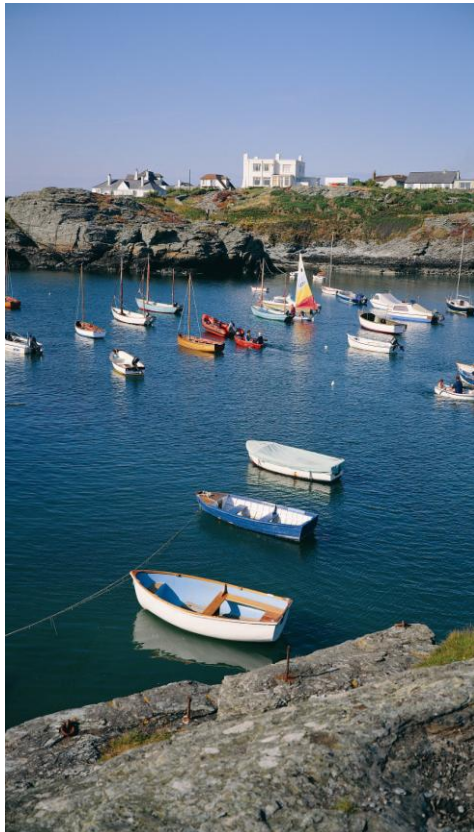


West Wales and the Valleys EU Convergence Programme - ERDF

The Development of Anglesey's Coastal Environment Project's Business Plan 2009 – 2013 (Case ID 80004)

Priority 4, Theme 3 (Creating an Attractive Business Environment: Environment for Growth)



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The Development of Anglesey's Coastal Environment Project aspires to harness and support the development of the Island's unique coastal characteristics to capitalise upon current and future levels of leisure, recreation and tourism. The proposed activities will enable the Island to increase sustainable economic benefits from the outstanding coastal environment.

Isle of Anglesey County Council's Application to the Welsh European Funding Office for EU Convergence Programme Funding Support

November 2008

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Section 1 - Executive Summary

As an island, the distinctive and diverse 201 km coastline underpins many key economic, social and environmental attributes and activities that have a significant impact upon the well being and quality of life of the Island's communities. Tourism and recreation contribute significantly to the local economy, and the quality of the natural environment, in particular the coastline, is integral to the appeal of Anglesey.

The island's precarious current and future economic status has been well documented, and the island faces a series of unprecedented economic related challenges. Recent research has highlighted that the significant economic potential of the coast is currently not being fully exploited, and opportunities need to be capitalised upon to improve levels of economic value, activity and job creation to ensure long term socio-economic benefits for Anglesey.

The **aim** of the **Development of Anglesey's Coastal Environment** project is therefore to **develop on-shore and off-shore facilities to maximise economic benefits and impacts from the coastline of Anglesey.**

To ensure this aim is successfully achieved, **the associated objectives of the project are:**

- Improving coastal recreation infrastructure at priority locations;
- Developing the natural environment through improved access and enjoyment opportunities;
- Enhancing the facilities and overall quality of the Island's coastal settlements;
- Effectively manage all project implementation activities in full compliance with EU funding related procedures and processes.

The project will focus upon the implementation of proposals that have been identified by the **“Increasing the Economic Benefit of the Môn-Menai Coast ... An Action Plan”**.

The Isle of Anglesey County Council's Economic Development Unit will be responsible for the management and implementation of the project; with the Môn-Menai Coastal Action Plan's Steering Group providing strategic direction and input with regards to its implementation (the Steering Group includes representatives from key stakeholders and organisations with a strategic and operational interest in the coastal zone of Anglesey).

To ensure that the project is successfully delivered and managed a Project Manager will be employed by the Isle of Anglesey County Council. The Project Manager will be responsible for coordinating day to day activities regarding management and delivery of the project, including all procurement and tendering activities; ensuring effective engagement and communication with stakeholders and coastal communities; monitoring and evaluating the implementation and impacts of the project; and effectively promoting the project's activities and outputs.

The County Council is confident that the objectives and priority activities of the project will successfully contribute towards the delivery of the targets of the Convergence Programmes 4th Priority of Creating an Attractive Business Environment and also contribute towards the achievement of the objectives of the Sustainable Regeneration Spatial Framework for NW Wales.

The project's outputs and results will deliver sustainable improvements in the availability and quality of coastal recreation infrastructure and facilities which will improve local communities' appreciation of the Island's maritime resource and lead to an increase in participation in maritime activities by local communities and visitors. The project will support existing businesses, and encourage new entrepreneurial activities to develop, as a result of the opportunities to capitalise upon and/or diversify into activities related to the coast with recognised growth potential. This will lead to the generation of new investment, an increase in employment opportunities and improved income.

The total costs of the project are £5,582,000, with this Business Plan representing an application for £2,679,360 of funding support from the West Wales and the Valleys EU Convergence Programme (ERDF).

Match funding for the project will consist of the County Council's own funds and eligible preliminary project expenditure; and a contribution from the Welsh Assembly Government.

The Development of Anglesey's Coastal Environment project's activities are large scale and strategic in nature, and the Isle of Anglesey County Council considers that ERDF funding is the most appropriate support in terms of tackling the island's local priorities, challenges, needs and opportunities.

We believe that the most decisive and proactive way of exploiting the economic potential of the natural environment and embracing the opportunities associated with the coastline is through significant investment to further enhance, develop and integrate the Island's unique leisure, recreation and tourism attributes (the future management of which will be the responsibility of the County Council). The project will primarily support existing socio-economic activity that would either be reduced or postponed; and help to create new permanent jobs or self-employment on Anglesey.

Section 2 - Project Description

As an island, the distinctive and diverse 201 km coastline underpins many key economic, social and environmental attributes and activities that have a significant impact upon the well being and quality of life of the Island's communities. Tourism and recreation contribute significantly to the local economy, and the quality of the natural environment, in particular the coastline, is integral to the appeal of Anglesey. The Island is renowned for its scenery, wildlife, beaches and the opportunities for terrestrial and maritime activities (e.g. walking, sailing, wind surfing, diving and fishing) as well as the peace and tranquillity it offers. Commercial fishing and aquaculture are important economic activities that depend upon the coastal zone, whilst substantial trans-European traffic travels through the Port of Holyhead to Ireland.

The **aim** of the **Development of Anglesey's Coastal Environment** project is to **develop on-shore and off-shore facilities to maximise economic benefits and impacts from the coastline of Anglesey.**

To ensure this aim is successfully achieved, **the associated objectives of the project are:**

- Improving coastal recreation infrastructure at priority locations;
- Developing the natural environment through improved access and enjoyment opportunities;
- Enhancing the facilities and overall quality of the Island's coastal settlements;
- Effectively manage all project implementation activities in full compliance with EU funding related procedures and processes.

The **project's priority activities** can be summarised as:

- **Maritime Infrastructure** – Enhancing the standard and availability of maritime infrastructure to provide increased opportunities for people (both local communities and visitors) to participate in recreational activities;
- **Access and Movement** – Improving opportunities for people to access the coastal zone, including improved or new infrastructure;
- **Interpretation and Enjoyment** – Embracing the Island's historical, cultural and environmental assets, supported by an improvement in the provision of information and interpretation;
- **Commercial Opportunities** – Improving facilities on the coast to promote and supporting clusters, supply chains and business opportunities;
- **Project Management and Administration** – Ensuring sufficient capacity and expertise is secured to successfully deliver and manage implementation activities.

The project will be managed and delivered by the Isle of Anglesey County Council's Economic Development Unit (see Section 4), with a variety of innovative activities being delivered at key, strategic locations around the coastline of Anglesey. A map identifying the location of the potential sites is provided in **Annex A.**

The Isle of Anglesey County Council's Executive Committee authorised the submission of this Business Plan for EU Funding support and agreed to the County Council's funding contribution on the 21st July, 2008 (**Annex B**).

The Isle of Anglesey County Council has commissioned Capita Symonds to undertake project development activities with regard to these priority activities. Their professional and technical input has been secured to:

- Prepare detailed designs and costings, and outline appropriate delivery timescales;
- Advise upon and obtain all relevant statutory consents;
- Identify the activities revenue implications;
- Consult with professional and technical stakeholders.

It is anticipated that these development activities will be completed by Capita Symonds by November 2008. Their successful completion will enable the County Council to proceed in confidence with the implementation of the Development of Anglesey's Coastal Environment project, once funding has been secured. These activities will provide the focus for initial implementation works.

The Development of Anglesey's Coastal Environment project will focus upon the implementation of proposals that have been identified by the **"Increasing the Economic Benefit of the Môn-Menai Coast ... An Action Plan"**. This Coastal Action Plan (completed in June 2007 and subsequently launched by the Deputy First Minister, Ieuan Wyn Jones AM), focuses upon the development of proposals to make best use of the spectacular Anglesey Coastline in order to maximise economic benefit.

The Executive Summary and a CD-Rom of the Môn-Menai Coastal Action Plan is submitted in support of this Business Plan (**Annex C** and **Annex D**).

The Isle of Anglesey County Council is confident that the objectives and priority activities of the project will successfully contribute towards the delivery of the targets of the Convergence Programmes 4th Priority of Creating an Attractive Business Environment, in particular the implementation of initiatives to develop the natural environment and managing access to the coast. The project, by embracing the significant quality of the island's natural environment and resources, will improve and develop the condition, accessibility and availability of coastal infrastructure. This will provide increased opportunities for people to access and experience the coastal zone, supplemented by improvements in the provision of co-ordinated information and interpretation.

In addition, the project will also contribute towards the achievement of the objectives of the Sustainable Regeneration Spatial Framework for NW Wales by realising the economic potential of the coastline through capitalising upon significant opportunities for sustainable and integrated coastal recreation activities and tourism, in line with effective environmental management.

The project's proposed activities will also complement and contribute towards the strategic objectives of a number of national, regional and local priorities and strategies. These are summarised in **Annex E**.

Primarily, the project will contribute towards the implementation of the **Wales Coastal Tourism Strategy**, 2007 (Draft), which aims to “realise and build on the economic potential of the coastline of Wales whilst respecting its environmental quality and recognising the importance of achieving community benefits”.

The Môn-Menai Coastal Action Plan was subject to extensive consultation during its preparation. This included consultation at a national, regional and local level with representatives from the public, private, community and voluntary sectors. This included individuals, statutory and non-statutory organisations, local businesses and activity interest groups.

A summary report on the consultation undertaken on the Coastal Action Plan with Stakeholders is attached (**Annex F**).

This proactive consultation has enabled the Isle of Anglesey County Council and the Coastal Action Plan's Steering Group (further detail regarding this stakeholder involvement is outlined in further detail in Section 4) to ensure that the project's activities reflect the needs, challenges and opportunities associated with the coastline of Anglesey. Through this collaborative process, the 58 projects identified by the Action Plan have now been prioritised into the key activities which underpin this business plan.

Letters of support for the Project from the Countryside Council for Wales and the Environment Agency Wales are also attached (**Annex G**).

Effective stakeholder and community engagement will be sustained throughout the duration of the project by the facilitation of information dissemination events to raise awareness of the project's activities during 2009-2013.

Given the characteristics and environmental qualities of the Island's coastline, there are many opportunities for the project to demonstrate innovation. Innovative, high-quality design and the use of innovative and sustainable materials will be integral to the improvement and enhancements to the island's coastal recreation infrastructure. This will include the use of infrastructure which will directly complement the attributes of the marine environment, for example using floating polypropylene ropes which will reduce sea bed scouring and are not subject to tidal drift. Innovative and flexible approaches to the future management of the infrastructure will also be developed, to ensure that these facilities are fully accessible to local communities and visitors. This will be supplemented by an innovative approach towards the promotion and raising awareness of the enhanced facilities, based upon web based and emerging/ developing communication technologies.

The anticipated target groups who will benefit from the project are local coastal communities (specifically children, young people and the under employed), the Public sector, the Private sector (in particular local businesses and enterprises) and visitors/ tourists.

It is expected that the project will:

- Provide enhanced and/ or new coastal recreation infrastructure;
- Provide support for existing and new local maritime businesses, including opportunities for supply chains and clusters to develop;
- Improving direct and/ or in-direct employment opportunities within the marine leisure sector;
- Provide improved opportunities for participation in physical activities (both terrestrial and marine) which will lead to improvements in social inclusion, health and well being;
- Improve the appeal and reputation of Anglesey as a tourist destination, whilst contributing towards an extension to the tourism season;
- Provide facilities to sustain Anglesey's coastal towns and villages;
- Promote and engender a strong local maritime leisure interest;
- Embrace Anglesey's maritime culture and history (including the Welsh language) and engender pride in the local environment.

The Isle of Anglesey County Council is fully committed to ensuring that the project reflects and promotes the Convergence Programmes' cross cutting themes of equal opportunities and environmental sustainability.

In terms of equality of opportunity, we will ensure that everyone (both target groups and the community as a whole), irrespective of their race, colour, nationality, ethnic or national origin, religion, gender, disability, marital status, sexual orientation and age will have equal and fair access to the project's outputs. The County Council's Equal Opportunities Policy is attached as **Annex H**.

Within the context of the Development of Anglesey's Coastal Environment project, this will be achieved through improving recreation and employment opportunities through the sustainable development of the coastal zone by developing accessible and flexible infrastructure to encourage greater participation (leading to improvements in health, well being and quality of life); an increase in economic activity and a reduction in social exclusion.

In addition, the project will directly contribute towards affording equality of opportunity for all within an area characterised by its social deprivation and peripherality by providing opportunities for people to access employment/ self employment. This is critical given the Island's recognised shortages in maritime skills.

The project will also provide facilities that will be integral to the future sustainability of the Island's coastal communities, with all wards served by the project being bilingual. All facilities and infrastructure will add to the quality of these host communities by actively embracing the Island's cultural assets, including the Welsh language.

In line with the County Council's Welsh Language Policy (**Annex I**), all associated activities and printed material (e.g. notices and signage) will be produced bilingually to engage all stakeholder groups/ target groups. In addition, all materials will be available in a variety of formats e.g. large print, Braille and audio.

We are also confident that the extensive consultation processes undertaken during the preparation of the Coastal Action Plan will ensure that the proposed project and its activities will contribute towards enhancing the availability of opportunities and facilities for everyone in the Anglesey coastal zone.

With regard to environmental sustainability, the project's activities will directly contribute towards promoting the principles of sustainable development through the integration of socio-economic opportunities with the enhancement of the Island's coastal zone/ natural environment.

All environmental sustainability issues and options will be considered and appraised during the development and implementation of the project – thus ensuring its outputs and impacts are sympathetic with the spectacular physical environment, with minimal adverse effects. High quality design and the efficient use of natural resources will be incorporated at all stages to ensure distinctiveness and sustainability. To ensure the achievement of high environmental performance, the project's activities will be implemented in accordance with the standards of the CEEQUAL scheme, which aims to improve the sustainability of civil engineering and public realm projects.

The sustainable management of the coast; the promotion of local biodiversity; ensuring the efficient use of natural resources; the promoting of sustainable transport; minimising the risk of pollution and enhancing public amenity areas/ green spaces are all integral to the successful delivery of the project.

The delivery of the project will also embrace the principles of Integrated Coastal Zone Management (ICZM), ensuring that the developments do not impact upon the environment and the Island's natural assets - and the potential of the coastline as a strategic driver is realised.

Enhanced facilities and infrastructure, and ultimately improved access to the coastal zone and the countryside, will contribute towards the sustainable and sensitive management of the natural environment, ensuring significant and long term improvements in the levels of both prosperity and quality of life of the Island's coastal communities.

All activities will be undertaken within the context of the Isle of Anglesey County Council's Environmental Policy (**Annex J**) which ensures that:

- Adverse impacts are managed, minimised or eliminated;
- Activities continue to comply with environmental legislation and regulations and other related requirements subscribed to by the Authority;
- Continual improvement in environmental performance over and above the requirements of the relevant legislation and regulation are achieved.

Section 3 - Need and Demand for the Project

Anglesey's precarious current and future economic status has been well documented, with the island facing a series of unprecedented economic related challenges. These challenges can be summarised as high levels of social deprivation, unemployment and youth out migration; a high dependency upon a very small number of large employers; and the prevalence of a number of small scale, low-skill employment sectors. The Island's level of GDP is currently well below the EU and National average at 54% (Stats Wales, 2003).

In addition, the continued uncertainty surrounding the future of two of Anglesey's largest employers – Wylfa Nuclear Power Station and Anglesey Aluminium Metal threatens the area's economic stability. These two closures alone could result in an estimated 1500 jobs and £42.2m of annual salaries and wages disappearing from the Island's economy (Tribal HCH – **Annex K**).

One identified mitigation measure is to capitalise upon one of the few competitive advantages enjoyed by the island – the significant economic potential of the spectacular coastline.

The Isle of Anglesey attracts over 1 million visitors per annum at present, generating revenue of £111 million a year and provides employment for over 3000 people. The aim on Anglesey is for tourism to increase by 3-5% per annum.

However, detailed recent research and analysis (as part of the development of the Môn-Menai Coastal Action Plan) has indicated that the economic potential of the coast is currently not being fully exploited, and opportunities need to be capitalised upon (in relation to potential growth markets) to improve levels of economic value, activity and job creation to ensure long term socio-economic benefits for the Island.

The issues and constraints that are currently limiting the impact and contribution of the coastline to the economic well-being of Anglesey, include:

- Traditional 'bucket and spade' family holidays are in a continuing period of decline;
- The limited availability of high standard and modern land-side infrastructure to encourage access to the sea (including slipways, storage areas, toilets, washing facilities and secure parking);
- The limited participation in watersport activities by local people (both in terms of employment and recreation);
- The negative perceptions often associated with watersports and marine leisure activities;
- Popular maritime destinations are crowded and accidents are highly likely to occur;
- The quality of car parking is variable, with facilities at many locations poorly positioned and surfaced. Parking pressures at popular locations are leading to traffic congestion and local community frustration;
- Limited spend opportunities for visitors and inadequate clustering of activities, attractions and enterprises;

- Variable standards of on site information around the coast;
- A loss of maritime skills within local communities as fewer people work at sea;
- Accessibility for people with low mobility is currently poor.

With regard to these issues and constraints outlined above, the Development of Anglesey's Coastal Environment project represents a significant opportunity and mechanism to increase Anglesey's market share of coastal related tourism.

In Wales, current spending associated with a visit to the coast amounts to around £850 million a year – a quarter of total tourism spending at a national scale. The economic value of the coastal environment to Wales is estimated to represent approximately 100,000 direct and indirect jobs; nearly £6.8 billion per annum in income to businesses and a contribution of £2.5 billion to Wales' GDP (Valuing our Environment, 2006).

More than a quarter of the UK adult population now spend some of their leisure time in ways closely linked to coasts, with high levels of participation in coastal walking, general leisure time at the beach, outdoor swimming and boating activities (Strategic Plan for Water Related Recreation in Wales, 2008).

Watersport activities have been identified as one of the fastest growing recreational sectors in Europe (Catching the Wave, 2003) and Visit Wales estimates that water sports holidays in Wales account for 880,000 tourism trips and £160 million of tourist spending (Draft Wales Coastal Tourism Strategy, 2007).

These are two key drivers for the project.

To fully capitalise upon the current and increasing popularity of coastal activities on Anglesey, and to ensure the realisation of the economic potential of coastline, we believe that significant investment is required to further enhance, develop and integrate the Island's unique leisure, recreation and tourism attributes. The availability and quality of existing land side facilities, as well as a limited number of mooring and onshore support facilities, does not meet current demand, let alone the predicted future growth.

Investment is required in sustainable and innovatively designed and developed infrastructure, and sensitively improving the Island's coastal towns and villages as centres for quality maritime and coastal activities. These improvements in the availability and quality of infrastructure and facilities will improve local communities' appreciation of the Island's maritime resource and lead to an increase in participation in maritime activities by local communities and visitors. This will support existing businesses, and encourage new entrepreneurial activities to develop, as a result of the opportunities to capitalise upon and/or diversify into activities related to the coast with recognised growth potential. This will lead to the generation of new investment, an increase in employment opportunities and improved income.

Given the focus of the priority activities, we are confident that the project will fully complement current maritime/ coastal economic activities on Anglesey, such as the marina development in Holyhead; the development of the Anglesey Coastal Path and the increasing number of maritime events and regattas. We believe that the provision of improved opportunities (and the associated infrastructure) will ultimately add significant value to existing facilities and ensure long term support. In addition, we are unaware of any other Convergence Programme projects with similar objectives and outputs currently being developed on the island.

Section 4 - Project Management and Delivery

The Isle of Anglesey County Council's Economic Development Unit (as Project Sponsor) will be responsible for the management and implementation of the island wide Development of Anglesey's Coastal Environment project during 2009-2013.

The County Council's Economic Development Unit has extensive experience of developing and implementing projects which have secured external funding support, in particular from the European Union. We are confident that our skills and experiences will be transferable to the Convergence Programme - ensuring that all activities associated with this project will be managed, procured and delivered effectively.

To ensure that the project is successfully delivered and managed during its implementation timescales, a Project Manager will be employed by the Isle of Anglesey County Council. The Project Manager will be responsible for:

- Coordinating day to day activities regarding management and delivery of the project;
- Undertaking all procurement and tendering activities, in line with EU regulations (the County Council's Procurement Policy is attached – **Annex L**);
- Engaging with target groups, relevant organisations and coastal communities;
- Continually monitoring the implementation and impacts of the project;
- Ensuring effective communication and operational relationships with relevant stakeholders;
- Ensuring that the project's activities and outputs are efficiently promoted;
- Ensuring the project complements and promotes the Convergence Programme's cross cutting themes of equal opportunities and environmental sustainability; and
- Ensuring all relevant EU processes and protocols are fully complied with.

The Project Manager's (Draft) Job Description is provided in **Annex M**.

A Technical Support Officer; an Administrative Officer (part time); and Finance Officer (part time) will also be employed to provide technical, administrative and financial support for the Project Manager. Their (Draft) Job Descriptions are attached – **Annex N**.

The Project Manager and Administrative Assistant will be incorporated within the current operational structure of the Economic Development Unit, reporting on a regular basis to a Line Manager and the Head of Service. An organisational structure of the Economic Development Unit is attached (**Annex O**).

The Môn-Menai Coastal Action Plan's Steering Group (established in 2005 to inform the preparation and development of the Action Plan) will continue in its existing format to provide strategic direction and input in terms of the implementation of the project. The Group includes representatives from key stakeholders and organisations with a strategic and operational interest in the coastal zone of Anglesey, including:

- Isle of Anglesey County Council (including Maritime, Economic Development, Planning, Highways, Property and Financial expertise);
- Welsh Assembly Government (Department for the Economy and Transport and Visit Wales);
- North Wales Watersports (established under the auspices of the British Marine Federation, the organisation supports and represents all members of the watersports industry - commercial, public and voluntary, in the region);
- Environment Agency Wales;
- Countryside Council for Wales.

The contribution of these stakeholders has been integral to the successful co-ordination and preparation of the Action Plan, and their ongoing involvement will ensure that the project fully capitalises upon the economic benefits of the Island's coastline. Utilising the relevant skills and experiences of each representative/ organisation, the Steering Group will:

- Provide professional advice (in relation to the aims and objectives of the organisation which they represent) regarding appropriate action to inform the development, feasibility and implementation of the project's activities;
- Consider all financial aspects of the project's activities;
- Advise upon project delivery timescales.

The Steering Group's Terms of Reference are attached in **Annex P**.

Additional professional expertise will be called upon, if and when required.

Further strategic guidance on coastal and maritime issues will also be received from the Isle of Anglesey County Council's Coast and Countryside Group. The Group, consisting of Councilors and Head's of Service, exists to integrate the effective delivery of activities regarding the Island's coast and countryside throughout the County Council.

A Project Delivery Profile is included in (**Annex Q**). It is envisaged that this document will be reviewed in collaboration with WEFO prior to, and following, the appointment of the Project Manager.

Section 5 - Options for Delivery

During the development of the project, the Isle of Anglesey County Council has considered 3 options with regard to the development of the island's coastal environment to maximise its economic potential. These are:

- **Option 1** – No intervention in the Anglesey Coastal Zone

Advantages:	Disadvantages:
<ul style="list-style-type: none">• Given the fragility of the island's economy, and the unexploited economic potential of the coast, there are no advantages associated with this option	<ul style="list-style-type: none">• The existing infrastructure does not meet current demand, let alone the predicted future growth• Will not deliver positive economic results for Anglesey• Not a sustainable approach towards the management of coastal infrastructure• Will increase the risk of accidents, congestion and pollution

- **Option 2** – Minimal intervention in the Anglesey Coastal Zone

Advantages:	Disadvantages:
<ul style="list-style-type: none">• Selected improvements and enhancements to the sites of most strategic importance	<ul style="list-style-type: none">• Will not have the desired impacts in terms of the economy• Potential negative reaction (local community and visitors) to those sites not selected for improvement/enhancement• Minimal social impacts given the limited improvements to facilities in terms of location and island wide coverage

- **Option 3** – Strategic intervention in line with the activities outlined in the Business Plan

Advantages:	Disadvantages:
<ul style="list-style-type: none">• Provides a range of quality, sustainable facilities for local communities and visitors to enjoy• Project will contribute towards the realisation of the economic potential of the coastline• Represents a more co-ordinated approach to the management of the coast's infrastructure, and will ensure effective use of existing resources• Provides facilities to sustain	<ul style="list-style-type: none">• Potential implementation issues (in the short term) whilst activities are being undertaken at popular/busy sites• Need to manage target group's expectations over the timescale of the project (i.e. 4 years)

<p>Anglesey's coastal towns and villages</p> <ul style="list-style-type: none"> • Provides the most effective means to deliver activities which will support the Programme's cross cutting themes • Maintains public, private and community sector involvement in the project • Activities will complement and add value to existing attractions and facilities 	
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Option 3 is the County Council's preferred option as we are confident that this will deliver sustainable improvements in the availability and quality of coastal recreation infrastructure and facilities which will improve local communities' appreciation of the Island's maritime resource and lead to an increase in participation in maritime activities by local communities and visitors. This is considered to be integral to the successful realisation of the island's economic potential.

The project's outputs and results will support existing businesses, and encourage new entrepreneurial activities to develop, as a result of the opportunities to capitalise upon and/or diversify into activities related to the coast with recognised growth potential. This will lead to the generation of new investment, an increase in employment opportunities and improved income.

Section 6 - Activities and Results

The anticipated activities and results of the Island's coastal project are introduced, justified and quantified in the supporting documents which have been formulated during the comprehensive development process. The overall long term potential impacts which could be generated are outlined in the Môn-Menai Coastal Action Plan, **Annex D**. Since its completion, the document has been scrutinised (in terms of the predicted economic outputs) by independent consultants, whose findings are summarised in **Annex R**. These two documents provide the basis upon which the anticipated impacts and results of this project proposal have been based.

In accordance with the ERDF Priority 4 targets, results and indicators (as outlined on pages 111 – 112 within the Convergence ERDF Operational Programme document), the **quantified output targets** for the project can be highlighted as:

Initiatives developing the natural, urban and/ or historic environment	13
Managed access to countryside or coast	2 km

In addition, the **quantified results targets** for the project can be highlighted as:

Visits	40,000 per annum
Gross jobs created	128 (based upon Visit Wales funding Formula – See <u>Annex S</u>).

The additional visits per annum results target outlined above will be monitored through the STEAM recognised model of monitoring changes, growth, and decline within the tourism industry.

It is not likely that any of the EU Convergence ERDF Programme's 'Cross Fund Flexibility Indicator' outputs or results will be contributed towards by the project's proposed activities.

In addition, the proposed activities and target outputs/ results will ensure the aims and aspirations of the Welsh Coastal Tourism Strategy, 2007 (Draft), are realised on the Island. However, the draft document does not quantify or outline any direct and/or indirect National output targets. The draft document contains a 'Table of Possible Monitoring Indices', as outlined in **Annex T**.

Other results and impacts which are relevant to the project (but not contained within the Convergence ERDF Operational Programme document, and as such have not been quantified, but will be monitored and quantified through the STEAM and overall economic indicators) can be summarised as:

Results:

- Improvements in the availability and quality of coastal infrastructure;
- Increased participation by visitors and locals in watersports and other coastal activities;
- Additional number of tourist visits.

Impacts:

- Increasing the overall value of the local tourism sector;
- Enhancing the profile of Anglesey as a destination and coastal activity area;
- Improving social and economic vibrancy of coastal communities;
- Economic growth and the creation of employment.

Section 7 - Financial Profile

TABLE A - TOTAL PROJECT COSTS (CAPITAL)

List of the main headings of the TOTAL capital project costs:

ITEM	Year 2009/10	Year 2010/11	Year 2011/12	Year 2012/13	TOTAL £
Preliminary Costs	145,000	-	-	-	145,000
Construction (Infrastructure)	265,500	911,000	980,500	475,000	2,632,000
Environmental Improvements	210,500	305,000	119,000	252,000	886,500
Design / Professional Fees	71,200	181,200	174,300	128,000	554,700
Contractors Preliminaries	47,800	122,800	116,200	85,000	371,800
TOTAL	740,000	1,520,000	1,390,000	940,000	4,590,000

ALL ACTIVITIES OUTLINED ABOVE ARE DEEMED ELIGIBLE (IN TERMS OF EU FUNDING SUPPORT). THERE ARE NO INELLIGIBLE CAPITAL COSTS ASSOCIATED WITH THE PROJECT.

TABLE B - BREAKDOWN OF CAPITAL COSTS

A detailed breakdown of the project costs under each heading used in the ELIGIBLE CAPITAL financial table.

Heading	Item	Year 2009/10	Year 2010/11	Year 2011/12	Year 2012/13	Total £
Preliminary Costs	Consultants fees in designing and costing proposals	130,000	-	-	-	130,000
	Obtaining Statutory Consents	10,000	-	-	-	10,000
	Economic Impact Assessment of Beaumaris Pier	5000	-	-	-	5000
Construction (Infrastructure)	Slipway improvement works	79,000	5000	8000	55,000	147,000
	Access Improvements	80,500	253,000	156,000	125,000	614,500
	Moorings and pontoons	40,000	155,000	90,000	95,000	380,000
	Pier infrastructure	20,000	498,000	492,000	-	1,010,000
	Visitor enjoyment and interpretation facilities, including structural work	46,000	-	234,500	200,000	480,500
Environmental Improvements	Pedestrian linkages	24,500	60,000	15,000	56,000	155,500
	Public convenience enhancements	35,000	115,000	20,000	75,000	245,000
	Boat storage areas	45,500	75,000	-	53,000	173,500
	Street Furniture & interpretation and Visitor Infrastructure	105,500	55,000	84,000	68,000	312,500
Design/ Professional Fees	Consultancy and scheme management/ implementation	71,200	181,200	174,300	128,000	554,700
Contractors Preliminaries	On-site preparation works	47,800	122,800	116,200	85,000	371,800
Total Eligible Expenditure		740,000	1,520,000	1,390,000	940,000	4,590,000

TABLE C - TOTAL PROJECT COSTS (REVENUE)

List of the main headings of the TOTAL revenue project costs:

ITEM	Year 2009/10	Year 2010/11	Year 2011/12	Year 2012/13	TOTAL £
Preliminary Costs	97,000	-	-	-	97,000
Project Management & Co-ordination (staff and on costs)	84,750	87,750	90,250	92,250	355,000
Overheads (including travel costs)	6300	6300	6300	6300	25,200
Maritime Services	20,000	20,000	20,000	20,000	80,000
Communication & Community Engagement	25,000	20,000	20,000	20,000	85,000
Research & Evaluation	38,950	23,950	23,450	43,450	129,800
Promoting Local & Visitor Participation	40,000	40,000	40,000	40,000	160,000
Penrhos Water sports Pilot	20,000	-	20,000	20,000	60,000
TOTAL	332,000	198,000	220,000	242,000	992,000

ALL ACTIVITIES OUTLINED ABOVE ARE DEEMED ELIGIBLE (IN TERMS OF EU FUNDING SUPPORT). THERE ARE NO INELLIGIBLE REVENUE COSTS ASSOCIATED WITH THE PROJECT.

TABLE D - BREAKDOWN OF REVENUE COSTS

A detailed breakdown of the project costs under each heading used in the ELIGIBLE REVENUE financial table.

Heading	Item	Year 2009/10	Year 2010/11	Year 2011/12	Year 2012/13	Total £
Preliminary Costs	Consultants fees regarding preparation of Coastal Action Plan	35,000	-	-	-	35,000
	IACC Project Development Activities (inc. Officer Time)	62,000	-	-	-	62,000
Project Management & Co-ordination	Project Manager	36,000	37,000	38,000	39,000	150,000
	Technical Support Officer	24,000	25,000	26,000	26,500	101,500
	Administration (Part Time)	9500	9750	10,000	10,250	39,500
	Financial Management (Part Time)	15,250	16,000	16,250	16,500	64,000
Overheads	Project Manager	2100	2100	2100	2100	8400
	Technical Support Officer	2100	2100	2100	2100	8400
	Administration (Part Time)	1050	1050	1050	1050	4200
	Financial Management (Part Time)	1050	1050	1050	1050	4200
Maritime Services	Seasonal Slipway Attendants & Beach Wardens	20,000	20,000	20,000	20,000	80,000
Communication & Community Engagement	Raising awareness of the Project	25,000	20,000	20,000	20,000	85,000
Research & Evaluation	Research	8950	8950	8450	8450	34,800
	Beach Zoning Study	30,000	15,000	15,000	15,000	75,000
	Project Evaluation	-	-	-	20,000	20,000
Promoting Local & Visitor Participation	Promotion of coastal activities	40,000	40,000	40,000	40,000	160,000
Penrhos Water sports Pilot	Costs associated with this strategic infrastructure	20,000	-	20,000	20,000	60,000
Total Eligible Expenditure		332,000	198,000	220,000	242,000	992,000

Section 8 - Financial Package

TABLE E - SOURCES OF FUNDING

A summary of financial contributions towards the **CAPITAL** costs of the project.

SOURCES	Year 2009/10	Year 2010/11	Year 2011/12	Year 2012/13	Total £
Applicant Body's own Funds	150,000	150,000	150,000	50,000	500,000
Preliminary Expenditure	145,000	-	-	-	145,000
Welsh Assembly Government Department for the Economy & Transport	30,000	300,000	300,000	260,000	890,000
Welsh Assembly Government Môn & Menai Regeneration Programme	30,000	175,000	150,000	135,000	490,000
Welsh Assembly Government Targeted Match Fund	29,800	165,400	122,800	43,800	361,800
ERDF Grant Requested	355,200	729,600	667,200	451,200	2,203,200
TOTAL	740,000	1,520,000	1,390,000	940,000	4,590,000

TABLE F - SOURCES OF FUNDING

A summary of financial contributions towards the **REVENUE** costs of the project.

SOURCES	Year 2009/10	Year 2010/11	Year 2011/12	Year 2012/13	Total £
Applicant Body's own Funds	-	-	-	-	-
Preliminary Expenditure	97,000	-	-	-	97,000
Welsh Assembly Government Department for the Economy & Transport	20,000	25,000	25,000	40,000	110,000
Welsh Assembly Government Môn & Menai Regeneration Programme	20,000	25,000	25,000	40,000	110,000
Welsh Assembly Government Targeted Match Fund	35,640	52,960	64,400	45,840	198,840
ERDF Grant Requested	159,360	95,040	105,600	116,160	476,160
TOTAL	332,000	198,000	220,000	242,000	992,000

TABLE G - SOURCES OF FUNDING

A summary of all financial contributions towards the project costs.

SOURCES	Year 2009/10	Year 2010/11	Year 2011/12	Year 2012/13	Total £
Applicant Body's own Funds	150,000	150,000	150,000	50,000	500,000
Preliminary Expenditure	242,000	-	-	-	242,000
Welsh Assembly Government Department for the Economy & Transport	50,000	325,000	325,000	300,000	1,000,000
Welsh Assembly Government Môn & Menai Regeneration Programme	50,000	200,000	175,000	175,000	600,000
Welsh Assembly Government Targeted Match Fund	65,440	218,360	187,200	89,640	560,640
ERDF Grant Requested	514,560	824,640	772,800	567,360	2,679,360
TOTAL	1,072,000	1,718,000	1,610,000	1,182,000	5,582,000

TABLE H - SUMMARY OF PROJECT EXPENDITURE

TOTAL PROJECT COST	£5,582,000
TOTAL ELIGIBLE EXPENDITURE	£5,582,000
TOTAL INELIGIBLE EXPENDITURE	£0
AMOUNT OF GRANT APPLIED FOR	£ 2,679,360
OVERALL GRANT RATE	48% (Theme Intervention Rate = 48.67%)

Section 9 - Value for Money

The components and activities which are proposed as part of this process have been identified by independent consultants who were commissioned by a Steering Group of relevant organisations. The following methodology resulted in the proposed activities being identified:

- Stage 1 – review of current information; site by site audit of coastal locations; preparing a catalogue of existing uses; and zoning coastal character areas to assist the development proposals;
- Stage 2 – specialist market research to test the leisure and tourism industry's opinion of the area and desirable developments; and
- Stage 3 – consideration of previous two stages to inform proposal formulation process (based on thematic intervention areas), which have subsequently provided the basis for the project's objectives and activities.

Following this process, which was undertaken by a private sector company, another company was appointed to review the proposals (in terms of their suitability, deliverability, and likely economic impact), prior to developing some of the proposals up to full planning stage.

The independent review of the likely economic impact is outlined in **Annex R**.

The Isle of Anglesey County Council has devoted considerable officer time to progressing this development area (and the associated project activities). In addition, there has been WAG (DE&T, CCW, The Environment Agency, and private sector involvement). The process has been informed by the Môn Menai Coastal Action Plan. The output has given clear direction, in terms of opportunities, priorities, and the process which has to be undertaken if the coastal environment is to be developed further as an economic resource.

Having considered available options, and internal budgets, the most practical and decisive way of enhancing the economic value of the Island's coastal environment is through the implementation of a co-ordinated package of activities. This will increase the direct and in-direct impacts, whilst also facilitating additional private sector investment and job creation.

The best possible value for use of public funding will be ensured there is full compliance with EU procurement protocols and those of the County Council. This will involve undertaking tendering processes, with quality, price, and experience/ capabilities being the major considerations.

Full planning applications have been submitted for all proposed capital activities to be implemented during the first 18-24 month project implementation period. During this time, statutory consents will be secured for the activities that will be implemented during the second half of the project.

The Council is confident that the outlined estimated costs are realistic and accurate. The outlined timescales have also been considerable thought to ensure they are realistic and achievable.

Should this project be successful, and the requested/ required funding is secured, the County Council will undertake the necessary procurement processes (for each scheme) to ensure that the most competitive company is appointed to undertake the required developments. Cost and quality will be considered as part of this process.

Due to internal capacity issues, the IACC has secured additional external professional and technical expertise from Capita Symonds to further develop the priority proposals. These activities include:

- Preparing detailed designs, costings and work schedules;
- Advising upon and obtaining, the statutory consents that will be required to implement the proposals;
- Outlining appropriate timescales for implementation;
- Identifying the revenue implications of proposals;
- Consulting with professional and technical stakeholders.

Section 10 - Added Value

The Development of Anglesey's Coastal Environment project's priority activities are large scale and strategic in nature, and the Isle of Anglesey County Council considers that ERDF funding is the most appropriate support in terms of tackling the island's local priorities, challenges, needs and opportunities.

Whilst other funding programmes exist which could support coastal focused projects, we consider that they do not give sufficient prominence to supporting National/ regional maritime issues and large scale, strategic projects. ERDF is considered essential given the activities that the funding can support, in addition to the timescales over which the project can be implemented.

If ERDF funding support is refused, it is highly unlikely that the project will be implemented in its current format. Key elements of the project may need to be disregarded as other funding opportunities are sourced. Failure to obtain ERDF support will result in the ongoing non-exploitation of the coastline's full economic potential – an unacceptable situation given the significant and long term period of socio-economic decline that Anglesey is currently experiencing.

The County Council has devoted considerable officer time to developing this funding application (and the associated project development activities). The process has initially been informed by the development of the Môn-Menai Coastal Action Plan, and the County Council recognises the importance of ERDF funding in enabling the development processes and activities to proceed successfully.

We strongly believe that the Development of Anglesey's Coastal Environment Project will primarily support existing socio-economic activity that would either be reduced or postponed; and help to create new permanent jobs or self-employment on Anglesey.

The most decisive and proactive way of exploiting the economic potential of the natural environment and embracing the opportunities associated with the coastline is through significant investment to further enhance, develop and integrate the Island's unique leisure, recreation and tourism attributes.

The project will improve the Island's coastal towns and villages as centres for quality maritime and coastal activities. These improvements in the availability and quality of infrastructure and facilities will improve local communities' appreciation of the Island's maritime resource and lead to an increase in participation in maritime activities by local communities and visitors. This will support existing businesses, and encourage new entrepreneurial activities to develop, as a result of the opportunities to capitalise upon and/or diversify into activities related to the coast with recognised growth potential. This will lead to the generation of new investment, an increase in business and employment opportunities and improved income.

The project will clearly improve the quality and availability of direct and indirect infrastructure at key coastal locations to encourage and sustain sustainable economic growth, whilst encouraging significant further private sector investment around the island's coast (with associated job creation) once the activities are successfully completed.

The County Council is also confident that the project, through the provision of improved opportunities and associated infrastructure, will fully complement and add value to existing facilities on the island and ensure their long term support by both residents and visitors.

Section 11 - Monitoring and Evaluation

As described in Section 4, the Project Manager will be incorporated within the current operational structure of the Economic Development Unit, reporting on a regular basis to a Line Manager and the Head of Service.

The Project Manager and their Line Manager will be directly responsible for the ongoing monitoring and evaluation of the project's implementation, in particular its outputs and results. Regular updates will be presented to the Economic Development Unit's Management Team; the Environment and Technical Services Departmental Management Team and the County Council's Executive Committee.

The stakeholder organisations represented on the Coastal Action Plan's Steering Group, and the County Council's Corporate Regeneration Group (consisting of senior officers directly involved in regeneration activities and issues) will also have a role in the monitoring and evaluation of the project.

The project's monitoring systems and processes will primarily be based upon those successfully developed by the County Council for projects previously funded from European sources. This will enable the Project Manager to take advantage of the respective knowledge and experiences from relevant Departments within the Authority.

If funding is secured, the Project will be included in the Economic Development Unit's Business Plan for 2009/10 (and subsequent versions until 2012/13). Its inclusion in the Business Plan will ensure the project is incorporated into the Unit's performance management system, Ffynnon.

Ffynnon is a pan Wales performance management software system, and it will ensure that the project is monitored in terms of activities, spend, timescales, outputs, and added value. The project's performance will be monitored and managed through a range of information, including indicators, milestones and actions. The Ffynnon system also produces regular performance reports – enabling progress and potential delays to be identified and tracked.

Ongoing monitoring and evaluation will be built into the project to ensure that unforeseen impacts can be managed and changes to the implementation of the activities can be made if, and when required.

A Monitoring and Evaluation Plan for the Project is attached (**Annex U**). It is envisaged that this document will be reviewed in collaboration with WEFO prior to, and following, the appointment of the Project Manager.

The project's records will be available for both internal and external audit, and they will be retained by the County Council in secure storage for the programmes required period after the completion of the activities.

The completed project will be evaluated by suitably qualified and experienced independent contractors. The costs of this evaluation are included in the financial profile.

Section 12 - Post Funding / Continuation Strategy

The Isle of Anglesey County Council will be responsible for the future management and maintenance of the enhanced coastal facilities and infrastructure post 2013.

Responsibility for these facilities will be integrated into the range of coastal infrastructure for which the County Council has direct responsibility in terms of management and marketing/ promotion. They will be allocated between Council Departments which already deliver services of a complementary nature, for example the Maritime Service who are currently responsible for slipways; moorings; boat storage areas; coastal/ foreshore by-laws; on-shore and off-shore beach safety and personal watercraft/ powerboat registration.

We believe that the project's funding of enhancements/ improvements to coastal infrastructure will guarantee their future viability and sustainability for the medium term, i.e. the next 30 years. This direct intervention in innovative, well-designed and more efficient facilities will reduce, in real terms, the County Council's maintenance obligations associated with direct and in-direct coastal infrastructure (both currently and in the future).

Section 13 - Management of Risks

The process of identifying the risks associated with the implementation of activities on the coastline of Anglesey was fundamental to the successful preparation of the Môn-Menai Coastal Action Plan.

A reassessment of the risks has been recently undertaken as part of the preparation of this Business Plan. If funding is secured, additional assessment will be undertaken using an appropriate risk register software package.

The following risks, and associated mitigation measures, of the project have been identified:

Risk:	Mitigation Measure:
<ul style="list-style-type: none">On-going/ current coastal activities	<ul style="list-style-type: none">Ensure proposals complement on-going/ current activities
<ul style="list-style-type: none">Environmental impacts of the proposals	<ul style="list-style-type: none">Ensure appropriate feasibility studies and impact assessments are undertaken. Secure appropriate statutory consents to ensure compliance with legislation
<ul style="list-style-type: none">Conflicting organisational priorities and activities	<ul style="list-style-type: none">Steering Group to manage potential conflicts and differing expectations
<ul style="list-style-type: none">Availability of match funding	<ul style="list-style-type: none">Ensure the proposals/ activities complement national, regional and local strategies and funding opportunities
<ul style="list-style-type: none">Organisational capacity	<ul style="list-style-type: none">Ensure sufficient capacity and expertise is secured to implement the project during 2009-2013
<ul style="list-style-type: none">Project management	<ul style="list-style-type: none">Ensure the establishment and maintenance of effective management systems by the Project Sponsor; and ensure the Project Manager has the required skills and experience
<ul style="list-style-type: none">Procurement risks	<ul style="list-style-type: none">Include suitable inflation adjustments in the project costs and ensure each project has optional elements which can be omitted if required
<ul style="list-style-type: none">Unanticipated/ unexpected issues	<ul style="list-style-type: none">Minimise potential disruption by undertaking thorough site investigation, surveying, research and consultation
<ul style="list-style-type: none">Project's failure to achieve anticipated outputs and results	<ul style="list-style-type: none">Ensure outputs and results are realistic and achievable, and are regularly monitored and reviewed

<ul style="list-style-type: none"> • Revenue implications 	<ul style="list-style-type: none"> • Ensure proposals, where appropriate, are self sustaining in terms of revenue creation
<ul style="list-style-type: none"> • Impact of the weather 	<ul style="list-style-type: none"> • The more technical activities to be undertaken when the most settled climatic conditions are anticipated

Section 14 - Publicity & Communication

To ensure full recognition of the project's financial support, the Isle of Anglesey County Council will fully abide by the requirements of the Convergence Programme's Information and Publicity Guidelines (2007-2013). Every appropriate opportunity to increase knowledge and understanding of the European Union, the Convergence Programme and its intervention on Anglesey through support for the project will be capitalised upon.

All the project's activities will also be undertaken within the context of the Isle of Anglesey County Council's Media Protocol (**Annex V**).

Working in partnership with the County Council's Communication Unit and WEFO's PR Manager, we will ensure that the project and its outputs and results receive positive media coverage at a national, regional and local scale.

A detailed Communication and Marketing Plan for the Project is attached (**Annex W**). The implementation of this Plan will enable the County Council to improve overall awareness of the project and the Convergence Programme; exploit the popularity and potential of various types of media (e.g. written, verbal and electronic); highlight and promote best practice and ensure that project information is accessible to all.

Communication and engagement events to disseminate information to communities around the coastline will also be facilitated to raise awareness of the project's activities during 2009-2013; whilst the European Flag will be flown at as many appropriate sites as possible on the 9th May during the programme period.

The County Council will also ensure full compliance with the regulations/guidelines regarding branding, logos, bill boards and commemorative plaques.

A description of the activities to promote local and visitor participation in the Project is provided in **Annex X**.

APPENDIX

<u>Annex A:</u>	Location Map of Potential Maritime Infrastructure Improvements
<u>Annex B:</u>	The Isle of Anglesey County Council's Executive Committee's Resolutions (21st July, 2008)
<u>Annex C:</u>	Increasing the Economic Benefit of the Môn-Menai Coast...An Action Plan – Executive Summary
<u>Annex D:</u>	Increasing the Economic Benefit of the Môn-Menai Coast...An Action Plan (CD-Rom)
<u>Annex E:</u>	The Development of Anglesey's Coastal Environment Project's Strategic Context
<u>Annex F:</u>	Summary of the Coastal Action Plan Stakeholder Consultation
<u>Annex G:</u>	Letters of Support from Stakeholders
<u>Annex H:</u>	IACC Equal Opportunities Policy
<u>Annex I:</u>	IACC Welsh Language Policy
<u>Annex J:</u>	IACC Environmental Policy
<u>Annex K:</u>	Wylfa and AAM Socio-Economic Impact Assessment (February 2006)
<u>Annex L:</u>	IACC Procurement Policy
<u>Annex M:</u>	Project Manager's Job Description (Draft)
<u>Annex N:</u>	Technical Support Officer's Job Description (Draft) Administrative Officer's Job Description (Draft) Finance Officer's Job Description (Draft)

<u>Annex O:</u>	Economic Development Unit's Organisational Structure
<u>Annex P:</u>	Môn-Menai Coastal Action Plan's Steering Group Terms of Reference
<u>Annex Q:</u>	Project Delivery Profile
<u>Annex R:</u>	Economic Health Check of the Môn-Menai Coastal Action Plan's Priority Projects
<u>Annex S:</u>	Visit Wales Funding Formula
<u>Annex T:</u>	Welsh Coastal Tourism Strategy (Draft) – Table of Possible Monitoring Indices
<u>Annex U:</u>	Project Monitoring and Evaluation Plan
<u>Annex V:</u>	IACC Media Protocol
<u>Annex W:</u>	Project Communication and Marketing Plan
<u>Annex X:</u>	Promoting Local & Visitor Participation