



South Devon Coastal

LOCAL ACTION GROUP



Delivery Plan

2010

Final Version

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1. Partnership Agreement and Signatures

The following delivery plan was adopted by the South Devon Coastal LAG at its meeting on 11 December 2008.

Name	Representing	Signature	Date
John Yeoman	South Devon Coastal LAG (Chair)		
John Foxworthy	Head of Financial Services, South Hams District Council (Accountable Body)		
Liz Abell	Devon Renaissance (Delivery Body)		

2. The Programme

2.1 Confirmation of the LAG area and Target Population

South Devon Coastal Local Action Group (SDCLAG) area covers 468 sq km¹ of rural coastline, estuary and countryside in South Devon. The Area is tightly defined and bounded on the south by the sea; on the east by the urban area of Torbay; on the west by the urban area of Plymouth; on the north by the adjoining Greater Dartmoor Local Action Group area. (Note: there is no overlap with the Greater Dartmoor LAG area or any other LAG area).

The population of the Area is 41,792. 100% are classified as living in "rural areas", with 8% in "sparse rural areas"². The demographic spread shows a marked under-representation of the 20-40 age group, and a higher proportion of over 70's, compared to the SW average³. Recent figures from the Office for National Statistics show that there will be a 10% increase in population over the next 20 years.

The Area is defined and dominated by nearly 60 miles of high quality undeveloped coastal landscape and five estuaries, with a hinterland of rolling hills and farmland. Known as "deepest South Hams", this landscape of rias ("drowned estuaries"), valleys, inlets, coastline and promontories has a very distinctive landscape character and is defined in the national Landscape Characterisation Map as Area 151 South Devon.

This is illustrated in the map below, where the relevant area is shaded in light brown.



¹ Figure supplied by South Hams District Council

² Census Figures

³ Census Figures

The Area lies wholly within the administrative boundary of South Hams District Council and occupies the southern half of the District, containing 15 wards and 3 part-wards which wholly encompass 38 parishes. These are listed below:

The wards wholly or partly in the SDCLAG area are as follows:	
Allington & Loddiswell	Salcombe & Malborough
Charterlands	Saltstone
Dartmouth & Kingswear	Skerries
Dartmouth Townstal	Stokenham
East Dart, part (Stoke Gabriel Parish)	Thurlestone
Erme Valley, part (Holbeton and Modbury Parishes)	Wembury & Brixton
Kingsbridge East	West Dart, part (Dittisham, Cornworthy and Blackawton Parishes)
Kingsbridge North	Westville & Alvington
Newton & Noss	Yealmpton

The parishes in the SDCLAG area are as follows:	
Aveton Gifford	Loddiswell
Bigbury	Malborough
Blackawton	Modbury
Brixton	Newton and Noss
Buckland-Tout-Saints	Ringmore
Charleton	Salcombe
Chivelstone	Slapton
Churchstow	South Huish
Cornworthy	South Milton
Dartmouth	South Pool
Dittisham	Stoke Fleming
East Allington	Stoke Gabriel
East Portlemouth	Stokenham
Frogmore and Sherford	Strete
Halwell and Moreleigh	Thurlestone
Holbeton	Wembury
Kingsbridge	West Alvington
Kingston	Woodleigh
Kingswear	Yealmpton

2.2 Strategic Objectives


The summary below outlines the strategic objectives that were prioritised in the South Devon Coastal LAG Local Development Strategy.

Activity	Description	Typical Activity Examples of project activities that are eligible	Special Notes Projects are more likely to be funded if they demonstrate that they:
Strategic Aim 1. Linking And Adapting Businesses For Improved Economic Performance			
1.1 Promoting business development, adaptation and diversification	Helping businesses to become more productive and profitable. This will include a small grants fund into which individual businesses can apply to help them diversify.	Developing business networks / cooperatives Developing skills and providing training and mentoring Implementing and testing new equipment, ideas and technologies	<ul style="list-style-type: none"> • Make businesses more competitive • Get businesses to work together • Offer higher level / technical skills • Are environmentally sustainable • Promote social enterprise as a business model
1.2 Strengthening supply chains and distribution networks	Encouraging businesses to work together and look to local sources of products and services.	Showing businesses the benefits of buying locally Encouraging businesses to work together by sharing promotion / marketing	<ul style="list-style-type: none"> • Apply existing research, such as that from the New Economics Foundation • Become financially self-sustaining
Strategic Aim 2. Sustaining Communities through Community Enterprise and Linked Service Provision			
2.1 Developing multi-functional community facilities	Developing facilities that provide a range of different services for local communities. This will include a small grants fund into which communities can apply for funding.	Primarily capital funding Developing / enhancing community facilities such as community centres, village shops, etc. Developing networks of community facilities	<ul style="list-style-type: none"> • Offer a blend of essential services and recreational activities which enables financial sustainability • Are developed as businesses rather than subsidised services • Provide services that attract young people
2.2 Providing new opportunities for recycling and waste reduction	Introducing recycling and waste management systems across businesses and communities.	Providing recycling facilities (beyond those already in place) Demonstrating the business benefit of recycling and managing waste	<ul style="list-style-type: none"> • Use new ideas and the latest technologies • Are carbon neutral • Will share their experiences with others • Promote environmental good practice
2.3 Providing access to services for local communities	Developing social, recreation and work opportunities within communities, so reducing travelling. Providing affordable ways of getting around and reaching local centres.	Developing local groups to fill the gaps in provision Using technology to bring services into communities New ways of tackling the poor transport infrastructure	<ul style="list-style-type: none"> • Encourage co-operation between communities to provide the necessary critical mass • Develop and extend existing successful initiatives • Build social and work networks in communities
2.4 Promoting community-based initiatives for local food and produce	Promoting local food and produce and providing the means to match supply and demand.	Education and raising awareness about local food and produce Development ways to grow, distribute and / or procure local food.	<ul style="list-style-type: none"> • Are original in their approach • Work towards making communities self-sufficient. • Build on the work of Food & Drink Devon

Activity	Description	Typical Activity Examples of project activities that are eligible	Special Notes Projects are more likely to be funded if they demonstrate that they:
Strategic Aim 3. Marketing and Sustaining the Area's Unique Selling Points			
3.1 Promoting economic activity which is rooted in the area and its natural resources	Improving and making use of the natural resources in the area to bring economic rewards,	Enhancing land management, heritage buildings, sustainable tourism and / or marine skills. Development of a renewable energy cluster, focusing on suitable technologies.	<ul style="list-style-type: none"> • Are co-operative in approach • Link into the tourism sector • Integrate new landowners and residents
3.2 Implementing small-scale environmental infrastructure improvements	Improving the physical environment whilst maintaining the quality of the area as a visitor destination as well as sustaining the quality of environment for local residents.	Coastal improvements to sites damaged by erosion / visitor pressure Community tree planting Enhancements to village and town public areas.	<ul style="list-style-type: none"> • Leave an improved environment as a legacy which benefits the area for years to come • Use new ideas and technologies to minimise negative environmental impact
3.3 Promoting countryside access for health, well being, and educational purposes	Developing a network of accessible countryside areas, where the landscape is respected and understood, in which the community can enjoy an improved quality of life.	Physical improvements to paths and routeways Promotional activities such as walking festivals and health walks Encouraging sustainable recreational use of sensitive environments	<ul style="list-style-type: none"> • Link up the public and landowners • Go beyond basic signposting. • Make use of the support offered by Natural England to manage access-land
3.4 Modernising and upgrading visitor information and interpretation	Developing new approaches to visitor information, particularly where they introduce a new audience to resorts and visitor attractions.	Communicating with visitors and residents to provide well-informed enjoyment of the area Education of local businesses to promote visitor attractions Linkages between tourism and the local business community	<ul style="list-style-type: none"> • Use up-to-date media to communicate • Share promotion and marketing between communities and businesses • Working co-operatively • Develop means of ensuring activity remains current
3.5 Diversifying and extending the tourism "offer"	Increasing the length of the season and the range of tourist attractions. Improving the employment structure to ensure that satisfying work is fairly rewarded. Diversifying to generate new opportunities and respond to changing visitor demands.	Developing and promoting environmental courses, activity holidays, walking, cycling, boating, horse riding, bird watching, and arts and crafts Promoting and supporting events and local festivals Deriving enhanced value from green tourism for businesses	<ul style="list-style-type: none"> • Linking a wider range of businesses in to benefit from tourism • Catering to the widest possible range of visitors.
Strategic Aim 4. Building the Capacity to Deliver Rural Development Locally			
4.1 Developing and maintaining opportunities for local participation in rural regeneration	Encouraging all members of the local community to get involved with the development of the area, by keeping them informed, providing appropriate training and opening up opportunities to take part in activities.	Training local people to enable them to get involved in regeneration activity Encouraging and supporting local leadership Providing volunteering opportunities Helping to support existing parish initiatives	<ul style="list-style-type: none"> • Involve partners and members from all sectors of the community • Distribute activity around the entire South Devon Coastal area • Promote equal opportunities • Encourage a culture of co-operation

2.3 2008 – 2009 Progress Report

2.3.1 Achievements



Dec 2007	Original expression of interest submitted
May 2008	Full application submitted following extensive community consultation
July 2008	Awarded £1.8m to deliver the South Devon Coastal Local Action programme
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
Oct 2009	First allocation of small grants to Community Facilities Projects

* Jointly with Greater Dartmoor LEAF

2.3.2 Funds invested up to end October 2009

So far South Devon Coastal LAG has agreed to fund 9 projects. In total just over £237,000 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 £1,260,000.

To date the funded projects have claimed down over £42,000 of RDPE funding.

The pipeline of projects is developing and intend to progress steadily with allocation of the funds, and with supporting projects to become live and start delivering outcomes over the forthcoming year.

2.3.3 Funding By Strategic Objective

We have just carried out a review of the programme to date, and the South Devon Coastal LAG has decided to make the following adjustments to the funding allocated to each strategic objective.

Move £100,000 from 3.1 to 1.1

Rationale: There is more flexibility under priority 1.1 to support business projects, and this could still cover activity that was planned for 3.1. This alteration makes the funding pots more flexible to respond to project ideas they come forward. It also rebalances the funding between strategic aims.

Combine 3.3 and 3.4 as a single priority and reduce the combined pot by £50,000, which could be moved to 2.1

Rationale: There has been very slow take up of strategic aim 3, and of all the priorities, 3.3 and 3.4 are the most similar. The demand for 2.1 is considerably higher (the CFF will be considering bids for £50,000 at their first meeting (13/10/09), with many more in the pipeline). This adjustment helps to move the funding to where it is most needed, and most likely to be spent.

Move £50,000 from 1.2 to 4.1

Rationale: There is little project activity under development for priority 1.2. By moving £50,000 into 4.1 (which is already well committed), this would accommodate the entire enablement fund of £75,000 and would ease the complexities of this small grants fund.

The result of these changes is shown below:

Priority	Total Pot	Committed at 31/10/09	Ring-fenced for Small Grants	Funds Left	Change to Total Pot	Funds Left After Change
1.1	£200,000	£24,977	£100,000	£75,023	£300,000	£175,023
1.2	£100,000	£-	£-	£100,000	£50,000	£50,000
2.1	£200,000	£70,289	£100,000	£29,711	£250,000	£79,711
2.2	£50,000	£-	£-	£50,000	£50,000	£50,000
2.3	£150,000	£55,405	£-	£94,595	£150,000	£94,595
2.4	£150,000	£-	£-	£150,000	£150,000	£150,000
3.1	£200,000	£-	£-	£200,000	£100,000	£100,000
3.2	£100,000	£-	£-	£100,000	£100,000	£100,000
3.3	£100,000	£-	£-	£100,000	£150,000	£150,000
3.4	£100,000	£-	£-	£100,000	£-	£-
3.5	£100,000	£60,000	£-	£40,000	£100,000	£40,000
4.1	£60,000	£26,650	£75,000	-£41,650	£110,000	£8,350
TOTAL	£1,510,000	£237,321	£275,000	£997,679	£1,510,000	£997,679

2.4 Aims and Objectives of the Programme

2.4.1 Table 1 Strategic Objectives and Outcome

Strategic objectives	Indicator	Baseline position	Checkpoints	Target position 2013	Evidence	Notes on objectives
Linking And Adapting Businesses For Improved Economic Performance	Activities					
	No of businesses benefitting from support:	0	Annual	4)	Sector specific interventions in line with Local Development Strategy
	• Agricultural (diversification support)	0	Annual	10) Project	
	• Tourism	0	Annual	50) reports	
	• All sectors	0	Annual	50)	Integrated approach to sector regeneration, linking economic and environmental approaches Increased local sourcing and strengthened supply chain More highly skilled workforce
	No of businesses benefitting from improved distribution and supply chain initiatives)	
	No of businesses getting involved in Green Tourism initiatives	0	Annual	25)	
	Number of businesses developing environmental policies	0	Annual	30) Project reports	
	No of workers benefitting from skills training	0	Annual	30)	
	No of workers gaining formal qualifications	0	Annual	10)	
Outcomes						
Proportion of businesses experiencing difficulties finding staff with suitable skills)	Skills meeting business needs
Proportion of businesses reporting skills shortages as a constraint on growth	TBC	Programme end	TBC)		
Proportion of businesses having an environmental policy	TBC	Programme end	TBC) Survey ⁴	Fewer constraints on business growth Greater awareness of the environment	
	TBC	Programme end	TBC)		

⁴ The baseline survey measurements will be 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
Sustaining Communities through Community Enterprise and Linked Service Provision	Activities No of communities benefitting from multi-purpose facility development:					
	• Enhancement / refurbishment	0	Annual	10)	Developing sustainable local facilities that deliver a range of services and reduce the need for transportation
	• New build	0	Annual	2)	
	No of community facilities developing Equal Opportunities policies	0	Annual	5) Project reports	Cross cutting themes of equal opportunities, the environment and healthy living promoted at community level
	No of community groups / social enterprises benefitting from support	0	Annual	10)	
	No of community facilities developing environmental plans	0	Annual	10)	
	No of new recycling / waste reduction initiatives	0	Annual	5)	Development of improved transport services for communities with limited facilities
	No of new local transport initiatives	0	Annual	3)	
No of healthy recreation initiatives	0	Annual	3)		
Outcomes Proportion of communities with multi-purpose facilities	TBC	Programme end	TBC	Survey ⁵		
Marketing and Sustaining the Area's Unique Selling Points	Activities No of initiatives to:					
	• Improve countryside maintenance	0	Annual	2)	An integrated series of initiatives to coordinate and enhance the tourism offer, extending the season and maximising the economic and social potential of the natural environment
	• Diversify the tourism offer	0	Annual	2)	
	• Take a strategic approach	0	Annual	1) Project reports	
	• Promote alternative energy sources	0	Annual	2)	
	• Promote the area's unique natural heritage and culture	0	Annual	2)	
	• Improve countryside access	0	Annual	2)	
	• Extend the tourism season	0	Annual	2)	

⁵ Baseline survey figures will be obtained from CCD. Future surveys are dependent on being able to obtain funding to review the situation.

Strategic objectives	Indicator	Baseline position	Checkpoints	Target position 2013	Evidence	Notes on objectives
	Outcomes Proportion of local people in permanent jobs (rather than seasonal/temporary)	TBC	Programme end	TBC	ONS ⁶	Results reflected in employment landscape
Building the Capacity to Deliver Rural Development Locally	Activities An integrated approach to <ul style="list-style-type: none"> • Project development • Local strategy development Facilitation of networking events Encouragement of collaborative working Local people with enhanced skills	0 0 0 0 0	Annual Annual Annual Annual Annual	7 2 5 20 20) Project) reports) Internal) records)	Using the enablement fund to encourage cooperative and integrated working Identifying opportunities to facilitate networking between organisations / projects Training events to increase skills to deliver local regeneration

⁶ To be obtained from published statistics from the Office for National Statistics. Note: These may only be available for the whole of the South Hams.

2.5 Activities

2.5.1 Table 2a Activities – Costing

Funding Profile – RDPE £ by measure		2008-9	2010	2011	2012	2013	Total
Measure							
311	Diversification	£-	£10,000	£20,000	£-	£-	£30,000
312	Business creation and development	£3,000	£52,000	£45,000	£100,000	£100,000	£300,000
313	Encouragement of tourism activities	£5,000	£50,000	£70,000	£75,000	£100,000	£300,000
321	Basic services for the economy and rural population	£51,000	£49,000	£50,000	£50,000	£75,000	£275,000
322	Village renewal and development	£-	£50,000	£50,000	£50,000	£75,000	£225,000
323	Conservation and upgrading of the rural heritage	£-	£-	£50,000	£75,000	£75,000	£200,000
331	Training and information	£4,000	£26,000	£20,000	£30,000	£40,000	£120,000
421	Co-operation activity	£-	£-	£20,000	£30,000	£-	£50,000
431	Running costs, skills acquisition, facilitation/animation	£75,000	£75,000	£75,000	£45,000	£30,000	£300,000
	Total	£138,000	£312,000	£400,000	£455,000	£495,000	£1,800,000

2.5.2 Assumptions

These estimates are based on the current known projects and likely expenditure on these projects in 2009 and 2010. Added to this are estimates of future activity. The reallocations outlined above are accommodated in this profile.

2.5.3 Table 3 Funding Profile

Measure	Fund	2010						2011	2012	2013	Total	% of Fund
		Spent 2008-9	Jan - Mar 10	Apr - Jun 10	Jul - Sep 10	Oct - Dec 10	Total					
311	RDPE	0	0	0	0	10000	10000	20000	0	0	30000	2%
	Private	0	0	0	0	5833	5833	11667	0	0	17500	
	Public	0	0	0	0	17500	17500	35000	0	0	52500	
	Total	0	0	0	0	33333	33333	66667	0	0	100000	
312	RDPE	3,000	5200	10400	15600	20800	52,000	45,000	100,000	100,000	300,000	17%
	Private	750	1300	2600	3900	5200	13000	11250	25000	25000	75,000	
	Public	2250	3900	7800	11700	15600	39000	33750	75000	75000	225,000	
	Total	6000	10400	20800	31200	41600	104000	90000	200000	200000	600,000	
313	RDPE	5,000	5000	10000	15000	20000	50,000	70,000	75,000	100000	300,000	17%
	Private	1250	1250	2500	3750	5000	12500	17500	18750	25000	75,000	
	Public	3750	3750	7500	11250	15000	37500	52500	56250	75000	225,000	
	Total	10000	10000	20000	30000	40000	100000	140000	150000	200000	600,000	
321	RDPE	51,000	4900	9800	14700	19600	49,000	50,000	50,000	75,000	275,000	15%
	Private	19125	1838	3675	5513	7350	18375	18750	18750	28125	103,125	
	Public	57375	5513	11025	16538	22050	55125	56250	56250	84375	309,375	
	Total	127500	12250	24500	36750	49000	122500	125000	125000	187500	687,500	
322	RDPE	0	5000	10000	15000	20000	50,000	50,000	50,000	75000	225,000	13%
	Private	0	1250	2500	3750	5000	12500	12500	12500	18750	56,250	
	Public	0	3750	7500	11250	15000	37500	37500	37500	56250	168,750	
	Total	0	10000	20000	30000	40000	100000	100000	100000	150000	450,000	
323	RDPE	0	0	0	0	0	0	50,000	75,000	75,000	200,000	11%
	Private	0	0	0	0	0	0	12500	18750	18750	50,000	
	Public	0	0	0	0	0	0	37500	56250	56250	150,000	
	Total	0	0	0	0	0	0	100000	150000	150000	400,000	

		2010										
331	RDPE	4,000	2600	5200	7800	10400	26,000	20,000	30,000	40,000	120,000	7%
	Private	1000	650	1300	1950	2600	6500	5000	7500	10000	30,000	
	Public	3000	1950	3900	5850	7800	19500	15000	22500	30000	90,000	
	Total	8000	5200	10400	15600	20800	52000	40000	60000	80000	240,000	
421	RDPE	0	0	0	0	0	0	20,000	30,000	0	50,000	3%
	Private	0	0	0	0	0	0	2500	3750	0	6,250	
	Public	0	0	0	0	0	0	7500	11250	0	18,750	
	Total	0	0	0	0	0	0	30000	45000	0	75,000	
431	RDPE	75,000	18750	18750	18750	18750	75,000	75,000	45,000	30000	300,000	17%
	Private	0	0	0	0	0	0	0	0	0	0	
	Public	0	0	0	0	0	0	0	0	0	0	
	Total	75000	18750	18750	18750	18750	75000	75000	45000	30000	300,000	
Total	RDPE	138,000	41,450	64,150	86,850	119,550	312,000	400,000	455,000	495,000	1,800,000	100%
	Private	22,125	6,288	12,575	18,863	30,983	68,708	91,667	105,000	125,625	413,125	
	Public	66,375	18,863	37,725	56,588	92,950	206,125	275,000	315,000	376,875	1,239,375	
GRAND TOTAL		226,500	66,600	114,450	162,300	243,483	586,833	766,667	875,000	997,500	3,452,500	

2.5.4 Assumptions

Inflation has been included at 3% per year.

The figures are net of VAT as South Hams District Council can reclaim VAT.

Other funding is based on informed estimates, but is as yet unconfirmed.

2.5.5 Table 4 Outputs

Code	Measure	Output Indicators	2009	2010 Targets:					2011	2012	2013	TOTAL
				Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Total 2010				
311	Diversification into non agricultural activities	Number of beneficiaries					1	1	3			4
		Total volume of investments (£m)					0.01	0.01	0.02			0.03
312	Business creation and development	Number of micro enterprises supported/created			2	3	5	10	10	10	10	40
313	Encouragement of tourism activities	Number of new tourism actions supported				2	1	3	2	2	3	10
		Total volume of investments (£m)	0.00	0.01	0.01	0.01	0.02	0.05	0.07	0.08	0.10	0.30
321	Basic services for the economy and rural population	Number of supported actions				1	1	2	1	1	2	6
		Total volume of investments (£m)	0.05	0.01	0.01	0.01	0.02	0.05	0.05	0.05	0.08	0.28
322	Village renewal and development	Number of villages where actions took place			1		1	2	2	2	4	10
		Total volume of investments (£m)		0.01	0.01	0.01	0.02	0.05	0.05	0.05	0.07	0.22
323	Conservation and upgrading of the rural heritage	Number of rural heritage actions supported						0	10	15	15	40
		Total volume of investments (£m)						0	0.05	0.07	0.08	0.20
331	Training and information	Number of beneficiaries		5	5	10	10	30	50	70	50	200
		Number of days of training received by participants		5	5	15	15	40	80	100	80	300
421	Co-operation activity	Number of supported co-operation projects						0	1	2	3	6
		Number of cooperating LAGs						0	1	2	3	6
431	Running costs, skills acquisition, facilitation/animation	Number of actions supported				2	3	5	5	10	10	30

2.5.6 *Table 5 Milestones*

Key Event	Date Achieved
Funding decision meetings	Monthly
Sub group meetings	Bi monthly
Celebration of first successfully completed project	Jan 2010
Host regional LAG manager event (jointly with Greater Dartmoor LEAF)	Apr 2010
Start programme of project evaluations	Apr 2010
Review allocation of funds between priorities	Jun 2010
Consultation forum	Oct 2010
Prepare third delivery plan	Oct 2010
LAG approval of third delivery plan	Nov 2010

2.5.7 Table 6 Risk Analysis

Risk	Likelihood	Impact	Mitigation
Legal			
Ineligible expenditure is incurred	Low	Medium	Inception meeting with project managers 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 South Devon Coastal LAG 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.
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	Low	Med	Robust application/appraisal process

impact on equalities			
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.
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 South Devon Coastal LAG. Use communication channels to publicise any changes.
Rise in inflation	Medium	High	Build flexibility and cost increase into funding allocation.

3. Governance

3.1 The Partnership Structure

The Local Action Group is a multi-sectoral partnership comprising:

- Local Action Group management team
- Local Action Support Group
- Delivery Body
- Accountable Body

A Service Level Agreement is in place between the interested parties.

3.2 The Management Team

Our Management Team brings together a wide range of backgrounds, skills, contacts and relevant programme management expertise, representing the public, private and voluntary sectors and experience of economic, environmental and community development work.

Voting Partners	Sector
Kingsbridge Area Partnership Representative: Alan Stapleton	Multi-sector Partnership (MCTI Group)
South Hams District Council (Accountable Body) Representative: Councillor Roger Croad	Public (Local Authority)
Kingsbridge Area Partnership Representative: Peter Sandover	Multi-sector Partnership (MCTI Group)
South Devon AONB Representative: Robin Toogood	Public Sector (AONB Partnership)
Kingsbridge Information Centre Representative: Amanda Bloomer	Private Sector (Limited company)
South Hams Council for Voluntary Services Representative: Jill Davies	Voluntary Sector (Registered charity)
Stokenham Parish & Salcombe Town Councils Representative: Gill Claydon	Public Sector (Parish/town councils)
Dartmouth Chamber of Commerce Representative : Vacant	Private Sector (Business association)
Community Member Representative: Tony Watson	Private sector (Business association)
South Hams Agricultural Forum Representative: John Yeoman	Private sector (Business association)
Kingston Parish Council Representative: Judy Alloway	Public sector (Parish / town councils)
Private Sector Representative: Sara Downham-Lotto	Private Sector (Limited company)
Private Sector Representative: Cat Middle	Private Sector (Limited company)
Aveton Gifford Representative: Susan Mackechnie-Jarvis	Voluntary sector (Various bodies)

Other Non-Voting Members	
South Hams District Council Representative: Carol Trant	Public sector (Business association)
Devon Renaissance (Delivery Partner) Representative: Liz Abell	Private sector (Regeneration Company)

The Management Group is currently working towards becoming a Community Interest Company and has had advice from Co-Active on how to achieve this. Draft documents outlining the proposed constitution have been prepared and a sub group is working on the development of this.

3.3 Wider LAG Membership

In addition to the core partners forming the management team, our Local Action Group also comprises a wider circle of supporting member organisations. The role of the support group is to ensure that the LAG Management Group is well rooted within the local communities and that the Local Development Strategy and actions reflect local community priorities. The support group will become formal members of the Community Interest Company when the LAG becomes incorporated.

It will act as a reservoir of expertise and a source of new Management Team members. It provides direct links to a large number of partnerships and through them to their wider memberships. Many members of the wider LAG have been trained and carry out project appraisals.

The principal partnerships involved are:

- The Area of Outstanding Natural Beauty Partnership
- Devon Rural Network
- Market and Coastal Town Initiatives
- South Hams Strategic Partnership
- A wide range of business associations

3.4 The Delivery Body

The Delivery Body is Devon Renaissance, who employ the staff to deliver the programme, and who have set up and administer all the systems and processes for delivery.

The staffing includes programme management (shared with Greater Dartmoor LEAF), a dedicated Project Development Worker based in Kingsbridge, and administration support.

Devon Renaissance also works closely with the other LAGs in Devon and supports the Isles of Scilly LAG, optimising sharing of knowledge and experiences, and providing opportunities for cross border work.

3.5 The Accountable Body

The Accountable body is South Hams District Council, who are responsible for financial probity and the financial claims for the programme. This will include cash-flowing the programme to enable projects to spend in a timely way. South Hams District council will also oversee the activity of the LAG and will retain a voting place on the LAG for its lifetime.

3.6 LAG Sub-Groups

In order to support the running of the programme, the following sub-groups have been set up:

3.6.2 Constitution Sub Group

This group was set up to develop the Terms of Reference and the Constitution for the Local Action Group, and for driving forward the incorporation of the LAG as a

CIC. As the work is task and finish, the ongoing need for the group will be reviewed once the CIC is established.

The membership of this group is as follows:

Name	Organisation
Carol Trant	South Hams District Council
Gill Claydon	Stokenham Parish Council and Salcombe Town Council
John Yeoman	South Hams Agricultural forum
Amanda Bloomer	Kingsbridge Information Centre

3.6.3 *Communications Sub-Group*

The Terms of reference for the group are (as agreed at Management Team meeting 16/2/09):

1. The sub-group will:
 - a) Develop and update the communication strategy as required
 - b) Monitor the **effective operation** of the communication strategy
 - c) Monitor the **effectiveness** of the communication strategy
 - d) Advise the Management Team on communication matters
2. The Management Team will approve the communication strategy.
3. The communication sub-group will making decisions and take actions within the agreed strategy and report back to the Management Team.
4. The communication sub-group will meet quarterly with additional meetings as and when appropriate or necessary.
5. The secretariat for the communication sub-group (circulation of agendas, minutes and practical arrangements) will be provided by the Project Officer.
6. The membership of the project sub-group will be as determined by the Management Team.
7. The communication sub-group will appoint a chairman annually.
8. The communication sub-group will appoint a secretariat annually.
9. The terms of reference and status of the communication sub-group may only be altered by the Management Team.

The membership of this group is as follows:

Name	Organisation
Carol Trant	South Hams District Council
Tony Watson	Marine Sector
John Yeoman	South Hams Agricultural forum
Amanda Bloomer	Kingsbridge Information Centre
Cathy Heath	Devon Renaissance

3.6.4 Project Sub-Group

The role of the group is to provide three key functions; monitoring project activity against the programme spend profile; policy issues on projects and problem solving (e.g. considering setting up delegated grants fund where multiple small applications are submitted on one theme); and initial consideration of large / controversial / risky project outlines to determine if they should be invited to complete a full application.

The membership of this group is as follows:

Name	Organisation
Robin Toogood Chair	South Devon AONB
Alan Stapleton	Kingsbridge Area Partnership
Carol Trant	South Hams District Council
Jill Davies	South Hams CVS
John Yeoman	South Hams Agricultural forum
Peter Sandover	Kingsbridge & Salcombe Area Partnership
Liz Abell	Devon Renaissance
Cathy Heath	Devon Renaissance

3.6.5 Community Facilities Fund Sub-Group

The Terms of reference for the group are:

- 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 South Devon Coastal LAG Management Team

Membership of the CFF PSG:

Sector	Individual	Organisation
Voluntary	Jill Davies (Chair)	South Hams Community & Voluntary Service (CVS)
Public	Gill Claydon	Parish Clerk
Public	Liz Davey	South Devon Area of Outstanding Natural Beauty (AONB)
Public	Amanda Harvey	South Hams District Council (SHDC)
Private	Stuart Watts	Aune Conservation Association
Private	Judy Alloway	South Devon Coastal LAG Management Team
Private	Trevor Rendle	
Private	Brian Lavender	
Private	John Yeoman	South Devon Coastal LAG Steering Group Management Team
Private / Voluntary	Liz Hitchins	Brixton Parish Council
Non-voting Project Officer	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 South Devon Coastal Local Action Group 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 South Devon Coastal Local Action Group Management Team and must supply progress reports as requested.

Governing Document:

The contents of this document should be reviewed annually.

3.6.6 Enablement Fund Sub-Group

The Terms of reference for the group are:

- To set the strategic direction of the Enablement Fund
- 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 South Devon Coastal LAG Management Team

Membership of the EF PSG:

Sector	Individual	Organisation
Private	Peter Sandover (Chair)	South Devon Coastal LAG Management Team/KAP
Public	Gill Claydon	Stokenham Parish Clerk/Salcombe TC
Private	Alan Stapleton	KAP
Private	Brian Lowe	KAP
Private	Gareth Steventon	Commercial sector
Private	Andrew Rathbone	Construction/consultancy
Private	Bruce Fletcher	Commercial sector
Private	Richard Luttmann	Commercial sector
Public	Jim Romanos	KTC
Non-voting Administrator (s)	Matt Parkins Cathy Heath (Minutes)	Devon Renaissance

It is acknowledged that the EF PSG 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 EF Project Officer/Chair. 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 EF Project Officer/Chair.

Frequency of Meetings:

The EF PSG 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 EF Project Officer and circulated to the EF PSG.

Appointment of the Chair:

The Chair will be appointed by the South Devon Coastal Local Action Group Management Team. If the Chair is unable to attend a meeting another member of the EF PSG will be co-opted. Should the Chair wish to resign, notification should be provided in writing to the EF Project Officer.

Quorum:

The quorum for PSG 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 EF PSG 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 EF PSG Members:

EF PSG members should:

- Regularly attend meetings of the EF PSG. Members will be removed from the EF PSG 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 EF PSG is responsible to the South Devon Coastal Local Action Group Management Team and must supply progress reports as requested.

Governing Document:

The contents of this document should be reviewed annually.

3.6.7 Business Development Fund Sub-Group

The draft Terms of reference for the group are below, and are due to be signed off at the inaugural meeting of the group, scheduled for January 2010

Responsibilities:

- To set the strategic direction of the Business Growth and Diversification Small Grant Scheme
- 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 SDC LAG Management Team

Group Structure

- The BGD Steering group is the decision making group for this scheme
- Group Membership – at least 10 and maximum 15 voting members, a minimum of 2 from the Local Action Group with additional expertise, supported by Devon Renaissance staff. At least five members must be private sector representatives.
- Panel Selection – Selection will be made by the LAG Chair, Vice-Chair and programme manager. Preferred skills –2 members with environmental knowledge; 2 members with accountancy background; 4 members running a small business.

Membership of the BGD Steering Group

Sector	Individual	Organisation
Public	Carol Trant (Chair)	SDC LAG / SHDC
Private	John Yeoman	SDC LAG / South Hams Agricultural Forum
Private	Andrew Rathbone*	Landscape consultancy
Private	Jain Bennet	Kingsbridge Creamery / Kingsbridge and Salcombe Chamber of Commerce
Private	Burda Gage	Retired Retail Business/ Modbury TIC
Private	Steve Manchip	Chairman Coleridge Bus/ Retired banker
Private	Richard Foss	Farmer/ South Devon AONB Partnership member
Private	Sue MJ	South Devon Coastal LAG Management Team / solicitor
Private	Tony Watson	SDC LAG / retired marine business
Private	David Shephard	Devon Policy chairman of the FSB/ Book keeping Services (Devon) Ltd
	Jim Fowler*	
Non-voting Administrator (s)	Cathy Heath	Devon Renaissance

* To be confirmed

It is acknowledged that the BGD Steering Group 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 Project Officer/Chair. 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 BGD Project Officer/Chair.

Frequency of Meetings:

The BGD Steering Group 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 Project Officer and circulated to the BGD Steering Group. Panel Meeting Minutes – will contain the Panel’s rationale for their recommendations.

Appointment of the Chair:

The Chair will be appointed by the South Devon Coastal Local Action Group Management Team. If the Chair is unable to attend a meeting another member of the BGD Steering Group will be co-opted. Should the Chair wish to resign, notification should be provided in writing to the Project Officer.

Quorum:

The quorum for the BGD Steering Group meeting will be four, at least 2 of whom must be from the private sector. 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 BGD Steering Group 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 BGD Steering Group Members:

BGD Steering Group members should:

- Regularly attend meetings of the BGD Steering Group. Members will be removed from the BGD Steering Group 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 BGD Steering Group is responsible to the South Devon Coastal Local Action Group Management Team and must supply progress reports as requested.

Governing Document:

The contents of this document should be reviewed annually.

3.6.8 *Management Team Recruitment Sub-Group*

As and when required, the Management Team Recruitment Group assess applications from additional group members and make recommendations to the Management Team as to who should be invited to join the group.

The membership of this group is as follows:

Name	Organisation
Robin Toogood	South Devon AONB Partnership
John Yeoman	South Hams Agricultural forum
Judy Alloway	Kingston Parish Council

3.6.9 *Evaluation and Feedback Assessor*

It has been agreed that one member of the Local Action Group should be responsible for dip sampling projects for feedback on their experience of South Devon Coastal LAG.

This will begin shortly and continue into 2010, and the feedback will be shared with the management team to help improve standards. Currently, the nominated management team member is Judy Alloway (Kingston Parish Council).

4. Delivery Arrangements and Processes

4.1 Learning and Skills Development

South Devon Coastal LAG already benefits from a wide range of skills which have been developed during 2008-9 through training in the detail and processes involved in running the programme, and through taking advantage of the 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 has been devised and will be 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.

South Devon Coastal LAG staff attend regional LAG events throughout the year to share experience to learn of good practice elsewhere.

4.2 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 South Devon Coastal LAG.

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.

4.3 Communications Strategy

4.3.1 Strategy Statement

This Strategy covers:

- The LAG's aims in terms of communications
- Target Stakeholders
- Methods of communication available to the LAG
- Measuring performance in communication

This strategy will support and promote the South Devon Coastal Local Action Group – communication, consultation and openness.

4.3.2 *Introduction*

South Devon Coastal Local Action Group believes that effective communication is central to understanding community needs and aspirations, delivering successful community projects, ensuring openness and transparency, and communicating best practice to the LAG area.

Effective communication will encourage confidence in the LAG and can directly help further the LAG's vision and objectives both internally and externally.

Communication needs to inform businesses and communities within the area of funding availability, how to apply and processes to follow.

Effective communication should provide simple clear messages of the role of the LAG within the community.

The SDCLAG believes it should aim to create a dynamic and continuous two-way dialogue with businesses and the community as an essential part of delivering the external funding programme.

Effective communication involves the whole mix of communication techniques that the LAG can employ to project its image and messages.

Good communication needs to be acknowledged as the responsibility of all Management Team members, the wider LAG forum, delivery partners and the accountable body.

4.3.3 *Background*

Strategic Aims

1. Linking and adapting businesses for improved economic performance
2. Sustaining communities through community enterprise and linked service provision.
3. Marketing and sustaining the area's unique selling points
4. Building the Capacity to Deliver rural development locally

4.3.4 *Aim of good communication with SDCLAG*

1. To know the key stakeholders, partners and audiences and how to reach them.
2. To communicate timely and accurate information in a way that is appropriate to specific stakeholders so that they feel well informed.
3. To raise the LAG's profile and to raise awareness of the LAG's function.
4. To take credit for the projects the SDCLAG provides and for the major projects it is facilitating.
5. To raise awareness of our core key messages, priorities and themes among all stakeholders.
6. To build the LAG's reputation so it is seen as a credible organisation both within and beyond the local community.

4.3.5 *Key principles guiding SDCLAG communications*

1. To communicate with openness, integrity and honesty
2. To have a planned and proactive approach
3. Adhere to the agreed communications strategy (as approved by the Management Team)

4.3.6 *Stakeholder Analysis*

- Wider LAG membership
- Local businesses

- The community within the South Devon Coastal area
- Partners, eg, business sector groups, community groups, town and parish councils, South Devon AONB and district council
- Delivery Partner
- Accountable Body
- Media – local, regional, national and specialist
- Other organisations including voluntary / third sector
- Inward investors and businesses outside of the LAG area
- South West Regional Development Agency

4.3.7 *Internal Communication*

All marketing communications should be integrated. Internal communications should not be considered in isolation – rather internal and external communications should be coherent, consistent and integrated. When considering the external communications campaign, officers should also consider the need for internal communication.

4.3.8 *Consultation*

The way in which the LAG consults can contribute positively or negatively to the SDCLAG reputation and community understanding of the LAG and its role. The Consultation Strategy will consider this.

4.3.9 *Methods of Communication*

The South Devon Coastal LAG will aim to employ all elements of the marketing communications mix to develop an integrated programme of communications. These methods include:

- PR/Media Relations
- Direct marketing contact – letters, telephone calls
- Media channels – website, email
- Exhibitions, events, quarterly open forums – SDCLAG owned or sponsored events, consultation
- Advertising
- Printed material – South Devon Coastal newsletter, Devon Rural Voice, Parish magazines, leaflets, brochures, agendas, minutes
- Press releases – taking credit for grant funded projects
- Local radio contacts – interviews and open on air discussion
- Personal contact – of members of the LAG, wider forum and the many different business and community stakeholders

4.4 **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

4.5 Strategic Links

4.5.1 *(Convergence and) Competitiveness Programmes*

We follow developments of the programme as it progresses and endeavour to align activity wherever possible.

There are no opportunities for match funding projects as the funding is from the same source, however, the overall focus of the programme fits well with the identified measures and activities for this LAG. There should be opportunities to share experiences and to plan developments strategically in line with competitiveness funded activity.

4.5.2 *Local Area Agreement and LSP*

The SDCLAG will make a valuable contribution to delivering LAA outcomes especially within the Safer & Stronger Communities block and the Economy Block. Specifically Local Area Agreement outcomes: 4, 8, 9, 14, 15, 16, 17, 18, 20 and 25⁷.

As part of the Local Area Agreement, we will contribute directly to the Devon Economic Strategy, published by the Devon Economic Partnership in 2008 sets the direction and framework for the economic development of the County until 2015, as follows:

Devon Economic Strategy priorities	SDCLAG Strategic Aims
Achieving sustained investment in business infrastructure and communications	Strategic Aim 1
Tackling lack of work/limited opportunities and economic exclusion and disadvantage	Strategic Aim 2
Developing and harnessing skills to achieve a competitive economy	Strategic Aim 1
Encourage business start-up & growth by promoting enterprise and improving productivity through promotion of innovation and development of the knowledge economy	Strategic Aim 1
Developing Devon's identity as England's "greenest county"	Strategic Aim 3

4.5.3 *SWRDA Objectives*

Through the presence of a representative of the RDA at every LAG meeting, the latest policy and objectives will be fed into the LAG. This is an essential component to ensure that the programme supports SWRDA activity wherever possible.

4.5.4 *Growth Towards a Zero-Carbon Investment Programme*

The appraisal process incorporates an independent expert environmental appraisal for every project that is funded. This focuses on minimising negative environmental impact and maximising positive impact, with the ultimate objective of working towards carbon neutrality at programme level. The main elements of the appraisal process are as follows:

- Protecting and enhancing the environmental assets of the region
- Increasing resource efficiency

⁷ Details of the outcomes can be found on www.devonsp.org.uk

- Taking advantage of the opportunities offered by the environmental sector of the economy
- Increasing awareness of the importance of the environment
- Policies and links

These themes can be developed and adjusted in line with decisions made at regional level to ensure that the environmental appraisal reflects the latest strategies.

4.5.5 *Devon Sustainable Community Strategy*

The Sustainable Community Strategy is the overarching plan for promoting and improving the well being of everyone in Devon. The Sustainable Community Strategy is the long term vision for Devon with key priorities and outcomes planned for the next ten years. The vision is: *"We want Devon to be England's greenest county with strong local communities that are prosperous and welcoming with an excellent quality of life and a sustainable future"*

The SDCLAG objectives will contribute to the following SCS priorities:

Devon Sustainable Community Strategy Priorities	SDCLAG Strategic Aims
Supporting our County's world class environment, our built environment and cultural heritage to improve the look and feel of the places where we live	Strategic Aim 3
Working to ensure strong prosperous and inclusive communities with a sustainable and vibrant future	Strategic Aim 2
Create the conditions to enable Devon to have a strong and growing economy, ensuring maximum opportunities area available for everyone to contribute and benefit from it	Strategic Aim 1

The SDCLAG Aims also contribute to the Devon Sustainable Community Strategy Cross Cutting Themes around Diversity, Accessibility and Climate Change.

4.5.6 *Devon Rural Strategy*

The Devon Rural Strategy identifies five priority issues that have emerged from the evidence base (Rural Devon Profile 2006) and a SWOT analysis. The SDCLAG aims will contribute in the following way:

Devon Rural Strategy priority issue	SDCLAG Strategic Aims
Accessibility	Strategic Aim 2
Community Self-Confidence	Strategic Aim 2
Environment & Climate Change	Strategic Aim 3
Rural Business & Productivity	Strategic Aim 1

4.5.7 *South Hams Sustainable Community Strategy 2007-2011/South Hams Prosperity Strategy 2006/2011*

The Community Strategy⁸ lays out priorities to which the partners of the Local Strategic Partnership have committed themselves. The LAG programme fits well with the three key themes of the environment, economy and community and meets the overarching objective of sustainable development. Details of how the

⁸ http://www.southhams.gov.uk/index/residents_index/ksp-community-support/sp-council-strat_community.htm

fit is achieved with two of the four key priority themes in the strategy particularly are:

Competitive Local Economy. By working together, partners aim to:

- Create the conditions for new and innovative businesses to develop, such as access to start-up units and support to social enterprises;
- Encourage business practices that protect the environment, and promote the benefits for local business in managing their environmental impact, such as supporting the take-up of 'Green Tourism', local purchasing initiatives and the improved use of technology, thereby limiting contribution to climate change;
- Remove barriers to employment, such as improving transport options to work for young people and the provision of childcare;
- Develop links between employers and learning providers in order to increase availability of, and access to, higher level and vocational skills.

Community Vibrancy. By working together, partners aim to:

- Increase physical and electronic access to key services and advice, including health and housing issues, transport options and travel information, for all groups in society, particularly in isolated areas;
- Provide opportunities for, and encourage, walking, cycling, and other outdoor leisure and recreation, to increase levels of physical activity and improve health;
- Support opportunities for increasing community activity and volunteering in our communities, particularly amongst young people.

4.5.8 *Market and Coastal Town Initiative Plans*

The 20 parishes making up the central part of the Area are covered by the MCTI Community Action Plan published in December 2003 by the Kingsbridge-Salcombe Area Partnership. The following Priorities were identified by Kingsbridge-Salcombe Area Partnership:

- Economy and Jobs – develop links between producers and consumers locally, extend the tourism season and link with green tourism initiatives;
- Environment – promote the benefits of local food produced by environmentally sustainable farming, develop renewable energy opportunities;
- Health and Social Issues – address social needs of older and disadvantaged people;
- Redevelopment of Kingsbridge Quay – develop a new community centre, develop a Visitor Centre in Kingsbridge;
- Sport – Football pitch provision;
- Transport – flexible transport for villages west of Kingsbridge.

The six coastal parishes making up the eastern part of the Area are covered by the Dartmouth & District MCTI. Their Community Plan was published in June 2004 and reviewed in March 2007, and the following priorities were highlighted in the review:

- Indoor Swimming Pool
- Inshore Lifeboat (in progress)
- Children's Centre
- St Barnabus Prospect Centre – with a social enterprise restaurant
- Regeneration Old Market Square

- Dart Business Development
- Public Transport
- Small Craft Launch Slip
- Traffic and Parking
- Landscape Access

4.5.9 *Parish Plans*

Parish Plans have been prepared by the following parishes, with some of their key priorities identified:

- Stokenham (2004) – Business Units and Forum – Footpaths – Wildlife Habitat Survey
- Frogmore and Sherford (2005) – Affordable Housing for Local People – Light industrial units – Vegetable Growing
- East Portlemouth (2005) – Affordable Housing for Local People – Overhead Cables - Public transport
- Chivelstone (2005) - Affordable Housing for Local People – Environmental Stewardship - Bridleways
- Salcombe (2005) - Business promotion- Public Open Space
- South Pool (2005) – Footpaths – Siltation – Affordable Housing
- Malborough (2005) – Affordable Housing and Self Build – Youth Activities – Public transport
- Kingston (2008) – Energy Audit – Skatepark Access – Access to Coast path – Affordable Housing

4.5.10 *South Devon AONB Management Plan*

The AONB Management Plan 2009-2014 has just been published and identifies a wide range of actions and priorities under the management themes of natural environment, sustainable living and AONB management. There is a close link between the LAG Management Group and the AONB Partnership, ensuring that relevant AONB objectives can be picked up in the Local Development Strategy.

4.5.11 *The South West Regional Economic Strategy*

The South West Regional Economic Strategy for the period 2006-13 has placed competitiveness at the core of its purpose, making environment, innovation and skills the key drivers of the economy. In addition, business creation and enterprise are perceived as essential to achieving prosperity and the BSSP plays a key role in helping businesses to overcome barriers to growth. There is also a strong focus on partnership. It identifies eight sectors as priorities for development in the South West, of which three are of significance to the SDCLAG (food and drink, tourism, marine). Five other sectors are identified as a focus for specific activity to improve skills and the operation of an efficient labour market, while at the same time supporting overall regional economic growth. Four of these five skill-focused sectors are critical in the context of improving overall productivity in the SDCLAG. These are Retail, Health, Social Care and Engineering. Private investors have expressed the desire to set up assembling plants for import and export of electronics and white goods.

4.5.12 *Maintaining and Developing Strategic Links*

Each LAG member completes an assessment of their memberships of other groups, their skills and experience. This is used to construct a profile of the group and to ensure that appropriate linkages can be made into key strategies. These

group members are responsible for representing the LAG on their respective strategic groups and for reporting back to the LAG on updates from these groups. The mechanism for this is currently informal, but as the LAG develops over the next few months, standing items will be added to the agenda to ensure that the linkages are maintained and opportunities for development are explored. We are particularly interested in opportunities to pool resources and to avoid duplication so that the LAG funding stretches as far as possible.

Where there are gaps in this cross-membership system, new members will be sought. When LAG members leave the group, any memberships that were represented by them will be critical criteria for recruiting new members.

Further to this, the close working with other LAGs across the county provides the opportunity to obtain feedback on developments on strategies across a wider area. Through the shared resources that are being developed, the communication means are established to ensure that the LAG is kept up to date but can still concentrate on the local issues and local needs.

4.5.13 *Forward Strategy*

The creation of a structure to remain in situ as a management company post-programme – that of a Community Interest Company – is an important element of the exit strategy. By putting a CIC in place well before the programme end and involving the community within its operation, a vehicle is provided that will:

- acquire a track record in project management and associated protocols;
- establish relationships with other organisations (both within the LAG area and externally);
- establish a community pool of expertise, knowledge, interests and capacity;
- “bank” social capital assets which can be used for match/in-kind funding;
- offer a fit-for-funding profile acceptable to future funders;

There will, at that time, still be original members of the SDCLAG serving as directors on the CIC and their valuable experience will remain available to the community post-2013; however, through the capacity building exercises conducted during the programme term, there will also be a wider community pool of expertise and knowledge upon which the CIC can draw for the future to replace them.

Whilst there is no expectation of further financial support from either the current or similar source post-programme, some community initiatives may still require funding at that stage – perhaps latecomers to the programme whose projects are still in incubation; projects where feasibility studies conducted through the programme have established viability/sustainability seeking capital funding; or entirely new concepts which meet the eligibility criteria. In this latter respect it is envisaged that the CIC will operate the same or significantly similar eligibility standards as the programme, which will:-

- ensure continuity of the core principles and ethos of the programme as expressed by the community in the pre-programme public consultations;
- provide CIC members an established framework within which to operate;
- offer a readily identifiable process for new projects to assess whether they are fit-for-purpose/fit-for-funding;
- give comfort to alternative funders approached as the CIC will be demonstrating conformity with established and proven national parameters.

This exit route will leave the community, stronger, more engaged, more capable of capitalising on its assets, better able to combat threats to its stability, with a clearer sense of its unique identity, with a coherent voice, and with a brighter, more sustainable future, than at programme inception.