

**Leader 4 Torridge and North Devon Delivery Plan 2008
And Amended Local Development Strategy for 2008-2013**

1) Partnership Agreement and Signatures

The following delivery plan for 2008 and amendments to the Local Development Strategy for 2008 – 2013 were adopted by the Leader 4 Torridge and North Devon Local Action Group by written procedure on 20th October 2008.

Signed:

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Chairman of the LAG	Accountable Body – North Devon+
Name:	Name:
Date:	Date:

2) The Programme

a) Confirmation of the LAG area and target population

The area includes all the rural parishes within the Torridge and North Devon District areas (but excludes the five urban wards comprising the town of Barnstaple). The geographical area of this bid is 2073 km² covering seven market and coastal towns and their hinterlands. The population of the area totals 138,411, with 64,850 people in Torridge and 73,561 people in North Devon. The population density is 67 persons per square kilometre. 50% of the area is covered by landscape designations including the North Devon UNESCO Biosphere Reserve, North Devon AONB, the Devon parishes of Exmoor National Park, the Heritage Coast, the Taw Torridge Estuary and Lundy Marine Reserve.

b) Aims and Objectives of the Programme

The Vision and Objectives of the programme remain the same as those stated in the original bid document, as follows:-

“An enlivened and enriched rural environment in transition to a low carbon economy, driven by entrepreneurial growth and a ‘can-do’ culture”.

Objectives and Activities

- 1. To raise and support growth aspirations of rural micro businesses**
 - 1.1 To stimulate growth in micro businesses
 - 1.2 To improve ICT infrastructure and usage for rural businesses
 - 1.3 To develop community owned or managed workspaces
 - 1.4 To increase workforce skills levels

- 2. To improve access to services and employment in deprived rural communities**
 - 2.1 To improve community owned facilities for local service delivery
 - 2.2 To pilot innovative approaches to rural service delivery
 - 2.3 To reduce barriers to training and employment for deprived communities

- 3. To develop the assets and resources of the high quality environment as an economic driver**
 - 3.1 To develop sustainable physical activities and access to the coast and countryside
 - 3.2 To develop sustainable heritage/cultural activities and products
 - 3.3 To develop skills, assets and resources to create employment in remote rural areas

- 4. To improve the environmental performance of communities and businesses to create a low carbon economy**
 - 4.1 To increase sustainability of communities and businesses

- 5. To build capacity, leadership and cooperation for sustainable, community led regeneration**
 - 5.1 To increase joint working and cooperation among businesses and communities
 - 5.2 To provide skills and knowledge to engage in regeneration projects

Table 1 – Strategic Objectives, Baselines, Checkpoints and Outcomes

Strategic objectives	Baseline position	Expected progress at checkpoints	Outcomes at the end of the funding period
To finalise indicators and gather baseline data for L4TND programme	Indicative baseline data identified below – need to check which ones can realistically be affected within the timescale and funding resources of this programme, and which will be reported on within the timescale.	All indicators and baseline data finalised with SWRDA by July 2009	Report on achievement of actual progress against predicted progress using the same data sources.
To raise and support growth aspirations of rural micro businesses	<p>Number and proportion of micro businesses (2-9) 3581 @ 56% of the total number of businesses¹</p> <p>Number and proportion of small businesses (10-49) 784 @ 12.25% of the total number of businesses²</p> <p>Business Advice Needs³ 65% of businesses identified a need for financial advice 38% of businesses identified a need for Sales and Marketing advice 26% of businesses wished advice regarding the development of new products and services 26% of businesses wished environmental advice</p> <p>ICT penetration/reach In Torridge 56% and North Devon 46.6% of business surveyed had</p>		<p>Growth in number and productivity of small businesses (10-49)</p> <p>More efficient, profitable and sustainable businesses using online trading and new technologies</p> <p>Sustainable community assets providing local workspaces</p> <p>Employment opportunities for young people within and moving to the area</p>

¹ Market Measures database 2008 for Leader 4 Torridge and North Devon defined area (excluding Barnstaple). Profiles are generated from postcode level data or output area classifications, using data from the Market Measures Business Universe (collated from a range of commercial business intelligence providers – Blue Sheep, Yell, Thomson, etc), CAMEO Geo-Demographics, Jordons Business Startups, Royal Mail Business Changes File and ONS. Data from these sources is merged and cross-validated to create an integrated dataset used extensively by the public and private sector.

² Ibid

³ Devon Renaissance Business Survey 2007

Strategic objectives	Baseline position	Expected progress at checkpoints	Outcomes at the end of the funding period
	<p>no internet trading plans over the next three years.⁴</p> <p>80% of businesses surveyed reported they would need more skills in computer/ICT usage in the next three years</p> <p>31% of businesses surveyed do not use broadband, of these 35% do not use a computer in the business</p> <p>Community owned/managed workspaces</p> <p>Currently zero</p> <p>Skills levels (of working age population 16-74 years)⁵</p> <p>27,355 people with no qualifications @ 30% of the working population</p> <p>12,975 people with NVQ 4 @ 14.43% of the working age population. This is 74% as measured against national average.</p> <p>6,166 people with NVQ level 3 @ 6.84% of the working age population. This is 84% as measured against the national average.</p> <p>12,990 people with higher level NVQ 4 @ 14.44% of the working age population. This is 71% as measured against the national average.</p> <p>Particular concern about higher level skills i.e. NVQ 4 and over:</p> <ul style="list-style-type: none"> ○ of people aged between 16 to 24, there are 512 people which is 31% as measured against the national average. ○ of people aged between 25 to 34, there are 2,074 people which is 40% as measured against the national average. ○ Of people aged between 34 to 49, there are 4,413 people 		<p>Increased skills levels at both ends of the spectrum - among the economically excluded and among staff in growth businesses.</p>

⁴ Ibid

⁵ Market Measures database 2008

Strategic objectives	Baseline position	Expected progress at checkpoints	Outcomes at the end of the funding period
	<p>which is 70% as measured against the national average.</p> <p>Concern about lower level skills for people aged 16 to 24 i.e. NVQ level 3 and below, there are 8,137 people which is 84% as measured against the national average.</p> <p>Number and proportion of young people in area 10,385 people aged 16 to 24 @ 8.28% of the population which is 76% as measured against the national average.</p>		

Strategic objectives	Baseline position	Expected progress at checkpoints	Outcomes at the end of the funding period
To improve access to services and employment in deprived rural communities	<p>Level of unemployment 2,932 people are unemployed of which 920 people are classified LTU⁶</p> <p>Not in Economic Activity Torridge 8,200, North Devon 9,600⁷</p> <p>Average earnings: Gross Weekly earnings Full-time workers: Torridge £376.4, North Devon £339.7, SW £433.4⁸</p>		<p>Reduction in economic exclusion in priority rural areas</p> <p>Confident and skilled voluntary/community sector and social enterprises delivering local services</p>
To develop the assets and resources of the high quality environment as an economic driver	<p>Tourism 4.9m nights, £221m income (2006)⁹ 541 tourism related businesses with 3,722 employees¹⁰</p> <p>Surfing¹¹ Surfing generates a total economic value to the area of £52.1m per annum. 43 businesses specifically related to surfing operating in the area.</p>		<p>Conservation of traditional heritage and landscape management skills</p> <p>New walking, cycling, sporting and cultural activities for tourism and recreation in a high quality landscape</p> <p>High quality presentation and interpretation of the natural and cultural heritage.</p> <p>Diversity of products and employment</p>

⁶ Market Measures database 2008

⁷ Source: ONS annual population survey

⁸ Source: ONS annual survey of hours and earnings - resident analysis - median earnings in pounds for employees living in the area.

⁹ SW Tourism 2008 Torridge and North Devon including Barnstaple

¹⁰ Market Measures Business Universe 2008, Business Clusters analysis for Leader 4 Torridge and North Devon area

¹¹ The Trisurf Report: Demonstrating the Economic Value of Surfing in Northern Devon (a NW Devon LEADER+ Transnational Project)

Strategic objectives	Baseline position	Expected progress at checkpoints	Outcomes at the end of the funding period
	<p>Food and Drink 1906 businesses in food and drink sector with 9,372 employees, representing 15.2% of all businesses and 21.2% of all employees¹²</p>		<p>from the landscape assets and resources. Cooperative business activity on processing, marketing and distribution.</p>
<p>To improve the environmental performance of communities and businesses to create a low carbon economy</p>	<p>Businesses completed/planning an environmental audit, or not Torrige 54.3% of businesses were not planning to develop an environmental policy North Devon 51.1% of businesses were not planning to develop an environmental policy</p> <p>Number of public/community RE installations¹³ Caddsdow x 3 (Solar PV, Solar thermal, Biomass); Deep Moor Landfill (LFG), Chulmleigh Community College (GSHP), Ilfracombe Youth Hostel (Solar Thermal), Clinton Hall Merton, Woolserly Community Hall</p> <p>Private Bradworthy (On shore Wind), Holsworthy Bio Gas, Grasscott Farm (Biomass Thermal), Chulmleigh (Biomass Thermal), Natsley Farm (Biomass Thermal), Newberry Farm (Solar Thermal), Glen Lyn Gorge (hydro), Lynmouth (small hydro)</p>		<p>Sustainable and self sufficient approach to community and business development</p> <p>Actions to address climate change impacts and develop a low carbon economy</p> <p>Increased energy generation from renewable sources</p>

¹² Market Measures Business Universe 2008, Business Clusters analysis for Leader 4 Torrige and North Devon area

¹³ Regen SW Survey <http://www.surveys.energysw.com/devon-overview.php>

Strategic objectives	Baseline position	Expected progress at checkpoints	Outcomes at the end of the funding period
To build capacity, leadership and cooperation for sustainable community led regeneration	7 Market and Coastal towns with regeneration strategies 88 Parish plans completed or in progress 7 Landscape based initiatives (Ruby Country, ND AONB, ENP, Biosphere Reserve, Taw Torridge Estuary, SW Forest, Culm Grasslands)		Joint working and cooperation among and between businesses and communities Confident communities engaging in regeneration to implement local action plans

Table 2 – Activities

Key objective: 1 To raise and support growth aspirations of rural micro businesses

Activity/project ID and title	Axis 3 measure(s)	Funding £							Key Partners funding contributions
		Year 1			Year 1 - 6			Total	
		RDPE	Private	Public	RDPE	Private	Public		
1.1a Business Growth DGS	312, 311	0	0	0	150,000	350,000	15,000	515,000	Businesses
1.1b Business Growth Projects	312, 311	0	0	0	70,000	230,000		300,000	Businesses
1.2 Improve ICT	321, 312	0	0	0	200,000	10,000	10,000	220,000	TDC Businesses
1.3 Community Workspaces	322, 312	0	0	0	300,000	300,000	300,000	900,000	Private LAs
1.4a Skills DGS	331, 312	0	0	0	75,000	175,000	10,000	260,000	Businesses
1.4b Skills initiatives	331, 312, 421	0	0	0	115,000	45,000	70,000	230,000	Businesses Public
Totals		0	0	0	910,000	1,111,000	405,000	2,425,000	

Key Objective: 2 To improve access to services and employment in deprived rural communities

Key Objective: 3 To develop the assets and resources of the high quality environment as an economic driver

Activity/project ID and title	Axis 3 measure(s)	Funding £						Total	Key Partners funding contributions
		Year 1			Year 1 - 6				
		RDPE	Private	Public	RDPE	Private	Public		
2.1a Community Capital DGS	322	0	0	0	140,000	60,000	80,000	280,000	Communities Lottery, Public
2.2 Innovative Service Delivery	321	0	0	0	230,000	100,000	50,000	380,000	Communities, LAs, Agencies
2.3 Reduce barriers	331, 321	0	0	0	200,000	20,000	100,000	320,000	Agencies, Charities
3.1 Physical activities/access	313, 323, 421	0	0	0	540,000	160,000	250,000	950,000	Lottery, Public, Businesses
3.2 Sustainable Heritage/Cultural	313, 323, 312, 421	0	0	0	420,000	140,000	110,000	670,000	Businesses Lottery, Public
3.3 Skills, Assets and resources	331, 311, 312, 421	0	0	0	200,000	165,000	35,000	400,000	Businesses Public
Totals		0	0	0	1,730,000	645,000	625,000	3,000,000	

Key Objective: 4 To improve the environmental performance of communities and businesses to create a low carbon economy

Key Objective: 5 To build capacity, leadership and cooperation for sustainable community led regeneration

Activity/project ID and title	Axis 3 measure(s)	Funding £						Total	Key Partners funding contributions
		Year 1 - 2008			Year 1 - 6				
		RDPE	Private	Public	RDPE	Private	Public		
4.1a Business & Community sustainability	341, 331, 312, 421	0	0	0	67,000	25,000	40,000	132,000	Businesses SDF, LAs
4.1b Community renewables	322	0	0	0	350,000	50,000	100,000	500,000	SDF, LAs Community
5.1 Joint Working DGS	341, 421	0	0	0	70,000	10,000	60,000	140,000	Businesses, Communities, Public
5.2a Citty engagement	341	0	0	0	20,000	0	0	20,000	None
5.2b Prog Mgmt and Admin	431	19,000	0	0	653,000	0	0	653,000	None
Totals		19,000	0	0	1,160,000	85,000	200,000	1,445,000	

a) How will the proposed activities meet the programme objectives of Innovation, Co-operation and Sustainable Development?

- **Innovation** – All projects will need to demonstrate an element of innovation. This may be in one or more of the following ways: a new activity or service; a new approach to a service or activity; an activity that is new to the area; a project involving cooperation across the UK and/or Europe. The LDS will not support the continuation funding of activities that are already in place, unless it is to deliver a new or different element of an activity.
- **Co-operation** - The proposed area has a strong history of and commitment to co-operation at the local, regional, national and international level through previous LEADER programmes, its partnerships with other protected landscapes and business/community links. A particular success has been 'Trisurf' - the 3 year trans-national surfing project working with other LEADER+ groups in Donegal and Brittany which has established solid and ongoing partnership working.
- **Proposed Trans-regional Co-operation** - good contacts have been made with three proposed Local Action areas that will be contiguous to our area: Greater Dartmoor, East Cornwall and Western Somerset. This takes into account existing geographical based initiatives and relationships such as Ruby Country, South West Forest, Exmoor National Park and the Culm grasslands. Themes for cooperative working under discussion include agricultural diversification, joint tourism and product marketing, deer management and venison products, low carbon economy and heritage skills.
- The protected landscapes within the area all have regional, national and international links which offer learning and joint activity opportunities. Nationally, good practice and the sharing of innovative solutions and technologies already occur across the National Park Authorities' Sustainable Development Fund managers. These mechanisms will be continued to ensure integrated co-operation with other successful LAGs involving other National Parks & AONBs, e.g. Peak District NPA, New Forest NPA and Yorkshire Dales NPA.
- The North Devon AONB has strong regional and national links. Two specific areas of work that are under discussion for cooperation activity include: coastal development and management with **Cornwall AONB and East Devon AONB**; Local Food and Drink and Supply chain development for products from high quality landscapes - wood fuel, wool etc with **Blackdowns and East Devon AONBs**.
- Discussions with the **Western Somerset Local Action** bid team have included a specific project – Skills FM – to provide a range of training and innovative delivery of skills through Internet Radio to the Greater Exmoor area; plus discussion of low carbon communities and community renewables as areas of common interest. There are also a number of projects which would target the Exmoor National Park area (environmental assets, heritage skills etc) relating to communities of interest and/or the landscape with potential for co-operation across the county boundary.
- **Trans-national Cooperation** – there is experience and enthusiasm to continue transnational cooperation, possibly through the Trisurf project and an initial approach from a French LAG. However, definite proposals can only be confirmed once information is available on other Leader areas across Europe.
- **Sustainable Development** – The principles of sustainability are central to this entire proposal, informing discussion of the objectives and proposed actions. The outstanding natural environment and landscape of Torridge and North Devon has been recognised by a multiplicity of landscape designations (UNESCO Biosphere Reserve, AONB, National Park, Marine Reserve etc) resulting in a high priority being accorded to environmental sustainability.
- The partnership has been informed by the North Devon Economic Partnership's 2020 Vision and Action Plan, which strongly emphasises sustainable economic growth and the utilisation of the environment as an economic driver. It has also been informed by the North Devon Renewable Energy

Action Plan and research for the Greater Exmoor Strategy for Sustainable Economic Development conducted by 'nef' (the new economics foundation). The latter focuses on building economic development from local assets (such as renewable energy sources) and 'plugging the leaks' to prevent money and profits from leaving the area. The analysis of Exmoor, which overlaps the target area for this programme, provides a pertinent model for addressing sustainability issues in a rural context.

- The partnership recognises that any proposed economic development must take place within environmental limits and that failure to do so could reduce rather than increase the opportunities available to the area. This has been recognised in all the major local and sub-regional strategies. There is more work to be done with communities and businesses to improve their environmental performance and this is included as a key objective in this proposal.
- The social fabric of the area is intrinsically linked to the environment, economy and the cultural heritage of the area. It represents an asset upon which more cohesive, sustainable communities can be built. The partnership recognises that balancing the social, economic and environmental aspects of activities funded through this proposal is fundamental to achieving a sustainable future for the area.
- **Implementing Sustainability** - The partnership will pro-actively engage with all applicants for funding to ensure that they genuinely incorporate the principles of sustainability into the development of their proposals. Furthermore, the partnership will encourage applications for funding that seek to build natural, human and social capital, thereby improving the asset base of the area. A sustainability toolkit will be provided to applicants to enable them to incorporate sustainability into the design phase of the proposals and all applications will be assessed against a sustainability checklist which is under development. This will be finalised by the new LAG once application processes have been agreed with SWRDA. It is expected that proposals will be assessed as to whether or not they are:-
 - Adapting to and/or mitigating climate change and contributing to a low carbon economy
 - Prioritising local control and capacity building
 - Developing sustainability learning and skills
 - Improving equality in meeting basic needs
 - Minimising or eliminating waste and making the best use of resources
 - Using local and ethical goods and services
 - Reducing high carbon travel
 - Enhancing local distinctiveness and biodiversity
 - Improving physical and mental well-being
 - Taking a longer term approach to development

b) How will they integrate with activities delivered under Axes 1-3?

This plan will complement the activities funded under the other 3 axes but will not duplicate. This is because the programme will be operating on a smaller scale, targeting distinctive local needs identified in this Strategy and focussing on innovation and joint working. Local Action will complement the main programme by looking to provide some of the building blocks for land managers, communities and small businesses to realise the opportunities available and to effectively engage in the larger programmes where appropriate. The building blocks may involve one or more of the following: the

acquisition of appropriate skills and knowledge; increasing understanding of sustainability issues; identifying and piloting new approaches and opportunities; facilitating joint working and cooperation across businesses, sectors and areas; raising awareness of the potential of the environmental economy.

Axis 1 – The Local Action programme will offer opportunities for small scale projects related to agricultural diversification, facilitating joint working and early feasibility/research work and cooperation with other businesses and communities in Local Action areas across Europe.

Axis 2 - Land based industries receiving direct support from Axis 2 may use the Local Action funds to facilitate initial joint working, to carry out feasibility and research work or to establish cooperative activity with regional, national or European partners. There will be opportunities for group activity to enhance the landscape for general economic benefit and investment in the natural environment as an asset to drive the economy.

Axis 3 – The Leader 4 team will be briefed on the opportunities under this Axis to ensure they understand the potential of the main programme and can refer potential enquiries and projects when appropriate. The Leader 4 programme will provide opportunities to demonstrate and pilot new ideas and approaches that may be further developed in the main programme.

A number of LAG and Working Group members have direct involvement and contact with the agencies delivering the other axes (North Devon+, North Devon Coast and Countryside Service, Exmoor National Park Authority, Devon Renaissance) and will be able to identify opportunities for complementary activities, referrals and cooperative working. The programme delivery team will maintain regular contact with the delivery partners for the other axes and programmes within them.

Finance

Table 3 – Funding Profile

Funding profile: £,000	Year 1 4th quarter 2008	Year 2 £,000	Year 3 £,000	Year 4 £,000	Year 5 £,000	Year 6 £,000	Total £,000
RDPE – for capital spend	0	100	200	300	300	50	950
RDPE – for revenue spend	19	301	780	750	650	350	2,850
Total estimated RDPE contribution	19	401	980	1,050	950	400	3,800
Estimated private sector/non	0	300	420	450	410	260	1,840

Funding profile: £,000	Year 1 4th quarter 2008	Year 2 £,000	Year 3 £,000	Year 4 £,000	Year 5 £,000	Year 6 £,000	Total £,000
public sector funding:							
Cash:							1,840
In kind:							0
Estimated other public funding (please specify source):	0	140	300	350	324	116	1,230
Grand total (all sources):	19	841	1,700	1,850	1,684	776	6,870

a) Explain assumptions

Year 1 – programme management and administration activity only under Measure 431.

30% maximum grant rate for projects directly supporting private sector businesses. 50% - 100% grant for projects related to community capacity building.

Year 2 – primarily focussed on setting up delegated grant schemes, direct applications and activities related to Objective 5 – building capacity, leadership and local cooperation. Years 3-5 will account for the main capital spend and direct applications, with commissioned activity to fill gaps.

b) Allowance for inflation

There is a 3% allowance for inflation across the programme management and administration costs.

c) VAT

Figures for programme management and administration costs include VAT which is not reclaimable by North Devon+.

d) Is other funding secured, promised or speculative?

Match funding is all speculative at this stage.

Outputs

Table 4 – Revised Outputs

Code	Measure	Output indicators	Targets 2008	Targets 1 - 6
311	Diversification into non agricultural activities	<ul style="list-style-type: none"> • Number of beneficiaries • Total volume of investments (£m) 	0 0	9 £180k
312	Business creation and development	<ul style="list-style-type: none"> • Number of micro enterprises supported/created 	0	400
313	Encouragement of tourism activities	<ul style="list-style-type: none"> • Number of new tourism actions supported • Total volume of investments (£m) 	0 0	12 £1m
321	Basic services for the economy and rural population	<ul style="list-style-type: none"> • Number of supported actions • Total volume of investments (£m) 	0 0	12 £450k
322	Village renewal and development	<ul style="list-style-type: none"> • Number of villages where actions took place • Total volume of investments (£m) 	0 0	20 £1m
323	Conservation and upgrading of the rural heritage	<ul style="list-style-type: none"> • Number of rural heritage actions supported • Total volume of investments (£m) 	0 0	4 £320k
331	Training and information	<ul style="list-style-type: none"> • Number of participating economic actors to supported activities • Number of days of training received by participants 	0 0	200 2,500
341	Skills acquisition, animation and implementation of local development strategies	<ul style="list-style-type: none"> • Number of skills acquisition and animation actions • Number of participants in actions • Number of public private partnerships supported 	0 0 0	13 650 5
421	Co-operation activity	<ul style="list-style-type: none"> • Number of supported co-operation projects • Number of cooperating LAGs 	0 0	10 25
431	Running costs, skills acquisition, facilitation/animation	<ul style="list-style-type: none"> • Number of actions supported (division according to the type of skills acquisition and animation action) 	5	6

Deliverability

Table 5 - Milestones for 2008 and early 2009

Month	Milestone
October	Completion and approval of delivery plan by Shadow LAG Delivery plan submitted to SWRDA Delivery plan approved by SWRDA and Offer Letter issued and signed LAG recruitment process agreed and implemented by Shadow LAG and ND+ Plan administrative and monitoring systems
November	LAG recruitment through open public process Finalise Scheme Guidance Manual – including all administrative systems for applications, appraisals, decisions, claims, payments, monitoring, record keeping and evaluation. Establish Website and promotional material
December	Programme Launch to public (if Manual and processes agreed by SWRDA and Shadow LAG) Finalise Partnership Agreement between LAG and Accountable Body (North Devon+) Inaugural meeting of the new LAG and Initial Induction (Context, purpose, TOR, partners & accountable body roles)
January 2009	Staff Recruitment Community engagement workshops with sectoral groups LAG Training Part 1- Project appraisal, development, application and claims processes. Completion of Delivery Plan for 2009 and Submission to SWRDA Submission of Business Growth and Joint Working DGS to January LAG
February	LAG Training Part 2 – DGS Panels, Commissioning, Monitoring and Reporting, Outputs and Outcomes Delivery Plan 2009 approved
July	Completion of Baselines and Outcomes

Table 6 - Risk Assessment for 2008

Risk	Severity	Likelihood	Management/contingency plan
Experienced staff cannot be recruited	High	Low	Potential to second staff from ND+, who have wide programme management experience.

SWRDA systems not set up by October	High	Medium	Use seconded staff from North Devon+ to cover delays in approving core project management and delivery, particularly to staff recruitment.
Partners are not committed to L4	High	Low	Maintain close links with key partners. Strong commitment obtained from a wide range of partners.
Impact of national economic recession	High	High	Baseline position to be refined in light of latest economic projections and reviewed during the course of the programme.
Impact of economic downturn on availability of match funding	High	Medium	Increase grant rates to reduce need for match funding; review grant schemes aimed at private sector
Insufficient spend in first year	High	Low	Projections based on experience of LEADER+ - early spend through delegated schemes. Create early momentum through Shadow LAG and staff secondments during staff recruitment.
Programme management costs exceed budget	High	Low	Forecasts based on experience of administering LEADER+ and of Devon Renaissance.

3. Governance

The table below contains details of the 34 Shadow LAG Partnership members and whether they represent public or private sector interests and the roles and responsibilities they will take. The final column indicates their proposed roles and the primary area of expertise they will bring to the LAG. Individuals who are currently members of the Leader+ LAG who are bringing their experience to the new programme are indicated by a '*'. A formal public recruitment process for the new LAG will take place in November 2008.

Local Action Group Partnership Members

Name	Organisation / Sector / Position	Sector	Roles and/or area of expertise
Barry Parsons	North Devon+ Director	Private	Lead and Accountable Body Governance
Vivian Gale*	North West Devon LEADER+ LAG Chairman	Private	Shadow LAG Chairman Officer Group
Cllr James Morrish	Torrige District Council	Public	Economic Performance and Governance

Councillor tbc	North Devon Council	Public	Economic Performance and Governance
Councillor tbc	Exmoor National Park Authority	Public	Environmental Economy
Richard Butler*	North Devon AONB Partnership (Chairman)	Public	Environmental Economy
Cllr tbc	Devon County Council	Public	Economic Performance and Governance
Ian Hague	South West Regional Development Agency	Public	Advisor on Scheme Management
Robin Makeig Jones	Devon Renaissance Manager	Private	Advisor
Gary Smith*	Transform Neighbourhood Management Programme Manager	Public	Joint Working DGS Panel Access to Services
Jenny Sparling	North Devon College Senior Manager	Public	Skills DGS Panel Economic Performance
Philip Done	ND Workforce Development Group Coordinator	Public	Skills DGS Panel Economic Performance
Andy Bell*	North Devon UNESCO Biosphere Reserve Coordinator	Public	Environmental Economy
Des Shadrick*	Individual	Private	Environmental Economy
Jane Whittaker*	Torridge Voluntary Services Manager	Private	Community Capital DGS Panel Access to Services
Jim White	South West Forest / Ruby Country Manager	Private	Environmental Economy
David Brown	Individual	Private	Governance
Paul Baker*	Devon Association for Renewable Energy Manager	Private	Community Capital DGS Panel Environmental Economy

Patrick Hamilton	ND Volunteer Development Agency Manager	Private	Community Capital DGS Panel Access to Services
Jim Platts	South West Lakes Trust, Manager	Private	Environmental Economy
Brian Butler*	National Farmers Union	Private	Economic Performance
Mark Wallace*	Beaford Arts (Director)	Private	Environmental Economy
Peter Ashton	Federation of Small Business	Private	Business Growth DGS Panel Economic Performance
Pete Jollands	TAG for Sustainability	Private	Community Capital DGS Panel Environmental Economy
Susan May	Exmoor Trust, Chairperson	Private	Environmental Economy
Raymond Quance*	North Tamar Business Network	Private	Business Growth DGS Panel Economic Performance
Marjorie Snetzler*	Individual	Private	Joint Working DGS Panel
John Sanders*	Individual	Private	Economic Performance
Paul Bowser*	Wings South West	Private	Access to Services
Roger Heasman*	Individual	Private	Business Growth DGS Panel Economic Performance
Malcolm Sherry	SW Chambers of Commerce & Industry	Private	Business Growth DGS Panel Economic Performance
Greg Davies	Community Council of Devon Officer	Private	Community Capital DGS Panel Access to Services
Jen Brogan	Devon Rural Network, Manager	Public	Environmental Economy
Roger Ferrar	Lyn & Exmoor Vision Chairperson	Private	Joint Working DGS Panel Environmental Economy

a) Local Action Group

- Approximately 30 full members on the LAG with voting rights to ensure representation across the geographical, social and economic sectors of the area,
- The LAG may invite representatives to attend the LAG as “observers” if they do not fulfil the eligibility criteria to be a full voting member,
- Monthly meetings during first year reducing to bi-monthly then quarterly meetings towards the end of the programme.
- Responsible for decision-making on grant applications, monitoring and overseeing the implementation of the programme to deliver the stated aim and objectives,
- Decisions to be made by a simple majority, with a casting vote from the chairperson,
- Responsible for commissioning activity when necessary
- Recruitment of community representatives and experts to Grant Panels of Delegated Grant Schemes and commissioned projects
- Report decisions to North Devon+ Board and SWRDA for endorsement
- Champion the project and provide two-way communication/reports between the project and the communities of interest or geography they represent.
- Maintain full written records of discussion and decisions made at LAG meetings.

b) Accountable Body Role and Responsibilities – North Devon+

- A not-for-profit company, limited by guarantee, established in May 2007 and became operational in April 2008 with 15 directors.
- Involvement of Board Directors on the LAG and core staff in management and support to the programme.
- Overall responsibility for the management and delivery of the Leader 4 Torridge & North Devon Local Action Programme,
- Employ, accommodate and manage the staff delivering the programme,
- Provide financial, administrative and management services to the programme,
- Bankroll the programme
- Responsible for ensuring compliance with all conditions of the Local Action contract with SWRDA

c) Officer Group

- Membership – officers from North Devon Council, Torridge District Council, North Devon AONB, North Devon’s Biosphere Reserve, Exmoor National Park Authority and Devon Renaissance , with ND+ Operations Manager, LAG Chairman and Programme Manager
- Primary role is to provide technical support to the staff team and to the LAG
- Advise and make recommendations on commissioning activity to the LAG
- Regular meetings as and when required
- Liaison role with key sub regional partners and governance structures

d) Roles and Membership of LAG Sub Groups

Delegated Grant Scheme Panels

- Grant panels for each delegated grant scheme (DGS) will be established once funding is obtained for a DGS and operate until the close of each scheme.
- Membership will comprise at least four people including a staff member, a LAG member and other people from the LAG or co-opted from the community due to their expertise.
- They will meet on a monthly or bi-monthly basis.
- Decisions will be by a simple majority and will be reported to the full LAG at least quarterly by the staff or LAG member.

Commissioning Sub Groups

- These groups will be established as and when required by the LAG to undertake the role of consulting on, planning and implementing commissioned activity.
- Membership will comprise the programme manager, at least one representative from the LAG and other co-opted members of the community and partner organisations with particular expertise.
- They will meet as and when required during the preparation, commissioning and implementation of commissioned activities.
- Decisions will be by a simple majority and will be reported to the full LAG at least quarterly by the staff or LAG member.
- Commissioned activities requiring funding must follow the standard application and appraisal process through the full LAG.

e) Plans for community consultation and engagement in the delivery of the programme.

Community consultation on the delivery of the programme will be made in 2008 through the broad representation of the Local Action Group membership. Once the programme is formally launched and open for bids from community groups and organisations, there will be a range of community engagement, promotion and information activities to ensure community involvement in delivery through development of their project ideas. The LAG will formally review community engagement in the delivery of the programme at the end of 2009 as part of the interim evaluation process.

4) Delivery Arrangements and Processes

a) Learning and Skill Development

LAG – the Shadow LAG have agreed to a formal recruitment and training process for new members of the LAG during the Autumn of 2008. This will ensure wide representation and informed decision making to oversee the programme and make decisions on project applications. The training will be provided over a number of sessions to suit LAG members. Early briefing sessions may also be conducted in partnership with SWRDA and other LAGs in Devon.

Staff – new staff will be provided with a full induction into the programme from staff at North Devon+ and from SWRDA. This will ensure familiarity with the geographical area and partner organisations and confidence with administrative and operational procedures.

Potential Applicants – once staff are in post, presentations and workshops will be held to publicise the programme and inform local participants of the application and approval processes. Several proposed projects have an explicit focus on supporting business and community actors to access the programme and develop their capacity and projects.

Good Practice – links have been made with other LAGs in the South West to share experiences and potential training for staff and LAG members. Contact with existing Leader+ groups across the South West through our North West Devon Leader+ team has provided us with good practice examples and will continue to do so. Our cooperation work across the region and transnationally will offer opportunities to share good practice with other LAGs and other areas.

b) Project Development and Selection

Building on the training and guidance to be issued by SWRDA, the project team will work closely with the LAG and our partner organisations to develop best practice for project development support to ensure a fair, inclusive, accessible and sustainable process. Commissioning and project selection work will form part of the training programme for staff and LAG members to evolve processes appropriate to and responsive to local circumstances. This will include the use of ICT, format of LAG meetings, project presentations to the LAG, support to applicants, application processes and paperwork, communications and clear separation of duties in respect of project development, appraisal, decision making and ongoing support. Providing direct project development support and training through staff members is a priority within the programme. The following processes to deal with different types of projects have been developed, but will require final approval by SWRDA and the new LAG.

Delegated Grant Schemes (Business Growth, Skills, Community Capital, Joint Working)

- These schemes will be used to fund smaller projects with a maximum grant of £5,000 to £20,000 per project. The intervention rate will vary according to the activity (30% for private businesses, up to 100% for community projects).
- The schemes will include administration costs.
- There will be a simple, one-stage written application process for delegated grant schemes, to be completed by the applicant business/organisation.
- After an eligibility check to ensure that the application is complete and appropriate for the grant scheme, the applications will be considered by the appropriate Grant Panel. It may be refused, referred or approved.
- Grant Panels will meet on a monthly or bi-monthly basis to ensure appropriate turnaround of applications. Decisions must be by a majority.
- They will be supported by a member of staff and full minutes kept of all discussion and decisions.

- Grant Panel members will be drawn mainly from the Local Action Group plus appropriate community representatives from the area.

Small Projects

- Small projects are defined as those applying for a grant of less than £20,000 that are not eligible for a delegated grant scheme.
- Applications will be made by external organisations and the project implemented by them if it is approved.
- One stage written application process to the LAG,
- Project appraisal with a recommendation to the LAG.
- LAG makes decision on the application, endorsed by the Accountable Body.

Large Projects

- A large project is defined as one applying for a grant of £20,000 or more,
- Applications will be made by external organisations and the project implemented by them if it is approved.
- The application will be a two-stage process, with a written Expression of Interest submitted to the LAG. This will receive a refusal, referral or recommendation for a full application,
- A full application will be subject to a detailed appraisal with a recommendation to the LAG.
- LAG makes decision on the application, endorsed by the Accountable Body.

Commissioning

- It is anticipated that the Local Action Group may identify a need or opportunity within the area that is not being addressed, but is appropriate to meet the aims and objectives of the programme. The LAG may therefore 'commission' a project or activity where there is no appropriate body to make an application for the required activity.
- The application will be developed by a Commissioning sub group with input from the Officer Group.
- The application will be submitted to the LAG by the lead body (North Devon+) and the project will be managed by North Devon+.
- Delivery of the project may be from within North Devon+, or contracted to an appropriate external organisation through a tendering process.
- Commissioned projects must proceed through the same process as all other projects with the added recommendation of the Officer Group and formal appraisal before they proceed to the LAG for a decision. This is to ensure transparency in the decision-making process. Decisions must be endorsed by the Accountable Body.

Funding Balance

The proportion of spend that has been identified for directly commissioned activity (including core costs and delegated grant schemes) accounts for approximately one third of the programme. Another third may be subject to open tendering and the final third to accepting bids which address the priority objectives and activities.

c) Communications

The staff team will commission a website and literature to promote the programme. Promotional events and attendance at local meetings will be carried out by staff and LAG members. Feedback from the current Leader+ LAG has provided useful direction to discussions on promotion and keeping local people and organisations updated on progress. A regular newsletter and e-bulletin were strongly requested. LAG members would also have a role as champions of the programme with an explicit remit to promote and disseminate information to their communities. Discussions are being held with other Devon LAGs to identify the potential for a shared PR contract to provide economies of scale.

d) Evaluation

Internal Evaluation - The project team will be responsible for regular monitoring and reporting of progress in relation to commitment, spend, outputs and outcomes to the LAG and accountable body. Monitoring and evaluation of completed projects will be conducted by separate staff from within North Devon+.

External Evaluation - The lead body will draw up a brief for external evaluation of the Local Development Strategy from the start, at the mid-point and at the end to allow for adjustment of the LAGs performance and for celebrating what has worked well. Appropriate bodies will be invited to tender for the work.

e) Strategic Links (see detail on local and sub regional strategies in original bid)

SW Competitiveness Programme – (awaiting further information)

SWRDA’s Corporate Plan- clear complementarity exists between the programmes, delivering at a more local level through Local Action funding

SWRDA Objectives	Leader 4 Torridge and North Devon Programme Objectives and Actions
Productivity Led Growth	To develop the assets and resources of the high quality environment as an economic driver To improve ICT infrastructure and usage for rural businesses To reduce barriers to training and employment for deprived communities
Growth within Environmental Limits	To develop sustainable physical activities and access to the coast and countryside To improve the environmental performance of communities and businesses to create a low carbon economy
Priority Places	Torridge and North Devon are contained within the Northern Peninsula priority area. There are proposed cooperation projects with West Somerset and North Cornwall across the whole Northern Peninsula area.

How will links be maintained and developed?

As well as having consultative members of the LAG and a website providing a wide range of information on the plans and progress for this programme, cross membership of Boards and committees will provide strong links as shown in the following table:-

Community Planning – market towns, regeneration initiatives, parish plans	District Councils, Community Council and community representatives on LAG and Officer Group
North Devon and Torridge Sustainable Community Strategies (LSP)	LAG Cross membership
Devon LAA	County Council representatives on LAG and Officer Group
North Devon AONB	LAG Cross membership and Officer Group
UNESCO Biosphere Reserve	LAG Cross membership and Officer Group
ENPA Management Plan and strategies	LAG Cross membership and Officer Group
SW Competitiveness programme	Project Manager to establish appropriate links
SWRDA Corporate Plan Priorities	Project Manager to establish appropriate links

5) Forward Strategy

All of the activity funded under this programme will be in defined time periods, completing before the end of 2013. All project applicants will be required to indicate the legacy of their project in recognition of time limited funding from the programme. The type of regeneration activity under this programme is a priority for the partners supporting North Devon+, therefore it is anticipated that the type of technical and practical support provided by this programme will be continued by the partners at the end of the programme due to the evidence of benefit for the area. Other areas of benefit that will continue:-

Mainstreaming activities and approaches - The area has a good track record of mainstreaming innovative projects and approaches piloted under a range of funding initiatives over the last ten years. This is likely to occur following this programme.

Capital Investment - the commitment to fund some capital projects will provide ongoing benefit from the buildings, equipment and resources funded under the programme. Demonstrating and evidencing the benefits of investment will provide support to other businesses and communities with needs.

LAG Capacity - The Local Action Group is unlikely to continue beyond the end of the programme. However there is evidence that individuals who become involved in a Local Action Group may go on to be involved in other regeneration or representative activity, taking their experience and knowledge with them. This provides an ongoing intellectual and skills legacy for the area.

Leader Approach – the Leader approach which forms the basis of this bid will provide the main ongoing benefit from this programme. This is due to the relevance and success of this approach in rural areas to address business and community issues. The involvement of communities in the future of their areas and joint working at local and sub-regional level across sectors will be the two strongest ongoing benefits of the programme.

Community Development Skills - the explicit involvement of communities in rural regeneration, and in particular the partnerships, skills and knowledge acquired from their participation, will continue to be applicable to other elements of their lives.

END