded previously.

A limited number of indicators (and associated targets) are in place in order to monitor the performance of the LEADER programme on Anglesey. Such an approach has benefits from an administrative perspective. A result of the approach, however, is that there is limited data collected on the extent to which the LDS has been delivered and the performance of the programme, especially at an outcome level (the majority of the indicators are outputs, i.e. activities). There is therefore an argument for introducing additional indicators and a few suggestions have been made within the report which should be considered by the LAG.

Recommendation 2: Consideration should be given to the introduction of additional performance indicators for the implementation of the LDS on Anglesey, including both generic indicators and theme/priority-specific indicators.

The limited number of programme-level indicators also means that the programme is dependent, to a large extent, upon the monitoring and evaluation activities being undertaken at a project level. It is therefore very important to ensure that the quality of the monitoring and evaluation work being undertaken at a project level is high.

Recommendation 3: The monitoring and evaluation activities being undertaken at a project level should be reviewed. Alongside this, the potential to provide evaluation workshops or training sessions for project officers should be considered, with a view to maximising the value of the data that is gathered at a project level.

Understanding of the LEADER approach at an LAG level seems to be high, which is obviously positive, although the low numbers attending some meetings are of some concern. The relative complexity of the programme does, however, need to be acknowledged, as does the need to ensure that LAG members attend meetings on a regular basis in order to ensure that they have a good working knowledge of the programme and the discussions that have taken place during previous meetings. Moreover, there were concerns amongst interviewees with regard to the understanding, or indeed awareness, of LEADER and the role of the LAG amongst stakeholders outside of the LAG. This may be an issue that the LAG would wish to explore further at a time when future approaches to rural development in Wales are being considered in the context of the UK's withdrawal from the European Union.

Recommendation 4: LAG membership should be reviewed on an ongoing basis so as to ensure that members have the capacity to fully commit to the LAG. Where members are not able to commit adequate time to the LAG, replacement members should be sought.

LAG members identified a range of ways in which they benefitted as a result of their involvement with the group. This is an important outcome of the LEADER approach, of which the LAG is a critical element. The potential to highlight these benefits to potential new members, along with the possibility of developing further benefits for members, should be explored.

Recommendation 5: Consideration should be given to the introduction of a programme of training of LAG members regarding issues and topics relevant to the LDS and the LEADER approach. For example, training could be provided on the development of levels of innovation within an organisation. The provision of such training could then be used as a means of attracting new and existing members to meetings.

Recommendation 6: The key role that LAG members play in raising awareness of the LEADER programme on Anglesey should be recognised. Furthermore, LAG members have an important role in the animation of the local area. The potential to enhance the role of LAG members as 'ambassadors' for LEADER should be explored, including representing the LAG at events or meetings, leading activities with particular sectors, and so on. Members should also be encouraged to note/promote their role as LAG members within their existing networks and activities. The potential to develop a page on the Arloesi Môn website which lists contact details etc. for LAG members and explains the important role of the LAG should be considered.

Recommendation 7: The LAG should assess whether or not there are gaps in its knowledge and understanding of the challenges and opportunities on Anglesey (e.g. by undertaking a skills audit). If gaps are identified, actions with which to address those gaps (e.g. specific research or consultation activities) should be considered. Specifically, options for engaging young people and the private sector in LAG/LEADER activities (both of which were identified as gaps during the evaluation interviews) should be explored, including setting up subgroups to the main LAG for specific groups (e.g. young people) or sectors (e.g. the private sector).

LAG members were generally positive when asked to comment upon the role played by Menter Môn in their capacity as the lead body for the LAG. This is (obviously) a positive finding.

The different approach being taken in Anglesey (and Gwynedd) in terms of the delivery of LEADER projects is important to note, with project officers within Menter Môn taking greater responsibility for the implementation of projects compared to other areas, wherein the approach is focused upon providing financial support for external organisations to deliver projects that they have developed. The approach offers several advantages in comparison to that employed in other areas. For example, it can be argued that the approach in Anglesey encourages more innovative projects to be developed and implemented. However, much less of the funding available is distributed to groups in the local area because projects are delivered 'in-house' by Menter Môn. Moreover, this reduces the potential to use the funding to develop project delivery capacity within those external organisations. These strengths and weaknesses need to be recognised.

'Animation of the territory' is a key part of LEADER and the evaluation has found potential for LAG members to engage more fully in the direction of activities being undertaken by the LEADER team on their behalf; the LAG should take greater responsibility for the animation activities being undertaken.

Recommendation 8: Animation is a key element of the LEADER approach. Considering the updates to the LDS, there should be a greater focus upon discussing, directing and monitoring animation activities at a LAG level.

Recommendation 9: Whilst committing funding is clearly important, care should be taken when committing further funding, so as to ensure that adequate resources remain available to fund ideas and applications generated by animation activities to be undertaken during the next phase of the programme period.

The evaluation has identified the potential for further development in respect of the level of networking taking place both within and outside of Anglesey (especially at a LAG and project level), as well as for increased awareness of other LEADER activities in Wales (and beyond) amongst LAG members.

Recommendation 10: Networking and cooperation are also key features of LEADER. Opportunities and options for the following should therefore be explored:

- d) Increasing networking, the exchanging of experiences, and cooperation at a project level on Anglesey; such activities could potentially be focused upon sharing the lessons learnt and the findings of LEADER projects undertaken.
- e) Increasing LAG members' awareness of LEADER projects being delivered in other parts of Wales (and across the EU); if possible, information on projects developed and delivered in previous programme periods (both within and outside of Anglesey) should also be shared.
- f) Developing further cooperative projects, especially with LAGs outside of Wales and across the EU; these should be explored as soon as possible so as to allow enough time for those projects to be developed and implemented.

Recommendation 11: A key element of any pilot project is concerned with the capturing *and* the sharing of any learning. Consideration should be given to the production of detailed case studies/reports for all of the projects that have been funded by LEADER on Anglesey that should be used to share and disseminate the findings and lessons learnt from each project. The method for effectively sharing those documents with stakeholders (local and from farther afield) should also be considered, e.g. the potential for conferences or workshops to share and discuss findings.

Appendix 1: An overview of the Anglesey LDS priorities and objectives

Headline Objectives

- 1) By 2020, Ynys Môn realises new economic potential with more and better employment opportunities for its people provided by harnessing economic intelligence, pre-developing small enterprises, new jobs, and an improved skills base.
- 2) By 2020, people living and working in Ynys Môn are better connected physically, digitally and socially and are able to access the amenities and services that they need.
- 3) By 2020, Ynys Môn's people better capitalise upon the area's cultural, historical, recreational and natural assets in order to improve the visitor experience, visitor numbers and spend, and local skills and employment in tourism.
- 4) By 2020, Ynys Môn and Gwynedd will have established THREE inter-territorial cooperation projects and ONE transnational cooperation project that, through innovation, networking, and knowledge exchange, contribute to meeting the objectives of the LDS themes and associated priorities.

Strategic Objectives

Theme 1: Adding value to local identity and natural and cultural resources

- SO1: Secure greater local economic value for local operators from the Anglesey Coastal Path.
- SO2: Develop new and more employment and business opportunities for local people through the diversification and integration of coastal economy factors.
- SO3: Engender greater participation and exploitation of new and existing heritage and tourism markets in central island areas.
- SO4: Generate greater participation and exploitation of off-season tourism markets by new and existing businesses working in conjunction with communities of interest.
- SO5: Increase engagement with, participation by and benefit to tourism businesses by adding value to existing digital application provisions.
- SO6: Increase the number of businesses utilising the Sense of Place toolkit on the island.
- SO7: Elevate the harnessing of Welsh as a USP rooted in the region, setting the language in its European, Celtic and local context by deepening the appreciation and knowledge of its wider significance in European heritage and Celtic persistence.

- SO8: Ensure that the Welsh language is heard in the community and in the workplace as well as seen.

Theme 2: Facilitating pre-commercial development, business partnerships and short supply chains

- SO9: Increase the opportunities for start-up entrepreneurship and added-value local supply and processing dynamics in the food sector.
- SO10: Drive up the artisan food agenda in Ynys Môn, linking particularly to adding value to primary produce and speciality foods.
- SO11: Drive forth the development of products which add value to Ynys Môn's economy, diversify its product range and provide reach into extended markets.
- SO12: Provide employment opportunities for high-achieving young people in their home county.
- SO13: Provide an opportunity for young people to have access to support and equipment which facilitates creativity and entrepreneurship.
- SO14: Coordinate local business consortia in accessing assistance and engaging more successfully with formal procurement procedures.
- SO15: Facilitate new or innovative community and/or business partnerships that create new product development opportunities.
- SO16: Exploit growth in the digital sector as a crosscutting driver of economic growth.
- SO17: Exploit the City of Learning more deeply into its diaspora in Anglesey.

Theme 3: Exploring new ways of providing non-statutory local services

- SO18: Implement a community-based rural transportation initiative.
- SO19: Pilot and develop new community-based models of service delivery using time-limited methodologies, with a view to rolling out; specifically, address CCT criteria regarding underrepresented and excluded groups, and, in particular, address tackling poverty aims regarding childcare services, financial inclusion, digital inclusion, skills development, etc.
- SO20: Improve the use of community hubs as service delivery mechanisms; specifically, address CCT criteria regarding underrepresented and excluded groups, and, in particular, address tackling poverty aims regarding childcare services, financial inclusion, digital inclusion, skills development, etc.
- SO21: Mitigate the effects of service cutbacks through intelligent transfer piloting.

Theme 4: Renewable energy at the community level

- SO22: Make substantial inroads into inhabitants' understanding of the carbon agenda, their role and participation in it, and the incremental development of their ownership of it.
- SO23: Exploit kiln-dried-timber added-value options.
- SO24: Promote renewable energy for local use in Anglesey businesses.

Theme 5: Exploitation of digital technology

- SO25: Pilot not-spot solutions.
- SO26: Trial the head-on tackling of digital exclusion by targeting those most difficult to reach (directly targeted at the tackling poverty CCT).
- SO27: Create a digital academy mindset in Ynys Môn with the most able young people in order to develop digital entrepreneurs.
- SO28: Extend mainstream provisions into deep rural and upland areas through proactive programming, with an emphasis upon land-based businesses.
- SO29: Bring Ynys Môn to the forefront of Welsh-medium digital developments.

Appendix 2: Project case studies, drawn from project closure forms

Digitalisation

This pilot project sought to explore the issue that many people above the age of 50 on Anglesey have not engaged with modern technology, and to support them to “*reach out and embrace a new world of connectivity and social interaction*”.

Fifteen individuals were targeted to participate in the scheme, wherein they received one-to-one training in their own homes. The training focused upon practical tasks such as online shopping and banking, as well as the use of programs such as Skype and My Health Online. All 15 participants were positive towards the project and were keen to undergo further training.

Following the pilot, further possible steps were being discussed at a local level. The report produced as part of the pilot was intended to be a useful reference in thinking about possible services that could be provided in the future.

Outputs	N
Pilots supported	1
Stakeholders engaged	21
Information dissemination actions	2

Total cost of study = £4,400

Heritage Study

A need was identified by a group of interested parties with respect to exploring innovative means of interpreting the area’s history in order to create more all-year-round tourism opportunities for heritage sites. As a result, a bilingual study was conducted that explored the links between tourists/local residents and the heritage presented at destinations, motivations for visiting attractions, and the visitor experience. The project trained four volunteers to canvas a sample of visitors and local residents who attended the Cemaes Vintage Festival and Classic Car Show. The qualitative and quantitative research carried out were analysed and a detailed statistical report was produced which included several recommendations.

The research found that, overall, visitors to attractions were reasonably satisfied with the offer but would stay longer if there were other experiences available to them, e.g. re-enactments, craft demonstrations or history talks. Other recommendations included an Anglesey heritage loyalty scheme, social media marketing training, and volunteer events.

The results of the study were presented to the subgroup for discussion. There was a plan to submit a pilot to the LAG that would work with Anglesey attractions on joint marketing and tourist information provision for Anglesey.

Outputs	N
Feasibility studies	1
Stakeholders engaged	8
Participants supported	143

Total cost of study = £1,500

Digital Villages

Bryngwran, Llanfechell and Talwrn are three small villages that have strengths in both their built and their natural environment but that struggle to attract tourists to their community. The areas wanted to use the diversity of their locations and their histories to improve their heritage tourism products. The study examined the feasibility and opportunities of using 3D and augmented-reality technologies in these villages in order to raise awareness of a sense of place.

The study identified that it was important to find the right digital solutions for each area and create a new network. What is more, it highlighted that new cutting-edge technology is not cheap and the future sustainability of these technologies could be an issue, and that intellectual property rights could also cause problems in some cases.

The study produced solutions that were fully researched and costed for the areas to use for future funding applications. LEADER was not in a position to fund all of the projects, due to the expense; however, the study provides information that could be used to support applications to other tourism funds.

Outputs	N
Feasibility studies	1
Stakeholders engaged	7

Total cost of study = £4,500

Artisan Study

Llangefni Social Enterprise had demonstrated a real need on Anglesey to revive its failing traditional, open-air markets, which, although stable in the summer months, were very quiet in the winter. It was felt that Anglesey has a wealth of artisan products but that they were being produced and sold individually rather than at traditional town markets. As such, this project aimed to discover these artisan producers and bring them together in order to showcase the island and develop a new style of market.

A total of 23 artisan crafts were discovered, eight of which were found to be of a higher quality and keen to progress with their businesses. From these, a new network, i.e. 'Môn Made', was created. A pilot activity was also undertaken that was showcased at an event in Llangefni. The project evidenced the hypothesis that artisan producers were working in silos, and demonstrated a need to upskill these crafters with regard to setting up and/or growing their business. The study was disseminated to other partners and was intended to be further developed into a pilot by the Theme 2 officer in Menter Môn so as to further develop their capabilities individually as a group of businesses.

Outputs	N
Feasibility studies	1
Stakeholders engaged	42
Networks established	1
Participants supported	7

Total cost of study = £2,550

Welsh Adventure Packages

Following an initial idea which stemmed from the Local Development Strategy, a group of interested parties convened in order to discuss the potential for creating more all-year-round tourism opportunities by using untapped natural resources. The project was concerned with exploring the suitability of creating Welsh Adventure Packages for Anglesey, using resources such as rivers and lakes and focusing upon linking Welsh language, culture and history to activities such as outdoor water sports. Moreover, it explored using different delivery models which would not depend heavily upon public funding, as well as creating partnerships within the tourism sector.

The study identified 22 lakes in Anglesey (20 that were privately owned and two owned by Dwr Cymru) and opportunities to progress to negotiations with some of these owners in order to identify whether or not there was scope for outdoor activities to be undertaken in these areas. Ten recommendations were made regarding activities targeted at particular cohorts which could be undertaken in different areas. The study was disseminated to other partners and organisations in order to develop future pilots.

Outputs	N
Feasibility studies	1
Stakeholders engaged	17

Total cost of study = £4,800

Mewndir Môn (Filming)

The idea for this project emanated from the Welsh Adventure Packages study and involved initially filming two not-very-often-visited communities within inland Anglesey. The intention was to research the history and other interesting aspects of the community and, from this, *“challenge the community to respond to its own failings and successes”* in order to attract visitors and encourage economic growth.

The films consisted of ad hoc interviews with a cross section of the community and were filmed in a *“sensitively and humorous way”* with the use of a drone to ‘spy’ on community characters. Thereafter, the films were shown on YouTube, Twitter and Facebook via a commissioned social media campaign designed to challenge and attract comments. This was in order to get people thinking about their communities and to generate feedback and ideas on how to energise inland Anglesey via the LEADER approach.

As a result of the project, two possible pilot ideas emerged which were to be further developed by the community interest groups in both areas.

Outputs	N
Pilots supported	1
Stakeholders engaged	30
Information dissemination actions	1

Total cost of study = £3,307.50

Hop on Hop off

The Anglesey Heritage group was approached by Menter Môn in order to discuss the possibility of developing area tours which would offer transportation and discounts to tourists who wished to learn more about the island’s heritage. The pilot trialled a bus tour which ran three days per week from July to September 2016, as well as a joint ticketing initiative between businesses based in the north corner of the island. There was no charge for using the service during the trial period and LEADER produced literature so as to promote the bus and the areas. One hundred and eight participants took part in the tours during the trial.

The project demonstrated that there was a need for this service and that there were opportunities to grow the concept to a larger area. However, it was felt that future projects would need a greater lead-in time, and to ensure that all partners were fully committed and distributing information through all media in order to market the scheme effectively.

An evaluation report on the pilot was to be presented to another group looking at the possibility of a new community transportation scheme and an energy report.

Outputs	N
Pilots supported	1
Stakeholders engaged	120
Feasibility studies	1

Mwclis Ddigidol Llangristiolus

This project sought specialist digital technology support in order to investigate the most appropriate means of technology to produce a digital trail leaflet for Llangristiolus. It was hoped that this would encourage tourism and more young people to take up walking. The study aimed to demonstrate that the niche tourism product on Anglesey needs to create a real 'sense of place' and embrace new technology. As well as a feasibility study, the contractor also produced a prototype.

The project demonstrated that it was possible to work with a community on digital solutions with respect to bringing visitors to the area in order to spark economic growth. However, although a solution could be found, the study highlighted that it may not be the right solution due to technology of this kind being very expensive.

With a prototype in existence, there was an ongoing discussion with another group who were proposing erecting community notice and art boards on the proposed Mwclis trails. It was hoped that the project could cooperate with this group in using some of the proposed technology in a different way.

Outputs	N
Pilots supported	1
Stakeholders engaged	25

Total cost of study = £3,600 including VAT

Tourism Training Study

Due to governmental cutbacks and the need for local authorities to make cutbacks, there is an opportunity and a move to shift existing non-statutory services from local authority control to the third sector. This study focused upon exploring the challenges facing the tourism industry, exploring opportunities and new, innovative ways of delivering tourism, information and training on the island.

A report was produced which found that in general there was a good level of understanding of the Tourist Information Points on the island amongst stakeholders. However, it was found that organisations do not really want to take responsibility for tourist information dissemination and the majority of businesses prefer to only market themselves, due to market competition. The study concluded that the only way forward was for trade to take responsibility; options for this were presented in the report.

The study led to a LEADER pilot in which a group of businesses and community-based organisations worked together on the best way in which to disseminate information to tourists through joint marketing initiatives.

Outputs	N
Feasibility studies	1
Stakeholders engaged	20
Information dissemination actions/promotional and/or marketing activities to raise awareness of the LDS and/or its projects	5

Total cost of study = £6,000

DAISY

Linc Cymunedol Môn recognised a gap in services for the deaf and hard-of-hearing community, as there was no dedicated phone line or email service accessible to them. As such, contact on their behalf was mainly made by another person. In response, the DAISY pilot project was set up so as to offer training and a face-to-face information service for the hearing loss community by making use of digital technology.

The DAISY system used ‘Skype for Businesses’, which is compatible with systems used by the majority of service providers, and involved an interpreter acting as an interface for the individual through the use of British Sign Language. The facility was available for three days per week for six months. The majority of the organisations involved with the pilot and development of the DAISY model were keen to support the project after the pilot and roll it out across Wales.

The pilot successfully established a system which was used by the Centre of Sign Sight Sound (COS) to approach local authorities with a view to gaining funding for this as a statutory service within their departments. However, the project struggled with branding and marketing the system, although DAISY and COS did provide literature which was available in a hard and electronic form.

The project relied heavily upon people being digitally included, but although training was provided, it did not extend to a level at which people were confident enough to continue on their own. It was acknowledged that a longer pilot period would need to concentrate upon specific needs rather than providing a more general solution.

Despite the success of the DAISY approach, the project acknowledged that a situation remained in which those who are hard of hearing had no way of independently and confidentially organising health appointments or contacting any service within the local authority without first having to arrange an interpreter.

Outputs	N
Networks established	1
Pilot activities	1
Information dissemination actions	2
Stakeholders engaged	30
Participants supported	180

Total cost of pilot = £7,115.88

Appendix 3: Performance indicators definitions

Indicator	Definition
Number of feasibility studies	Number of specific feasibility studies commissioned or undertaken through the programme to provide the background research for a specific problem or issue and the production of a comprehensive written appraisal of the issues, the alternative solutions, the financial costings, a detailed risk analysis, and recommendations for the next steps.
Number of networks established	Number of formal networks that have been created as a direct result of the LEADER programme and were not in existence prior to programme involvement. (Each network can be scored only once over the lifetime of the approved programme.)
Number of jobs safeguarded through supported projects	Jobs safeguarded constitute where jobs are known to be at risk over the next 12 months. Jobs should be scored as FTE and permanent (a seasonal job may be scored, provided the job is expected to recur indefinitely; the proportion of the year worked should also be recorded). The job itself should be scored, not an estimate of how many people may occupy the job. If the job is not full-time, then the hours per week will need to be divided by 30 to find the proportion of what FTE represents (e.g. 18 hours per week would be 0.6 FTE).
Number of pilot activities undertaken/supported	Number of pilot activities undertaken/supported through the capacity-building activities, broken down as: new approaches, new products, new processes, and new services.
Number of community hubs	Number of new community hubs that were formed as a direct result of the LEADER programme.
Number of information dissemination actions/promotional and/or marketing activities to raise awareness of the LDS and/or its projects	The number of actions undertaken by the Local Action Group to raise awareness and explain the aim, objectives and activities undertaken via the Local Development Strategy to the rural population. The number of planned and targeted activities undertaken by the Local Action Group that promote the Local Development Strategy and its projects OR the production and distribution of materials aimed at marketing and promoting the Local Development Strategy and its projects.

Indicator	Definition
Number of stakeholders engaged	Stakeholder: any group or individual who can affect or is affected by the achievement of the project objectives. These can constitute people, groups or entities that have a role and interest in the objectives and implementation of a project. They include the community whose situation the project or programme seeks to change. Engagement: stakeholders who become actively involved in the project's implementation at any stage.
Number of participants supported	Participants: number of people who attend an event to disseminate information etc. Please note that the number in receipt of any kind of mailshot associated with the dissemination of information (e.g. the distribution of a report summary) cannot be counted as participants.

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