



GREATER DARTMOOR
Local Enterprise Action Fund



Delivery Plan 2010

PARTNERSHIP AGREEMENT AND SIGNATURES

This delivery plan was adopted by the Greater Dartmoor Local Enterprise Action Fund (LEAF) at its meeting on 7th December 2009

Signatures

Name	Representing	Signature	Date
Trevor Smale	Greater Dartmoor LEAF (Chair)		
John Foxworthy	Head of Financial Services, South Hams District Council (Accountable Body)		
Liz Abell	Devon Renaissance (Delivery Body)		

THE PROGRAMME

The table below confirms the wards and parishes included within the LAG area.
The total population within this area is 129,127

South Hams	Teignbridge	West Devon	Mid Devon
Avon and Harbourne	Ashburton and Buckfastleigh	All of West Devon	Cheriton Bishop (Parish)
Bickleigh and Shaugh	Bovey		
Cornwood and Sparkwell	Chudleigh		
Dartington	Haytor		
Eastmoor	Moorland		
Ivybridge Central	Teign Valley		
Ivybridge Filham	Teignbridge North		
Ivybridge Woodlands	Kenn Valley- Kenn (Parish)		
Marldon	Kenn Valley - Dunchideock (Parish)		
South Brent	Ambrook - Woodland (Parish)		
Totnes Bridgetown	Ambrook - Denbury & Torbryan (Parish)		
Totnes Town	Ambrook - Ogwell (Parish)		
East Dart - Littlehempston (Parish)	Ambrook - Broadhempston (Parish)		
East Dart - Berry Pomeroy (Parish)			
West Dart - Ashprington (Parish)			
Erme Valley - Ermington (Parish)			
Erme Valley - Ugborough (Parish)			

AIMS AND OBJECTIVES OF THE PROGRAMME

There are two overarching aims of the Greater Dartmoor Local Development Strategy:

To grow rural businesses, create and improve the quality of jobs and find innovative ways of delivering better access to services, building on the unique environmental quality of Greater Dartmoor

To be an exemplar of sustainable rural development in areas of high environmental quality

The emphasis will be on supporting activities that link the high quality and distinctive environment of the area with business growth and increased prosperity. All activities will also need to show how they contribute to two cross cutting objectives:

- Mitigating, or adapting to the effects of climate change, and delivering economic growth whilst minimising adverse environmental impacts
- Raising community capacity

Based on the evidence of socio-economic need, and the input from consultees, a number of broad outcomes have been identified. These form the basis for the identification of priorities and activities.

Outcome A: Increased business productivity

Outcome B: Business growth arising from environmental opportunities

Outcome C: Improved access to services

Outcome D: Improved business skills

Objectives and activities

Given the outcomes outlined above three interlinked priorities have been identified which directly contribute to achieving these.

Objective A – Creating and Growing Businesses

The aim is to support new and existing businesses, including social enterprises, to improve productivity and develop higher value products and services, in a sustainable manner.

Activities complement the services provided by Business Link, focusing both on internal and external business factors where intervention addresses the barriers to business growth outlined in the Devon Renaissance business survey.

Businesses from all sectors are eligible, but where relevant, services are promoted to SWRDA priority sectors.

Activities are:

A1	Activities to encourage collaboration and co-operation within the supply chain, such as marketing and distribution co-operatives, social enterprises or networks;
A2	Demand led skills acquisition, coaching and mentoring support including ICT and marketing skills (where ESF is NOT provided);
A3	Encouraging businesses to improve their environmental performance, adding value to regional provision, consolidating and enhancing their existing competitiveness

Objective B – Delivering innovative service provision

The evidence clearly shows that difficulty in accessing key services is a serious issue in the Greater Dartmoor area, and that this is more pronounced than in many other rural areas. While the extent to which the LDS can address these challenges is limited, improving access to services was highlighted in the consultation events as a priority outcome for the LDS.

This priority supports innovative approaches to service provision that benefit both businesses and communities, with the focus being on enabling people to become or remain economically active, and to increase household incomes.

There is particular focus on supporting the development of social enterprises or third sector organisations that provide / improve access to services for businesses and communities that will be viable beyond the Programme

Activities are:

B1	Greater Dartmoor Community Fund Innovative approaches to provision of community and business services for instance through "village hubs", outreach or digital technologies, including training, ICT, and environmental efficiency advice
B2	Greater Dartmoor Strategic Fund Innovative approaches to provision of community and business services for instance through "village hubs", outreach, digital technologies or community based transport, including training, ICT, and environmental efficiency advice

Objective C – Maximising environmental potential

Underpinning all activity funded that will be supported through the LDS is Greater Dartmoor's high quality natural, built and cultural environment. This priority aims, therefore, to help realise the vast economic potential of the area's environmental and cultural heritage through creating links to and between sectors such as forestry, tourism, creative industries and environmental technologies.


Activities are:

C1	Providing recreational infrastructure such as that offering access to natural areas and the historic environment; activities that link the promotion and development of cultural heritage with the natural environment and sustainable living
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Note Regarding Differences from Local Development Strategy

The submitted strategy was based on RDPE funding of £4 million. In the light of the award of £1.8 million Greater Dartmoor LEAF carried out a prioritisation exercise (through a series of consultation sessions) to review what could be delivered for the reduced funding award, and what needed to be cut out and / or reduced. Should further funding become available in future, Greater Dartmoor LEAF would seek to reintroduce the areas that were removed and expand the funding available in the remaining areas accordingly.

2008 - 2009 PROGRESS REPORT



Dec 2007	Original expression of interest submitted
May 2008	Full application submitted following extensive community consultation
July 2008	Awarded £1.8m to deliver the Local Action programme in Greater Dartmoor
Oct 2008	First programme in the South West* to get our delivery plan signed off
Feb 2009	First programme in the South West* to get our systems and processes audited and signed off by the SWRDA
Mar 2009	First programme in the South West to make funding decisions on projects
Apr 2009	Our first projects go live
Jul 2009	First programme in the South West* to reach agreement with the SWRDA for simpler small grants

* Jointly with South Devon Coastal LAG

Funds invested up to end October 2009

So far Greater Dartmoor LEAF has agreed to fund 17 projects around the Greater Dartmoor area. In total just over £594,000 has been committed to these projects.

This is being matched with funding from other sources, and the total project value that is being supported so far is approximately £1,500,000.

To date the funded projects have drawn down over £44,000 of RDPE funding.

The pipeline of projects continues to be strong and we intend to progress rapidly with allocation of the funds, and with supporting projects to become live and start delivering outcomes over the forthcoming year.

Funding By Priority

Priority	Total Pot	Committed at 31/10/09	Funds Remaining	*Possible Adjustment to Total Pot	Funds Remaining After Adjustment
A1	205,000	37,792	167,208	175,000	137,208
A2	225,000	198,977	26,023	225,000	26,023
A3	200,000	-	200,000	150,000	150,000
B1	325,000	-	325,000	325,000	325,000
B2	325,000	318,649	6,351	455,000	136,351
C1	250,000	39,390	210,610	200,000	160,610
TOTAL	1,530,000	594,808	935,192	1,530,000	935,192

*These adjustments will be considered in June 2010 as detailed in the milestones table

TABLE 1: STRATEGIC OBJECTIVES AND OUTCOMES

Strategic objectives	Indicator	Baseline position	Checkpoints	Target position 2013	Evidence	Notes on objectives
Creating and Growing Businesses	Activities					
	No of businesses benefitting from support:					
	• Food & Drink	0	Annual	20)	Sector specific interventions in line with Local Development Strategy
	• Creative	0	Annual	10) Project	
	• Sustainable construction	0	Annual	10) reports	
	• Renewable energy	0	Annual	10)	
	• All sectors	0	Annual	80)	
	No of businesses benefitting from improved distribution and supply chain initiatives	0	Annual	50)	Integrated approach to sector regeneration, linking economic and environmental approaches
	No of businesses getting involved in Green Tourism initiatives	0	Annual	25) Project	
	No of workers benefitting from skills training	0	Annual	150) reports	
No of workers gaining formal qualifications	0	Annual	30)		
Outcomes						
Proportion of businesses experiencing difficulties finding staff with suitable skills	38%	Programme end	35%)) Survey ¹	Skills meeting business needs
Proportion of businesses reporting skills shortages as a constraint on growth	29%	Programme end	25%)		Fewer constraints on business growth
Proportion of businesses preparing business plans	TBC	Programme end	TBC)		Greater business empowerment

¹ The baseline survey measurements are based on the Devon Renaissance Business Survey 2009. Future surveys are dependent on being able to obtain funding to review the business situation.

Strategic objectives	Indicator	Baseline position	Checkpoints	Target position 2013	Evidence	Notes on objectives
Delivering Innovative Service Provision	Activities No of community benefitting from multi-purpose facility development:					
	• Enhancement / refurbishment	0	Annual	30)	Developing sustainable local facilities that deliver a range of services and reduce the need for transportation. Cross cutting themes of equal opportunities and environmental planning promoted at community level.
	• New build	0	Annual	5) Project reports	
	No of community facilities developing Equal Opportunities policies	0	Annual	10)	
	No of community facilities developing environmental plans	0	Annual	15)	
No of community groups / social enterprises benefitting from support	0	Annual	20)		
Outcomes Proportion of communities with multi-purpose facilities	TBC	Programme end	TBC	Survey ²		
Maximising Environmental Potential	Activities No of businesses benefitting from renewable energy installations	0	Annual	10)	Encouraging the use of renewable energy for business and community benefit. Encouraging access to and understanding of the heritage, cultural and natural environment.
	No of community facilities benefitting from renewable energy installations	0	Annual	5) Project reports	
	Number of heritage / cultural / natural environment interventions	0	Annual	5)	
	Outcomes Proportion of businesses with renewable energy installations	TBC	Programme end	TBC) Survey ³	
	Proportion of community facilities with renewable energy installations	TBC	Programme end	TBC)	

² Baseline survey figures will be obtained from CCD. Future surveys are dependent on being able to obtain funding to review the situation.

³ Baseline survey figures will be obtained from RE4D. Future surveys are dependent on being able to obtain funding to review the situation.

FUNDING TABLE 2: ACTIVITIES

*Note: Whilst we have identified a realistic range of match funding sources, including Local Authorities, the Dartmoor National Park Authority (including through its Sustainable Development Fund), Tamar Valley AONB, Forestry Commission etc, the match funding figures given in these tables are by necessity approximate.

Funding Profile – RDPE £ by measure		2008-9	2010	2011	2012	2013	Total
Code	Measure						
312	Business creation and development	39,000	75,000	136,000	150,000	50,000	£450,000
313	Encouragement of tourism activities	12,000	30,000	50,000	33,000	0	£125,000
321	Basic services for the economy and rural population	10,000	80,000	130,000	150,000	100,000	£470,000
322	Village renewal and development	11,000	60,000	60,000	49,000	0	£180,000
323	Conservation and upgrading of the rural heritage	0	25,000	50,000	25,000	25,000	£125,000
331	Training and information	31,000	40,000	40,000	24,000	20,000	£155,000
421	Co-operation activity	0	0	10,000	15,000	0	£25,000
431	Running costs, skills acquisition, facilitation/animation	75,000	75,000	75,000	45,000	0	£270,000
	Total	178,000	385,000	551,000	491,000	195,000	£1,800,000

FUNDING TABLE 3: FUNDING PROFILE

Measure	Fund	2010						2011	2012	2013	Total	% of Fund
			Jan - Mar 10	Apr - Jun 10	Jul - Sep 10	Oct - Dec 10	Total					
311	We do not propose to fund any projects under this measure											
312	RDPE	39,000	7500	15000	22500	30000	75,000	136,000	150,000	50,000	450,000	25%
	Private	6338	1219	2438	3656	4875	12188	22100	24375	8125	73,125	
	Public	19013	3656	7313	10969	14625	36563	66300	73125	24375	219,375	
	Total	64350	12375	24750	37125	49500	123750	224400	247500	82500	742,500	
313	RDPE	12,000	3000	6000	9000	12000	30,000	50,000	33,000	0	125,000	7%
	Private	1500	375	750	1125	1500	3750	6250	4125	0	15,625	
	Public	4500	1125	2250	3375	4500	11250	18750	12375	0	46,875	
	Total	18000	4500	9000	13500	18000	45000	75000	49500	0	187,500	
321	RDPE	10,000	8000	16000	24000	32000	80,000	130,000	150,000	100,000	470,000	26%
	Private	1250	1000	2000	3000	4000	10000	16250	18750	12500	58,750	
	Public	3750	3000	6000	9000	12000	30000	48750	56250	37500	176,250	
	Total	15000	12000	24000	36000	48000	120000	195000	225000	150000	705,000	
322	RDPE	11,000	6000	12000	18000	24000	60,000	60,000	49,000	0	180,000	10%
	Private	1375	750	1500	2250	3000	7500	7500	6125	0	22,500	
	Public	4125	2250	4500	6750	9000	22500	22500	18375	0	67,500	
	Total	16500	9000	18000	27000	36000	90000	90000	73500	0	270,000	
323	RDPE	0	2500	5000	7500	10000	25,000	50,000	25,000	25,000	125,000	7%
	Private	0	313	625	938	1250	3125	6250	3125	3125	15,625	
	Public	0	938	1875	2813	3750	9375	18750	9375	9375	46,875	
	Total	0	3750	7500	11250	15000	37500	75000	37500	37500	187,500	

Measure	Fund	2010					Total	2011	2012	2013	Total	% of Fund
			Jan - Mar 10	Apr - Jun 10	Jul - Sep 10	Oct - Dec 10						
331	RDPE	31,000	4000	8000	12000	16000	40,000	40,000	24,000	20,000	155,000	9%
	Private	3875	500	1000	1500	2000	5000	5000	3000	2500	19,375	
	Public	11625	1500	3000	4500	6000	15000	15000	9000	7500	58,125	
	Total	46500	6000	12000	18000	24000	60000	60000	36000	30000	232,500	
431	RDPE	0	0	0	0	0	0	10,000	15,000	0	25,000	1%
	Private	0	0	0	0	0	0	1250	1875	0	3,125	
	Public	0	0	0	0	0	0	3750	5625	0	9,375	
	Total	0	0	0	0	0	0	15000	22500	0	37,500	
431	RDPE	75,000	7500	15000	22500	30000	75,000	75,000	45,000	0	270,000	15%
	Private	9375	938	1875	2813	3750	9375	9375	5625	0	33,750	
	Public	56250	5625	11250	16875	22500	56250	56250	33750	0	202,500	
	Total	140625	14063	28125	42188	56250	140625	140625	84375	0	506,250	
Total	RDPE	178,000	38,500	77,000	115,500	154,000	385,000	551,000	491,000	195,000	1,800,000	100%
	Private	23,713	5,094	10,188	15,281	20,375	50,938	73,975	67,000	26,250	241,875	
	Public	99,263	18,094	36,188	54,281	72,375	180,938	250,050	217,875	78,750	826,875	
GRAND TOTAL		300,975	61,688	123,375	185,063	246,750	616,875	875,025	775,875	300,000	2,868,750	

TABLE 4: OUTPUTS

Code	Measure	Output Indicators	2010 Targets:					Years 1 – 6: 2008 – 2013
			Jan - Mar 10	Apr - Jun 10	Jul - Sep 10	Oct - Dec 10	Total	
311	Diversification into non agricultural activities	• Number of beneficiaries						0
		• Total volume of investments						0
312	Business creation and development	• Number of micro enterprises supported/created	15	15	20	20	70	228
313	Encouragement of tourism activities	• Number of new tourism actions supported	0	0	1	1	2	4
		• Total volume of investments (£m)	0.00	0.01	0.02	0.02	0.05	0.19
321	Basic services for the economy and rural population	• Number of supported actions	0	1	2	3	6	31
		• Total volume of investments (£m)	0.01	0.02	0.04	0.04	0.12	0.71
322	Village renewal and development	• Number of villages where actions took place	0	0	1	1	2	8
		• Total volume of investments (£m)	0.01	0.02	0.03	0.03	0.09	0.27
323	Conservation and upgrading of the rural heritage	• Number of rural heritage actions supported	0	0	0	1	1	2
		• Total volume of investments (£m)	0.00	0.01	0.01	0.02	0.04	0.19
331	Training and information	• Number of beneficiaries	15	30	40	50	135	430
		• Number of days of training received by participants	30	60	80	100	270	860
421	Co-operation activity	• Number of supported co-operation projects	0	0	0	0	0	1
		• Number of cooperating LAGs	0	0	0	0	0	3
431	Running costs, skills acquisition, facilitation/animation	• Number of actions supported	0	0	1	1	2	6

TABLE 5: MILESTONES

Key Event	Date Achieved
Funding decision meetings	Bi monthly
Sub group meetings	Bi monthly
Close priority B2 for new bids	Jan 2010
Celebration of first successfully completed project (likely to be Drake's Dartmoor)	Jan 2010
Sign off revised Comms Strategy	Feb 2010
Host regional LAG manager event	Apr 2010
Start programme of project evaluations	Apr 2010
Review allocation of funds between priorities, and consider reopening priority B2	Jun 2010
Consultation forum	Oct 2010
Prepare third delivery plan	Oct 2010
LAG approval of third delivery plan	Nov 2010

TABLE 6: RISK ASSESSMENT

Risk	Likelihood	Impact	Mitigation
Legal			
Ineligible expenditure is incurred	Low	Medium	Inception meeting with project groups to highlight ineligible expenditure so that this should not occur. Robust contract with project partners relating to non-payment or clawback if ineligible expenditure incurred.
Planning permission refused	Medium	High	Project funding not confirmed until all planning permissions have been confirmed.
Projects do not deliver intended outcomes and impacts	Low	High	Robust appraisal process covering the '5 adjustments'. Project monitoring and evaluation to highlight any issues, reported back to the LAG through the traffic light reporting system. Sanctions could be introduced if necessary.
Financial			
Matched funding not available for projects	High	High	Raise awareness of alternative sources of funding and build capacity to apply for and access alternative grants
Potential budget overrun on projects	Low	High	Budgets to be monitored at quarterly claim intervals to prevent overspend. Any issues highlighted to be reported to Greater Dartmoor LEAF with appropriate remedial actions.
Management			
Balanced partnership not maintained	Low	Medium	Seek alternative or additional partners at earliest opportunity. Use publicity and annual forum events to raise awareness and engage new partners to join the group.
Relevant information, e.g. monitoring, not received from project partners	Medium	Medium	Work closely with projects to make sure that necessary quarterly returns and supporting documentation received. Withhold funding until satisfactory information received.
Slippage on programme spend profile and timetable	Medium	High	Review Programme, identify causes and agree changes with project partners. Identify causes and take action to improve. Develop a list of good quality, quick spend, quick win projects that could soak up any underspend at short notice.
Slippage on project spend profile and timetable	Medium	Medium	Regular reports on spend from all projects will be required to monitor progress, and updates on outputs, results and impacts. Initial inception meeting with project to stress importance of spend to profile. Train appraisers to identify potential spend issues. If necessary funding to be diverted to other projects that can deliver within the time and enable yearly spend.
Delays in development/approval of delivery plans	Low	High	Work to agreed timetable with RDA and keep in regular contact with Case Officer.
Resignation of key staff or support.	Medium	Medium	Staff appointment and structure put in place at beginning of programme. If necessary, examine key skills, availability and support available from Partners or existing staff.
Communications			
Lack of communication between partners	Low	Medium	Clear and direct accountability, consistent decision making and transparency and communication between all partners will take place throughout programme period.
Target users are not engaged	Medium	High	If necessary further consultation and media engagement will be implemented. Training to build local capacity. Improve local networks.

Risk	Likelihood	Impact	Mitigation
Technical			
Evaluation and monitoring systems do not work	Low	High	Robust systems put in place at outset of programme to comply with GRADE. Systems will be continuously monitored as to their effectiveness.
Projects			
Balance between different types of projects not achieved	Medium	High	Carry out targeted promotion of undercommitted areas, focus project development activity in target areas. In parallel, review the distribution of funds across priorities. If this does not result in the desired effect, commissioning could be introduced.
Difficulty attracting projects	Low	High	To date, the pipeline of projects has been very strong, and demand remains high. Should this change, the following mechanisms could be employed: 1) Commissioning; 2) Enhanced project development support; 3) PR and Communication.
Projects not able to secure match funding	Med	Med	Work with partners to assist projects. Report any issues to the LAG, and if this is a barrier to delivery, consider adjusting intervention rates.
Cross Cutting Themes			
Projects have adverse impact on the environment	Low	High	Environmental appraisal will be carried out for all project bids to prevent any adverse impact. Any such outcomes will be addressed and appropriate measures to rectify considered. Conditions will be placed on projects as necessary to minimise any negative environmental impact.
Projects having a negative impact on equalities	Low	Med	Robust application/appraisal process
Project causes major controversy	Low	Medium	Work with partners on identifying potentially contentious projects. Work closely with Partners to manage possible negative publicity and always ensure best practice. Ensure that all Partners are engaged in decision making, and encourage them to highlight any known issues with the applicant or project.
Governance & Delivery Capacity			
Accountable body unable to continue	Low	Medium	It is not expected that the current Local Government re-organisation will affect this agreement in the short term. Should this change in the long term then either the LAG will continue with the form of governance put in place or an alternative accountable body will be sourced promptly.
Delivery body unable to continue	Low	High	Accountable body to work with partners to identify alternative delivery arrangements.
Lack of commitment from partners	Medium	Medium	Place a greater emphasis on partners for involvement in project development. Ensure that the potential and success of the Partnership is promoted. Engage all key partners in decision making with regard to staffing, project selection and funding allocation.
Lack of skills within the community to progress and implement projects	Low	Medium	Provide support and training to ensure capacity building and identify skill gaps.

Risk	Likelihood	Impact	Mitigation
Economic			
Economic conditions change	High	Low	Make best use of the changes in policy to assist with programme delivery, such as temporary State Aid Regulations. Review needs & opportunities in annual delivery plan and adjust intervention rates and distribution of funds accordingly.
Changes in mainstream provision	High	Med	Engage with partners in mainstream provision and raise awareness of opportunities to Greater Dartmoor LEAF. Use communication channels to publicise any changes.
Rise in inflation	Medium	High	Build flexibility and cost increase into funding allocation.

GOVERNANCE

The current membership of the Greater Dartmoor LEAF is set out below. The terms of reference allow for a membership between 15 and 30. Membership will be kept under review to ensure that necessary strategic links are maintained with strong local governance.

GREATER DARTMOOR LAG MEMBERSHIP	NAME	SKILLS, EXPERIENCE, ETC
Protected Landscape	DNPA – Trevor Smale (Chair)	Public, Voluntary Sector – job at Lloyds TSB Foundation. Dartmoor Sustainable Development Fund, Devon Strategic Partnership Board, SW European Funding Programme Committee. Skills – Community Development, Comms/PR, Contract/Business Management, Financial Management, Grants/Funding, Project Appraisal, Project Management, Risk/Liability. Specific knowledge – Community, Environmental, Economic.
	Phil Markham, DNPA (Substitute)	Public Dartmoor National Park Authority Skills – Planning, Conservation, Environment
Business Support/Training	Stewart Horne (Vice chair)	Private, Business Support/Training. Skills - Advocacy, Community Development, Comms/PR, Contract/Business Management, Financial Management, Grants/Funding, Project Appraisal, Project Management, Risk/Liability. Specific knowledge – Community, Economic
Market Town Partnership (former MCTi) Reps	Christopher Kirwin	Voluntary, DTF/WDJP/TaVi, Chairman of Tavistock Music & Arts Festival, member of Tamar Valley AONB Partnership, Chairman of Plymouth & West Devon Schools Athletic Association, Vice Chairman of Westden Skills – Community Development, Comms/PR, Contract/Business Management, Grants/Funding. Specific knowledge – Community, Environmental, Economic
	Philip Wagstaff (Substitute)	Voluntary Devon Towns Forum, WDJP, Chairman of Devon Rural Network, Chairman of Devon Heartlands, Methodist Minister.
	Jill Tomalin	Voluntary, Chairman of Totnes & District Community Strategy Group. Transition Town Totnes. Skills – Advocacy, Community Development, Comms/PR, Contract/Business Management, Financial Management, Project Appraisal, Project Management, Risk/Liability. Specific knowledge – Community, Environmental, Economic
Voluntary sector	CVS Nomination – Sue Wroe	Voluntary, Councils for Voluntary Services in West Devon, South Hams and Teignbridge. NAVCA, NCVO, VE, DACVS, DAVC. Skills – Advocacy, Community Development, Comms/PR, Financial Management, Grants/Funding, Legal, Project Appraisal, Project Management. Specific Knowledge – Community, Economic.

GREATER DARTMOOR LAG MEMBERSHIP	NAME	SKILLS, EXPERIENCE, ETC
Community Sector	CCD – David Kinross	Voluntary, Community. Member of DNPA DSDF Grant panel and DRN rural proofing group. Secretary of Devon Association of Community Buildings. Skills – Advocacy, Community Development, Grants/Funding, Project Appraisal, Project Management. Specific knowledge – Community, Environmental.
Food and drink/business reps	Mark Walker	Private, Tourism, Food and Drink. Dartmoor Partnership. Skills – Comms/PR, Project Appraisal. Specific knowledge – Economic.
Tourism	Jess Whistance	Public/Private, The Dartmoor Partnership (Dartmoor ATTP), Skills – Comms/PR, Contract/Business Management, Grants/Funding, Project Management. Specific knowledge – Community, Environmental, Economic.
Renewables	Paul Baker	Private, DARE, Renewable Energy, Natural Environment, Sustainability and Community Development. Skills - Advocacy, Community Development, Contract/Business Management, Financial Management, Grants/Funding, Project Appraisal, Project Management, RE Technical Knowledge. Specific knowledge – Community, Environmental, Economic
Accountable Body	Bill Hitchins, SHDC	Public Councillor, South Hams District Council
	Carol Trant, South Hams DC (Observer and Substitute)	Public Business Support, Devon Farming & Food Board, South Devon Workforce Development Group, DRN Environment Devon Skills Contract / Business management, Project Management, Project Appraisal, Grants & Funding, Community Development, Comms / PR Specific knowledge Community, Economic
Local Authority	Terry Pearce, WDBC	Public Councillor, West Devon Borough Council
	Tim Beavon, WDBC (Observer and Substitute)	Public DEP, Productive Skills for Devon, Devon RDPE Group, West Devon LSP economy and environment groups Voluntary sector – Brentor Village Hall and Playing Field Charity Skills Community Development, Contract / Business Management, Financial Management, Grants / Funding, Project Appraisal, Project Management Specific knowledge - Community, Environmental, Economic Specific knowledge - Community, Environmental, Economic
Local Authority	Steve Matson, Teignbridge DC	Public. Teignbridge LSP, CDRP and Health and Well-being groups, Voluntary sector – community associations. Skills Community Development, Comms / PR, Financial Management, Grants / Funding, Project Appraisal, Project Management, Risk / Liability Specific knowledge Community, Environmental, Economic

GREATER DARTMOOR LAG MEMBERSHIP	NAME	SKILLS, EXPERIENCE, ETC
Environment/Sustainability	Andrew Shadrake	Voluntary, Climate Change. Private – self-employed climate change/business development consultant. Skills – Advocacy, Community Development, Contract/Business Management, Financial Management, Grants/Funding, Legal, Project Appraisal, Project Management, Diversity (Equal Opps). Specific knowledge – Community, Environmental, Economic.
SWRDA	Jodie McGregor	Partnership Delivery Advisor
Secretariat	Devon Renaissance	Delivery Partners

GREATER DARTMOOR LEAF SUB GROUPS

Community Facilities Fund Steering Group (CFF SG)

This sub group has been set up to appraise projects and make decisions on the small grants under priority B2. The detailed systems and process for this are included in the Scheme Guidance Manual, and have been signed off by SWRDA. The draft terms of reference are as follows, and are due to be signed off at the meeting on 9 November 2009:

Terms of Reference

Responsibilities:

- To set the strategic direction of the group
- To appraise projects in terms of eligibility and strategic fit
- To approve individual projects under delegated authority
- To monitor the overall financial management of projects
- To monitor the overall achievement of outcomes/outputs of projects
- To make regular progress reports to the Greater Dartmoor Local Enterprise Action Fund Management Team

Membership of the CFF SG:

Sector	Individual	Organisation
Voluntary	Sue Wroe (Chair)	Teignbridge Community & Voluntary Service (CVS)
Voluntary	David Kinross	Community Council of Devon (CCD)
Public	Steve Matson	Teignbridge District Council
Public	Rob Sekula	West Devon Borough Council (WDBC)
Voluntary	Christopher Kirwin	GD LEAF Management Team
Private	Paul Gentle	Bere Alston Regeneration Partnership Limited
Voluntary	Karen Nolan	West Devon Community & Voluntary Service (CVS)
Voluntary	Mike Wharton	Devon Association of Community Buildings (DACB)
Project Officer (Non-voting)	Sophie Price (Minutes)	Devon Renaissance

It is acknowledged that the CFF SG may need to make changes to its membership to reflect changing needs, circumstances and priorities. Should a member wish to resign, notification should be provided in writing to the CFF Project Officer. If a member is unable to attend a meeting they may nominate an alternative representative of their organisation to attend on their behalf by prior arrangement with the CFF Project Officer.

Frequency of Meetings:

The CFF SG will usually meet every eight weeks or when required. A schedule of meetings will be agreed in advance for a twelve month period.

Administrative Support:

Minutes will be taken at each meeting by the CFF Project Officer and circulated to the CFF SG.

Appointment of the Chair:

The Chair will be appointed by the Greater Dartmoor Local Enterprise Action Fund Management Team. If the Chair is unable to attend a meeting another member of the CFF SG will be co-opted. Should the Chair wish to resign, notification should be provided in writing to the CFF Project Officer.

Quorum:

The quorum for SG meeting will be four. All decisions will be arrived at via voting amongst those present; the Chair will have a casting vote.

Conflict of Interest:

Interests, both financial and non-financial, must be declared and recorded in the minutes. Anyone declaring a financial interest in a project must withdraw from the meeting. Those declaring a non-financial interest may remain but must not speak or vote. "Conflicts of Interest" should be a standing agenda item for all meetings.

Role of the CFF SG Chair:

The Chair should:

- Facilitate the smooth running of the meeting to ensure it is effective;
- Ensure that all members around the table have an opportunity to input into the discussion and decision making process.

Role of CFF SG Members:

CFF SG members should:

- Regularly attend meetings of the CFF SG. Members will be removed from the CFF SG if they do not attend three consecutive meetings (without sending a representative to attend on their behalf);
- Endeavour to accurately reflect the views of the sector they represent.

The CFF SG is responsible to the Greater Dartmoor Local Enterprise Action Fund Management Team and must supply progress reports as requested.

Governing Document:

The contents of this document should be reviewed annually.

Small Energy Grants

This sub group has been set up to appraise projects and make decisions on the small grants under priority A3. The detailed systems and process for this are included in the Scheme Guidance Manual, and are due to be signed off by SWRDA.

The Small Energy Fund (SEF) is a small scale fund available to projects within the Greater Dartmoor LEAF (Local Enterprise Action Fund) area. The main purpose of the fund is to help businesses, social enterprises and community organisations to finance renewable energy and energy saving measures. In order to obtain a grant, applicants will need to show that either they have already undertaken a full range of practical energy saving measures, or they will do so as part of the grant-funded project.

Terms of Reference

Responsibilities:

- To set the strategic direction of the group
- To appraise projects in terms of eligibility and strategic fit
- To approve individual projects under delegated authority
- To monitor the overall financial management of projects
- To monitor the overall achievement of outcomes/outputs of projects
- To make regular progress reports to the Greater Dartmoor Local Enterprise Action Fund Management Team

Membership of the SEF Panel:

** To be confirmed

Sector	Individual	Organisation
Voluntary/Private	Andrew Shadrake (Joint Chair)	Bovey Action Group/Dartmoor Circle
Private	Paul Baker (Joint Chair)	DARE
Rest of membership	TBC	TBC
Non-voting SEF Project Officer	Fiona Edwards (Minutes)	Devon Renaissance

It is acknowledged that the SEF Panel may need to make changes to its membership to reflect changing needs, circumstances and priorities. Should a member wish to resign, notification should be provided in writing to the SEF Project Officer. If a member is unable to attend a meeting they may nominate an alternative representative of their organisation to attend on their behalf by prior arrangement with the SEF Project Officer.

Frequency of Meetings:

The SEF Panel will usually meet virtually every eight weeks or when required. A schedule of meetings will be agreed in advance for a twelve month period.

Administrative Support:

Minutes will be taken at each meeting by the SEF Project Officer and circulated to the SEF Panel.

Appointment of the Chair:

The Chair(s) have been appointed by the Greater Dartmoor Local Enterprise Action Fund Management Team. If the Chairs are unable to attend a virtual meeting another member of the SEF Panel will be co-opted. Should the Chair(s) wish to resign, notification should be provided in writing to the SEF Project Officer.

Quorum:

The quorum for virtual Panel meeting will be four. All decisions will be arrived at via voting amongst those present; the Chair(s) will have a casting vote.

Conflict of Interest:

Interests, both financial and non-financial, must be declared and recorded in the minutes. Anyone declaring a financial interest in a project must withdraw from the meeting. Those declaring a non-financial interest may remain but must not speak or vote. "Conflicts of Interest" should be a standing agenda item for all meetings.

Role of the SEF Panel Chair(s):

The Chair(s) should:

- Facilitate the smooth running of the virtual meeting to ensure it is effective;
- Ensure that all members taking part have an opportunity to input into the discussion and decision making process.

Role of SEF Panel Members:

SEF Panel members should:

- Regularly participate in virtual meetings of the SEF Panel. Members will be removed from the SEF Panel if they do not participate in three consecutive meetings (without having a representative to participate on their behalf);
- Endeavour to accurately reflect the views of the sector they represent.

The SEF Panel is responsible to the Greater Dartmoor Local Enterprise Action Fund Management Team and must supply progress reports as requested.

Governing Document:

The contents of this document should be reviewed annually.

PR and Communications

This group was set up to oversee all PR and communications in relation to Greater Dartmoor LEAF, including organising the Forum event. In December 2008, it was agreed that The PR Sub Group would be allowed to make operational decisions, whilst the Local Action Group will make the strategic decisions.

During 2008-9, the following key objectives were achieved:

- Greater Dartmoor LAG renamed Greater Dartmoor LEAF
- Branding and logos developed and agreed
- Information leaflet published (revised twice during 2009 as the details were refined by the GD LEAF)
- Website developed and launched; www.greaterdartmoorLEAF.org
- Forum event arranged and successfully run

We are in the process of developing a revised Communications plan for 2010, and will complete this in time to be signed off at the February 2010 GD LEAF meeting.

We are actively seeking more members to contribute to the PR and Comms Sub Group, as we are currently running with one LEAF member and staff support from the Programme Manager.

Accountable body – key roles and responsibilities

South Hams District Council is the Accountable Body for the Greater Dartmoor LEAF.

The Accountable Body will be responsible for handling and administering funds. It will ensure that robust management and financial systems are set up including project appraisal, approval, monitoring and evaluation.

The accountable body will submit delivery plans to SWRDA following their agreement by the LAG.

The financial control systems, which will follow the local authority's existing practice meeting all necessary audit requirements, will enable the accountable body to:

- monitor expenditure against the Delivery Plans
- promote good financial practice
- prevent overspending
- detect fraud
- detect non-compliance and/or slippage
- control the use of public funds.

The accountable body will notify SW RDA of any financial irregularities suspected in the use of the funding and any remedial actions proposed and will provide access to documents and records for inspections and audits.

Community consultation and engagement

Community consultation and engagement will be undertaken throughout the delivery of the programme. One of the main vehicles for engagement is through the annual Greater Dartmoor Forum. The Forum has a broad role in terms of reflecting and identifying the needs of the community, scrutinising the direction of the programme and providing a pool of local/sectoral experts that can provide specific advice as and when needed (eg, through the formation of ad hoc working/task and finish groups). The forum will continue to meet once a year to receive a programme update and provide input into the direction of the programme.

In September 2009, two forum events were held, one in Totnes and one in Okehampton. In total over 80 community members attended and the agenda included a review of the year, a call for projects and for assistance with promotion of the scheme, top tips on how to apply for funding and presentations from successful projects. This was followed by a Q&A session and a chance for networking at the end.

As a direct result of these events, more projects have come forward and particularly in the areas where applications had been slow previously. In addition, there were more than 10 new volunteers to support the GD LEAF more actively either by becoming appraisers or by joining the Management Team. We are now following this up with appraiser training sessions, and hope that the newly expanded pool of appraisers and team members will help to ensure that we continue to serve the wider community effectively.

DELIVERY ARRANGEMENTS AND PROCESSES

Learning and Skill Development

Greater Dartmoor LEAF already benefits from a wide range of skills which have been augmented through Devon Renaissance provided training in the detail and processes involved in running the programme, and through taking advantage of the proposed SWRDA appraisal, monitoring and claims training.

The SWRDA State Aid course in November 2009 will be attended by as many LAG staff as can be accommodated.

A Top Ten Tips sheet was devised and distributed as part of the 2009 Forum event, to help potential project applicants access funding, and deliver effective projects.

Leaflets on the programme have been made available in paper form, on appropriate partner websites and on a dedicated website for the programme to provide information to prospective applicants.

Greater Dartmoor LEAF staff attend regional LAG events throughout the year to share experience to learn of good practice elsewhere.

Projects

The programme will continue to accept or reject bids in line with the measures of the programme and how they will meet the outcomes and outputs expected from the programme. They will also be assessed for value for money, innovation and strategic fit. Project eligibility is assessed by the delivery body (Devon Renaissance), appraisals carried out by suitably trained members of stakeholder organisations and decisions on project funding taken by the Greater Dartmoor LEAF.

The small grants funds are administered by Devon Renaissance, and decisions made by the sub groups detailed above.

Full details of all systems and processes are included in the Scheme Guidance Manual, which was approved by the RDA as fit for purpose at the Governance and Project Engagement Visits in February 2009.

It is not envisaged that there will be commissioning or open tendering during the period of this delivery plan.

Communications

The Communications Strategy is currently being revised and will be signed off at the February 2010 GD ELAF meeting, as note din the milestones.

Evaluation

The monitoring and evaluation process was established in 2009, and will be implemented for projects throughout 2010. It is detailed in full in the Scheme guidance manual

STRATEGIC LINKS

Regional Implementation Plan

The Local Development Strategy shows clear linkages with all of the priorities outlined for the region in the Regional Implementation Plan. These are:

- Improving business efficiency and enabling business transformation - The Greater Dartmoor LDS has a strong emphasis in this area, improving the productivity of businesses and enabling them to become more profitable. It will also seek to address key skills needs.
- Developing the supply chain and adding value - The emphasis of activity will be to remove barriers to productivity through the stimulation of local markets and supply chains (particularly in relation to renewables, food and drink and creative industries) and the promotion of co-operative or network approaches to business support. Such activity will also be required to deliver environmental benefits through reduced transport, packaging etc. This strand of activity will be central to the cross cutting objective of mitigating or adapting to climate change.
- Managing resources efficiently - The Local Development Strategy contributes to this regional priority primarily through adding value to the regional provision of business resource efficiency advice that will both enable businesses to reduce costs and minimise environmental impact. In addition the effective implementation of the environment as a cross cutting theme will ensure that all activity that is supported will need to take into account a range of environmental issues including resource efficiency.
- Making the most of our rural environment - There are a number of elements of the LDS that directly contribute to this regional priority. These include local supply chain activity related to the tourism sector, supporting the creation and improvement of appropriate recreational access within protected landscapes and enhancing interpretation of the area's historic and other environmental features.
- Enhancing landscapes and biodiversity - This is an indirect benefit of much of the activity that is prioritised in the LDS, and is an underlying theme in terms of making the linkages between economic regeneration and environmental improvements
- Developing and maintaining strong and inclusive rural communities - While much of the activity outlined in the LDS will contribute to this priority through broadening the economic base, market stimulation and creating or improving the quality of jobs, there is also a cross cutting approach to building and sustaining community capacity (in either a business or social sense) which runs across the range of indicative activities. The role of social enterprise in delivering innovative approaches to service provision has also been highlighted in the LDS, as well as the importance of community / business hubs.

Achieving integration across the programme axes

The Greater Dartmoor LEAF has adopted the following working principles for ensuring that its activities complement those being undertaken at a national and regional level:

- Avoiding duplication
- Forming linkages with mainstream support channels
- Adding value and complementing

At a project level, integration will be addressed through the application and appraisal process. Projects will be required to demonstrate how their activity integrates and adds value to projects and activity being undertaken through the other axes. The degree of integration will, of course, depend on the opportunities available to the project and applicants will be provided with advice to help them identify such opportunities.

Greater Dartmoor LEAF staff meet regularly with Business Link and county level project development workers to share knowledge and ideas, and to discuss projects under development.

We will establish clear lines of communication to ensure no duplication of effort and will flag at the earliest point opportunities to lever added value across axes through joint working. Greater Dartmoor LEAF will also be able to ensure integration effectively as members are involved with the Devon RDPE task force, taking forward the local implementation of the programme.

Innovation and Co-operation

We have already approved funding for one cross border project with South Devon Coastal LAG, and are working with East Cornwall LAG to develop some projects that cover the Tamar Valley.

We are committed to participating in international cooperation projects, and have learnt from the experience of the Teignbridge LEADER programme. We aim to develop ideas during 2010 for implementation in 2011.

National Context

Nationally, the LDS contributes to a wide range of Government policies and initiatives and provides complementary activities. Of particular note are:

- DEFRA's **Sustainable Farming and Food Strategy** – the LDS will provide complementary activities such as local supply chain initiatives and public procurement initiatives;
- BERR's **Energy White Paper** – Meeting the Energy Challenge – the LDS will provide activities to encourage business resource efficiency and Renewable Energy, thus contributing to national energy targets;
- **Natural England's strategic direction** includes an emphasis on safeguarding high value environmental landscapes, sustainable management of the natural environment, and increased public enjoyment/understanding. Dartmoor is a priority area for Natural England and a large proportion of the Greater Dartmoor area coincides with Natural England's key strategic areas for the targeting of environmental land management through the agri-environment scheme programme. In the Greater Dartmoor area appropriate management of high value environmental landscapes is to a large extent dependent upon extensive livestock grazing systems, and labour intensive management. The LDS activity around supply chains and marketing of local products and rural skills will contribute to maintaining the viability of these traditional practices.
- The Government's **National Skills Strategy** recognises the importance of workforce development and a demand led approach. The LDS will be providing training activities to fulfil training needs identified by local businesses as barriers to growth.
- BERR's **enterprise strategy** – Unlocking the UK's talent – the LDS will support new and existing local business development through supply chain development, business skills acquisition and public procurement.
- The **Sustainable Communities Act** promotes the sustainability of local communities – the LDS will directly contribute to this through a range of interventions aimed at increasing the socio-economic viability of local communities.

Regional Context

Regionally, the LDS will begin to make an important contribution to the priorities laid out in **the South West RDA's Corporate Plan**. The programme area does not feature in the SWRDA priority areas but the programme is firmly based on economic growth within environmental limits which will help make progress towards the aspiration in the corporate plan of progress towards a zero –carbon investment programme. Truly sustainable economic development which also improves sustainable business performance is an important component of the business development programme while other elements of the programme such as access to services and the provision of recreational infrastructure to promote more sustainable access are also key to achieving a better environmental performance.

The LDS will also make an important contribution to the implementation of the **Regional Economic Strategy**.

The LDS contributes to all three RES Strategic Objectives as the table below illustrates:

RES Strategic Objectives	LDS linkages
Successful and Competitive Businesses	The LDS will be supporting this objective with a range of activities that focus on the needs identified by Greater Dartmoor businesses. These will complement RDA funded activity delivered through Business Link and regional sector specific projects
Strong and Inclusive Communities	The LDS will be supporting this objective through activities designed to improve access to services, with a focus on enabling people to become or remain economically active.
Effective and Confident Region	The LDS will be supporting this objective through improving partnership working in the area and building communities' capacity to exert change

One of the main themes in the Delivery Plan for Sustainable Farming and Food in the South West is 'Improving and Integrating Training for Rural Businesses'. The LDS will provide activities that complement this work and fit with the business support simplification agenda.

The LDS seeks to complement and show synergy with the Peninsula Forest District Strategic Plan through two routes:

- The role of forests in terms of recreation and tourism;
- Development of supply chains and markets in relation to forest products

Devon Local Area Agreement

The LDS has a good alignment with the Devon LAA especially under the safer and stronger communities and economy and enterprise blocks. The priorities under the LAA for 2008- 2011 have a good alignment with the Greater Dartmoor LEAF objectives and priorities in areas such as accessibility of services and rural isolation, providing the right climate for enterprise and innovation, encouraging constructive community living through recognising the contribution that cultural activity makes to community cohesion.

Local Strategic Partnerships

The relationship of the work of Greater Dartmoor LEAF to the four Sustainable Community Strategies is shown within the LDS. The LEAF benefits from strong, direct links within its membership to the district LSPs and through the Devon Economic Partnership to the county LSP.

FORWARD STRATEGY

At project level, benefits will be maintained through:

- Ensuring that projects build capacity within communities through the training and development of volunteers and community engagement.
- Ensuring that projects have a forward strategy, preferably one that involves becoming self sustaining or integrated into mainstream provision
- Ensuring that projects influence mainstream provision through strong links and communication

At programme level, benefits will be maintained through:

- Influencing mainstream providers operating in the area;
- Building capacity of partners to generate more projects and activity;
- Attracting additional funds into the area (to be delivered through the LAG or partners);
- Supporting projects to implement sound exit strategies.

The LAG partnership will develop as the needs of the area change, and as such should be seen as a wider agent for change in the area. It will play a key role in attracting additional funding into the area and influencing how regional funding is delivered in the Greater Dartmoor area. As well as delivering Local Action, Greater Dartmoor LEAF will work to attract additional funding into the area, acting as a vehicle for further inward investment to complement Local Action funding. Its exact role beyond the life of the programme would need careful consideration and review, depending on the changing needs of the area and political and funding environment. Greater Dartmoor LEAF will continually review its role and options for future development over the life of the programme, but with a particular focus from mid-term.