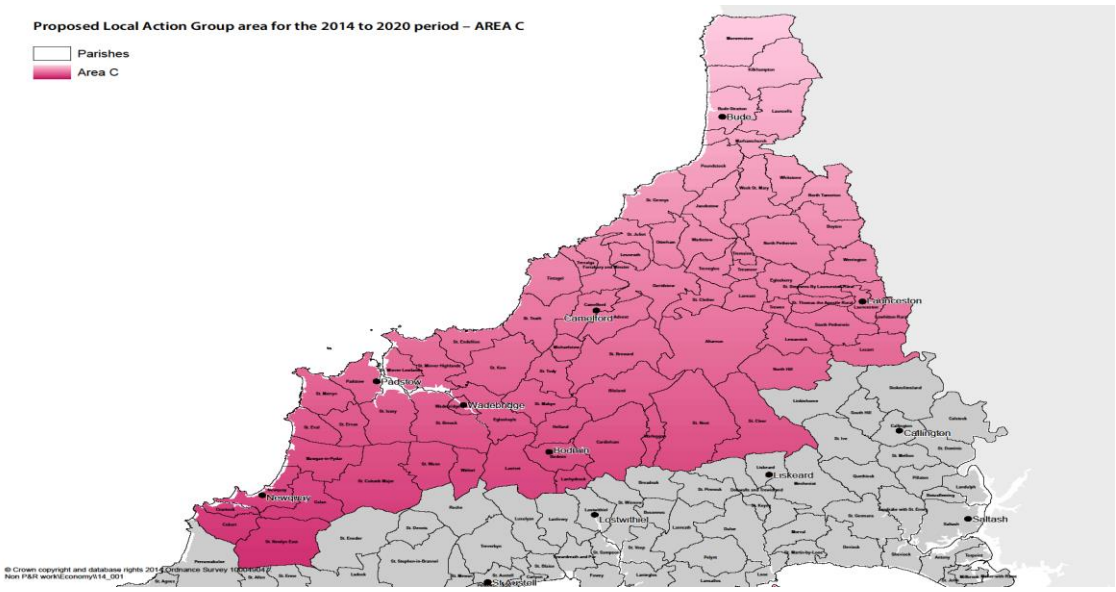
Local Development Strategy for LEADER 2015-2021 Atlantic and Moor Local Action Group



Signed on behalf of the Atlantic and Moor Local Action Group by:

James Platts **Date…3rd September 2014**
Shadow Chair

The Cornwall and Isles of Scilly Local Enterprise Partnership has put locally led economic development at the heart of its Strategic Economic Plan. This Local Development Strategy for LEADER funding in the Atlantic and Moor area is our contribution to delivering the LEPs overall objectives and should be considered as part of the overall Strategic Economic Plan and Growth Deal delivery framework for Cornwall and the Isles of Scilly.

For more information please contact:
Clare Leverton/Linda Emmett
CLLD and LEADER Transition Development Co-ordinators
Tyncroft House, South Wheal Crofty, Station Road, Pool, Redruth TR15 3QG
01209 611106

localaction@cornwalldevelopmentcompany.co.uk

This LDS has been produced with support from:

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1.0 The Local Action Group (LAG) Partnership

1.1 Membership

The Atlantic and Moor LEADER LAG (referred to as "AMLAG) is a new partnership comprised of volunteer members from the private, public and voluntary/community and social enterprise sectors. Whilst the National Delivery Framework for LEADER states that at least 50% of the votes in decisions on a LAG are from non-public authorities AMLAG aspires to achieve the recommendation made by the CLLD and LEADER Working Group[1] as this suggests equal representation across sectors (private, public and community/voluntary/social enterprise) – one third from each – in order to avoid bias towards any particular sector or view. Cornwall Council will be represented on the LAG through 3 nominated Councillors with officer support from a nominated Community Network Manager.[2]

It is vital that AMLAG has a balance of views and be truly representative of the area. To achieve this recruitment to AMLAG has been through open invitation, so as to draw members from a wide range of sectors with a broad spectrum of skills. Members need to be interested in achieving economic development through a local approach, and be passionate about the area, its people, communities, businesses, organisations, infrastructure and potential. Our members have been recruited through a range of activity listed below:

- attendance at consultation events
- requests made through networks and contacts
- promotion via talks, events, meetings and leaflets
- existing LAG members
- direct request to Cornwall Council for member representation

Members of the three existing LAGs funded by the Rural Development Programme for England during the 2007 to 2014 Programme period have been invaluable in maintaining continuity, by sharing their learning and providing details of the roles and the process to the people who have expressed an interest in joining the new LAGs. Many of these individuals have expressed an interest in being involved in future activity but the majority of expressions of interest received to date are from people new to the LEADER delivery approach. This mix will help to ensure new energy, impetus and focus without losing the benefit of experiences learned over the past few years. Those attracted to becoming a member of AMLAG have been required to complete a basic expression of interest form, giving contact details, sector represented and skills held. Details of the requirements of the role (a kind of 'job specification') were attached to this form so that any prospective member is aware of what they are signing up for. Informal meetings, including meetings with all 4 emerging Cornish LAGs, have also been held to build effective long term working relationships. Our membership, as of 3rd September 2014 is at 31 members.

Table 1 below identifies the spread of members who have joined our LAG to date. From this list we have identified that we have a reasonable even representation from across our area and from each sector. As we move forward we will consider any gaps in our skills base or representation as part of our evaluation activity.

[1] The CLLD and LEADER Working Group is made up of representatives of the existing Rural Development Programme for England 2007-2013 funded LAGs, the Cornwall and Isles of Scilly Local Enterprise Partnership, the Rural Cornwall and Isles of Scilly Partnership, Cornwall Council, Cornwall Chamber of Commerce, the Voluntary Sector Forum, Cornwall neighbourhoods for Change, Cornwall Wildlife Trust and Inclusion Cornwall. Its role has been to oversee the development work for LEADER to date. An inclusive approach was taken to identify emerging priorities for both CLLD and LEADER in each area, including both rural and urban areas**. NB: This LDS relates to LEADER only.** The Working Group will continue to support AMLAG in our formative stages and continue to assist us with our preparations for CLLD.

[2] To ensure balance a nominated representative of Cornwall Council can only sit on the LAG representing a public body.

Table 1 – LAG Membership (as at 3rd September 2014)

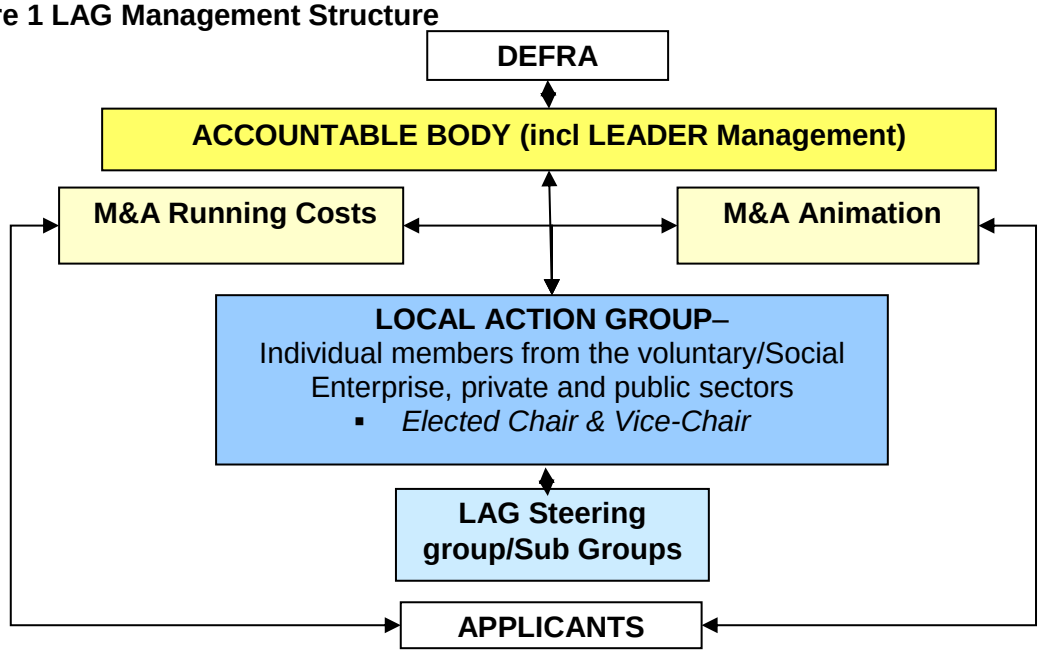
Private sector = 11	Public sector = 7, 2 officers	Voluntary/Community sector = 13
Business Information Point Cornwall Chamber of Commerce *Country Landowners Association **DCH (Devon & Cornwall Housing) National Farmers Union Private Businesses x 5 Wadebridge Chamber of Commerce	Cornwall Council Cllr Hall (Altarnun) Cllr Parsons (Bude) Cllr Watson (St Cleer) Newquay Town Council Bodmin Town Council Forestry Commission Whitstone Parish Council Community Network Manager (officer) Bodmin Moor Livestock Initiative (officer)	Camelford and St Mary Methodist Circuit **Cornwall Rural Community Charity (CRCC) *Cornwall Wildlife Trust *Devon and Cornwall Food Association Newquay Community Orchard Newquay Regeneration Forum Private individual x 3 Redeeming our Communities South West Lakes Trust **Volunteer Cornwall *Westcountry Rivers Trust

* also a member of South and East Cornwall LAG ** member of all 4 Cornish LAGs
Three of our members have previous LEADER experience but the majority are new to LEADER delivery. In addition most have indicated that they are of working age.

1.2 Structure and decision making process

AMLAG will have delegated powers to bring forward and fund projects in line with our agreed Local Development Strategy (LDS) and the Rural Development Programme (RDP) objectives. We will be supported in our efforts by our Accountable Body[3] and our LAG staff (delivery staff and animators) and a simplified management structure for this relationship is shown in figure 1 below.

Figure 1 LAG Management Structure



[3] Our intention is to use Cornwall Council for this purpose but the final decision on this is not due until the 10th of September 2014 when the Cornwall Council Cabinet will consider our request for assistance. A letter of intent from Cornwall Council can be found in appendix 1 to support this submission and final confirmation will be sent once the final decision is made. The rest of this document has therefore been written on the basis that Cornwall Council, either direct or through its wholly owned subsidiary (the Cornwall Development Company (CDC)) will be acting in this capacity.

AMLAG is responsible for the overall management and the strategic direction of our LDS under the authority of our Accountable Body. We will be governed by a constitution and an agreement will be put in place with our Accountable Body that outlines the roles of all parties involved in delivery of the programme, once funding is confirmed. This model builds on best practice adopted under the RDPE programme as it formalises the roles and expectations of all parties.
In order to finalise this LDS and oversee the application phase of our request for LEADER funding and development of our LAG we have appointed James Platt (current member of the RDPE East Cornwall LAG) as "shadow chair" He will be supported in this role over the coming months by two shadow vice chairs who are Adrian Jones and Ben Stevens. They have all agreed to remain in post until our first AGM which will be held should our request for funding be approved. We believe this continuity between the old and new programmes as well as the involvement of people new to LEADER delivery in Cornwall will help to ensure that are preparation work is complete in time for an early 2015 start of our delivery phase. At our first Annual General Meeting of AMLAG (expected to be in December 2014/January 2015) the formal chair and vice chair of our group will be appointed in line with the procedures agreed in the constitution and will be reviewed annually thereafter.

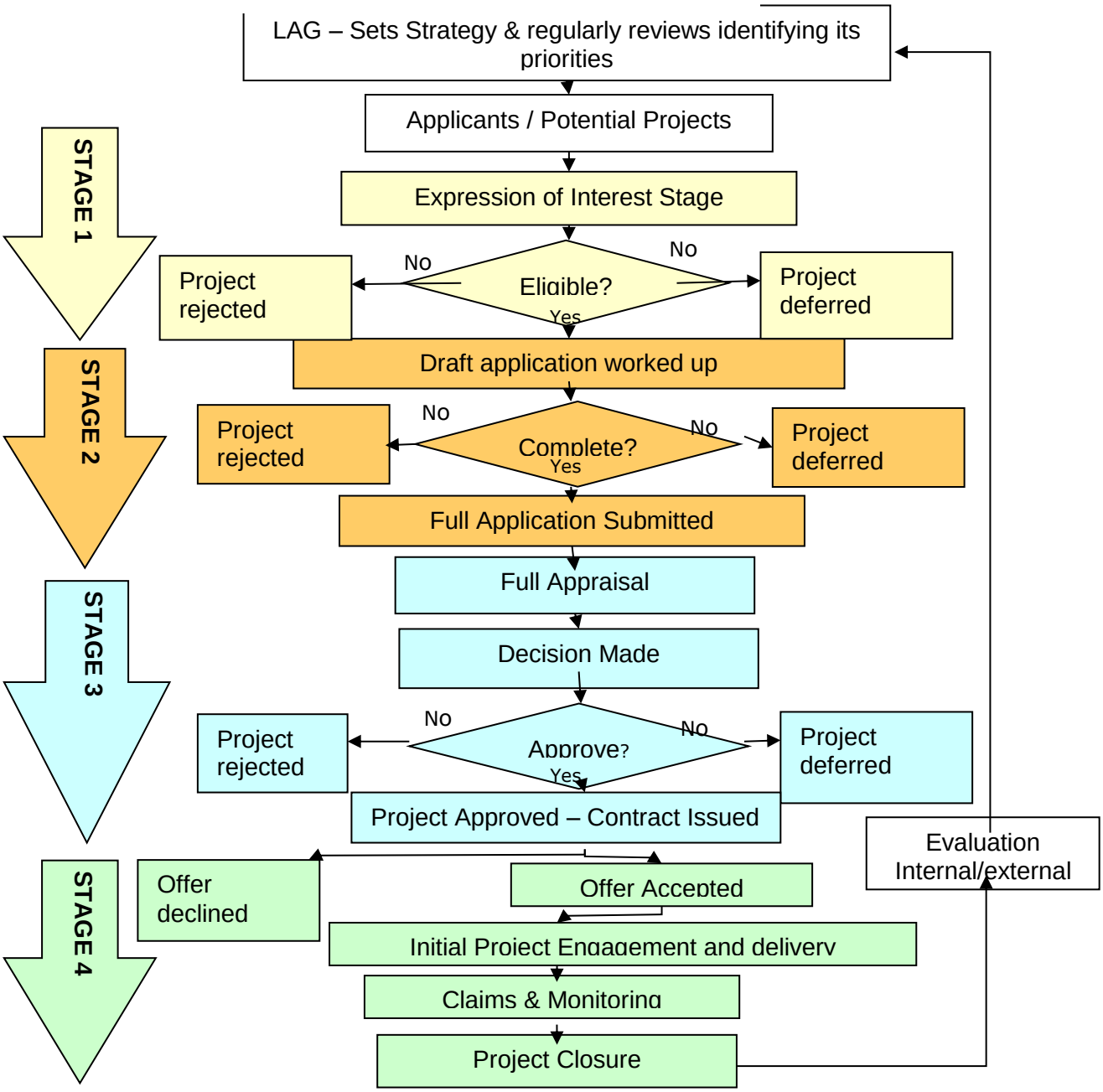
In order to ensure swift progression of funding approaches and as outlined in our LAG's governing documents, provision has also been made for a Steering Group or small grants panel to be established to act on behalf of the wider LAG. Clear terms of reference for any such group will be laid out and agreed by AMLAG, DEFRA and our Accountable Body in advance. All operations undertaken by us will be in accordance with the LEADER National Operating Manual to ensure compliance with the regulatory controls. As this is still being developed by DEFRA (at August 2014) the rest of this document has been completed on the basis of what we understand will be required, but with a caveat to review in light of guidance subsequently issued by DEFRA. To facilitate good decision making AMLAG will operate following an agreed code of conduct that incorporates the Behavioural Code of Conduct outlined in the LEADER National Delivery Framework Document. Written procedures explaining how to deal with the risk of conflicts of interest (for example in minutes of meetings, abstention on the vote and written declarations of interest) are outlined in our LAG Constitution and will be included in the LAG operational manual once the National Operational Manual is published. These documents (including the partnership agreement between us and our Accountable Body) will also ensure that the necessary separation of duties for project appraisal, project approval, and payment recommendation post payment supervisory checks and project inspections/monitoring are in place.

AMLAG will encourage an open and competitive project application process (which may include some commissioned[4] activity). Supported by animation staff, applicants will submit initial expressions of interest (EOI) for consideration by AMLAG which will lead to the identification of appropriate projects that will then be invited to make a full application for funding. This process acts as a filter and so avoids ineligible projects or projects that might be eligible in principle but do not address the strategic objectives or priorities identified in the LDS from being worked up, a process which has been learnt from current LAG delivery. Projects that pass through the EOI stage will then be worked up by applicants, supported by our animation staff (including checks on draft bids) prior to submission for full appraisal and will then be presented to us for review and decision (with appropriate technical checks undertaken by the Accountable Body). Our proposed decision making process is outlined in figure 2 below and this has been based on previous delivery of Local Action Groups in Cornwall and closely mirrors the process outlined in the ENRD Best Practice Guide (Nos:10)[5].

[4] Commissioning – means that the LAG puts out a call for a project or activity designed to deliver a specific priority or objective, usually through a call for expressions of interest.
[5] Decision making process will be amended once the detail of the national Operational manual for LEADER is known

Our process is also based on tried and tested processes developed by CDC for the delivery of the Rural Development Programme (RDPE) 2007-2013 Local Action for Rural Communities Programme which has successfully delivered over £5.88m of EAFRD/DEFRA funding over the past 6 years. The processes used have met all EU/UK audit compliance checks and resulted in overall spend levels exceeding 99% of contracted expenditure[6]. The Chair of the LAG is an important point of contact with DEFRA, the Accountable Body and the LAG staff. They will conduct the LAG meetings in line with agreed code of conduct and constitution and ensure that the LAG remains focussed on the delivery of our LDS. Due to the size of the proposed LAG (in terms of membership) there is no need to appoint an executive group (made up of a subset of the LAG membership) at this stage but if the LAG grows in size or requires specific technical input, this will be reviewed and the ability to create an executive group or co-opt specific technical expertise is included in our agreed constitution

Figure 2 LAG Decision Process



[6] All processes and procedures will be adopted by Cornwall Council should they decide not to use the services of CDC (a wholly owned subsidiary) to undertake the Accountable Body function

1.3 LAG staff, numbers and job descriptions

Options for staffing structures have been considered by AMLAG with options being based on previous experience of delivering 2007 – 2013 RDPE Local Action, lessons learned from various evaluations and after consideration of how "best value" can be achieved. In the case of our LAG the overall budget being applied for is £3,246,000[7] which means that the maximum Management and Administration (M & A) budget (at 18%) equates to around £584,280 for the 2015 to 2021 period. One possible staffing scenario has been costed for planning purposes and this has been included in the budget projections detailed later in this document. However, the final decision on our staffing structure will be discussed and agreed by our LAG, Accountable Body and DEFRA during the contracting process should our application be successful

The purposes for which the M&A budget can be used are specified in the DEFRA National Delivery Framework which also proposes a 75/25 split between running costs and animation for recording purposes. However, we do not feel that this split is appropriate and have developed an alternative option that will see a greater proportion of our M&A being applied to the animation functions. Some scope for local discretion on this split is catered for in the guidance documents for LEADER and we hope that DEFRA will agree to our suggested option. However, our option is reliant on securing funding from Cornwall Council (as part of its overall commitment to the delivery of the Post 2013 EU Programmes) to cover a proportion of the management functions that relate to LEADER delivery. If this funding is not secured (final decision expected on the 10th of September 2014) a revised staffing option with less animation resource will be submitted.

The M&A costs can be divided into two discrete areas and our preferred option for animation and running costs is outlined below. All staff will be employed/contracted by our Accountable Body on behalf of our LAG and in total the staffing resource being paid for by the M&A budget will equate to approximately 2.0 FTE over the lifetime of the delivery phase with an additional 0.2 FTE being supported by Cornwall Council funding. However, peaks and troughs for staff resource will occur throughout the delivery period so therefore the staffing requirement will have to flex to accommodate this. We have designed our approach to M&A to accommodate this and expect that the LAG staff will be made up of a mix of dedicated staff and "time" drawn down from a pool of other staff with appropriate skills from our Accountable Body and/or external contractors[8]. This is seen as being the "best value" option as it means we have a dedicated resource and can also access the necessary additional skills we need on a draw down basis rather than at a fixed cost.

Animation – (Our proposal is to allocate 50% of the M&A Budget to this activity – DEFRA guide = 25%)

'Animation' refers to AMLAG stimulating local interest in rural development, bringing forward ideas and projects. It includes informing, supporting and coordinating the activities of stakeholders that make up the local community and is an important means by which under-represented groups can benefit. At the start of our delivery phase it will also include significant activity "communicating" the opportunities presented by LEADER funding to businesses, communities and groups in our LAG area. The planning scenario adopted by AMLAG is to have one dedicated member of staff but we have yet to decide whether this will be on a full time basis for a shorter period of time or on a part time basis for a longer period of time. However, we do wish our resource to be in place from the beginning of our delivery phase (assumed to be April 1st 2015 to allow time between decisions being made about which LAGs have secured funding and contracting between our Accountable Body and DEFRA). Our suggested approach helps to address one of the main weaknesses in the evaluation of previous delivery which was identified as insufficient animation support on the ground at the beginning of the project development process.

[7] This figure is at the mid-point of DEFRA's budget recommendations. See section 5.

[8] If external contractors are used due process with regard to procurement processes will be followed and standard tendering processes will be followed as outlined in the DEFRA guidance

The duration of any employment contract, whether it is offered on a full or part time basis, the ability to bring in additional expertise (via a service level agreement/contract with a third party contractor) and the detail of the role profiles/service level agreements for our animation resource will be developed by AMLAG over the next 3 months as part of our planning work

Running Costs – (50% of the M&A budget – DEFRA Guidance = 75%)
Our Accountable Body is responsible for delivery of the programme on behalf of AMLAG, it will hold itself responsible for successful conclusion of the programme, and undertakes to ensure that financial propriety and compliance is observed in its management and administration of the programme. The responsibilities must also be carried out in accordance with the National Operational Manual.

The planning scenario adopted for AMLAG is to make use of the resources provided by Cornwall Council to cover a proportion of the management costs (see Table 2 below) so that LEADER M&A funds can be focussed on the animation function outlined above and the "back office" functions necessary to ensure compliance with all necessary DEFRA processes. It is envisaged that the Cornwall Council funds will equate to no less than 0.2 FTE per LAG. The running costs will be used to draw down time from a "pool" of suitable qualified staff from our Accountable Body[9] rather than employ dedicated staff to fulfil our "back office" functions. This model worked in previous programmes as the LAG only pays for the time we draw down rather than pay for staff when they are not required. It also aids the provision of administrative support as we can draw from a "pool" of support which can help to cover annual leave or other periods of absence as well as provide cover throughout the week rather than on certain days of the week. It also enables peaks and troughs in demand to be met more smoothly. All staff undertaking these roles will have the necessary skills and experience required to satisfy the needs of DEFRA and AMLAG.

Table 2 Summary M&A Budget April 2015 to Mar 2021

Atlantic and Moor LEADER LAG	£	
Overall EAFRD Budget =	£3,246,000	
M&A % =	18%	
M&A £	£584,280	
Grant Budget =	£2,661,720	
Functions	**£**	**Notes**
LEADER Management provided by a dedicated member of staff funded by Cornwall Council as part of their Post 2013 EU Programme delivery activity (includes liaison between Accountable Body and LAG, DEFRA contract management, Budget management, etc)	£62,500	**To be confirmed and NOT included in the M&A calculations**. This cost is for the April 2015 to the March 2021 period and will be a shared across all 4 LEADER LAGs (subject to funding for all 4 being approved). It equates to in the region of 0.2 FTE per LAG per year and is likely to be the same person for all LAGs in order to aid continuity. Costs include salary, NI, pension, office costs, travel and overheads. ***If CC do not provide this resource the associated costs will need to be added to the running costs below which will see a reduced animation budget as a result.***
Running Costs (45% of available M&A) = Accountable Body Costs which include line management of LAG staff, project appraisal, claims processing, project monitoring, LAG secretariat and admin support, venue hire, training of LAG members, etc	£266,172	Based on 10% of overall grant figure (overall budget minus M&A) that the LAG has available. Costs are based on previous RDPE experience (where these costs ranged from 7% to 18%) and are deemed possible as long as there are no additional requirements from DEFRA (operational guidance yet to be published) and as long as the LAG adopts certain processes and procedures e.g. a mix of small and larger projects. The Accountable Body will provide this internal service to the LAG. **Final Costs to be agreed with the LAG once funding is approved and once DEFRA processes are known**
LAG Members travel (2% of available M&A)	£7,200	Includes support for mileage claims only using standard rate of £0.40p per mile. **NB: Any increase in this figure will see a decrease in the animation budget**
LAG communication budget (3% of available LAG budget)	£10,800	Exact split of this budget across promotional, networking and evaluation activity to be agreed with the LAG. **NB: Any increase in this figure will see a decrease in the animation budget**
Animation Costs (50% of available M&A costs) = Animation staff budget (employed and/or contracted), associated travel to provide direct support to applicants to develop their applications	£300,108	Various options exist for how this resource could be deployed. For planning purposes the costs of an "employed" post has been used. A salary of £25,000 per annum (plus associated employment costs such as NI, pension, overhead, redundancy provision, etc) is deemed appropriate for the duties of the post but the exact salary will be determined via a job evaluation process once the dutues of the role have been clarified. This is subject to job evaluation of the final role profile. However, using this cost base as a guide the animator could be employed on a full time basis in this role for 5 years with the ability to bring in additional resources if required. Final costs to be agreed with the LAG once funding is approved.
Total	£584,280	18% of overall budget available
		NB: the above budget is specific to this LAG. However, the members of the LAG recognise that there could be benefit in "pooling" some or all of their M&A budgets with those of other LAGs in Cornwall to deliver improved value, share resources, etc. Once the outcome of the LDS submissions is known the LAG would welcome a discussion with DEFRA, the other Cornwall LAGs and our Accountable Body to investigate this issue further.

NB: Allocations above are indicative at this time and are subject to change following discussions with DEFRA if our bid is successful

[9] Staff at Cornwall Council and CDC have many years' experience of fulfilling this function on a variety of EU and UK Government Funding Programmes.

One of the other major findings of the evaluation of the 3 LAGs in Cornwall during the 2007-2013 period was the requirement for evaluation/monitoring throughout the delivery period. We will therefore use a mix of internal, external and peer monitoring of the results and effect of our activities and investments and the results of this work will be presented to AMLAG on a regular basis so that our investment programme can be reviewed and revised as necessary. This activity can then also be used to inform the preparation of future Action/Delivery Plans. Whilst monitoring is included in the running costs allocation the evaluation work may require external input which would have to be procured. This is one area where joining forces with the other LAGs in Cornwall could deliver added value and reduce costs.

In terms of delivery, our initial timeline is outlined below:-

- LDS submitted 5th September 2014
- Decision by DEFRA by 31st December 2014.
- September to December 2014 – 3 meetings of AMLAG as part of training activity to ensure that we are ready to begin delivery as soon as possible. See section 1.6.
- Contract negotiations and contracting with DEFRA 1st January 2015 to 31st March 2015. During this time limited communication activity (via the AMLAG members and partners) will begin to encouraging potential applicants to prepare their project ideas ready for our 1st of April 2015 start date
- Begin recruitment process for LAG animation resource March/April 2015
- Delivery phase begins April 2015
- All of the above could take place earlier if DEFRA and our Accountable Body can confirm that retrospective or "at risk" costs incurred during the Jan to Mar 2015 period can be recouped once the contract is signed.

1.4 Equal Ops statement, public sector equality duty

A review designed to highlight the ways in which the AMLAG LDS meets the Equality Act 2010 and specifically, the Public Sector Equality Duty has been undertaken as part of our preparation work. The Duty itself ensures that the needs of all individuals are taken into account in terms of policy making, delivering services and in relation to employees. It also encourages good quality and sustainable decision making by having due regard through 3 objectives:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

Although the Equality Act does not require Equality Impact Assessments (EqIA), its use is built into new work, policies and planning that are undertaken where either Cornwall Council (CC) or Cornwall Development Company (CDC) are likely to be the lead body or Accountable Body. All EqIAs are considered by the corporate Equality and Diversity Group in order to feedback and strengthen the assessment. The final EqIA must be signed off by a Head of Service as well as the Chair of the corporate Equality and Diversity Group in addition to the chair of AMLAG. As mentioned above,

Cornwall is a very rural county and this can affect the way services are delivered. Rurality issues are an important factor when completing any EqIA. An action plan (table 3 below) has been developed as part of this work which identifies key actions that need to be taken in our first year of operation as well as ensuring they are embedded in our activities going forward.

Table 3 Action Plan from our Equality Impact Assessment

Action	Purpose	Target date
Expand AMLAG equality profile information (disabilities and ethnicity)	In order to obtain a wider understanding of the representation of the community and whether membership is fit for purpose.	Feb 2015
E&D training for AMLAG members	To ensure that the decision making process is informed by formal training and accurate judgements	March 2015
Embed coverage of E&D into the evaluation brief	TO ensure that the impact of equality and diversity and its promotion are measured as part of an independent analysis.	June 2015

1.5 Involvement in the community and consultation activity undertaken

A joint approach was taken for all 4 Cornish LAGs, so there was consistency in approach, economies of scale and best use of resources available[10]. A holistic approach to consultation and engagement was taken, with the consultation programme seeking to identify the Strengths Weaknesses, Opportunities and Threats and emerging priorities for action in each area. These could then be addressed by either LEADER and/or CLLD. **NB: This LDS relates to LEADER only.**

Consultants, JOHT Resources Ltd, an economic regeneration consultancy based in Cornwall won the contract to undertake the formal consultation exercise via an open tendering exercise. The consultants worked alongside the CLLD and LEADER Transition Co-ordinators (Transition Co-ordinators). It must be stressed that the formal consultation process sat alongside a wider engagement and consultation exercise undertaken under the direction of the CLLD and LEADER Working Group. The audience for the formal consultation activity were categorised into three groups:

- Residents – likely to have the least knowledge about the technical aspects of EU funding/CLLD/LEADER, but to be very aware of local issues. They are also likely to know about potential projects or have views on things they would like to see happen in their locality.
- Businesses – very aware of the challenges facing businesses and with views on what areas of 'support' would help them.
- Other organisations/groups – more likely to be aware of projects or have ideas for projects. With established networks, and so able to cascade information down.

In order to appeal to the 3 identified audience groups, the approach was taken to split the community involvement and consultation activity into four components, running simultaneously:

a. Events – formal consultation
b. Invited sessions – formal consultation
c. Online surveys – formal consultation
d. Meetings and networking – informal consultation

a. Events

Two drop in events were held in easily accessible locations and each event was widely promoted to businesses and residents. In some cases the events were held in venues that had benefitted from RDPE LAG funding previously so that those attending could see and experience the achievements of Local Action. Key stakeholders were invited to attend, including prospective and current LAG members.

[10] Recognition must be given here to the support provided by the RDPE funded LAGs in Cornwall who agreed to "pool" their LAG Transition budgets with funds from our LEP and the Rural Cornwall and Isles of Scilly Partnership to support the work of the CLLD and LEADER Working Group.

Some areas were not chosen to host an event (such as Bude-Stratton, St Eval) due to ongoing neighbourhood plan consultation in those areas and the desire not to confuse local communities or cause consultation fatigue. However, these emerging plans (Bude-Stratton Neighbourhood Plan: issues report) have been used to inform this LDS. A set of core materials was prepared for the events, as exhibition materials. Information covered the background to Local Action, case studies of previous projects, maps, key summary statistical data and three sets of core questions taken from the online surveys with attendees asked to vote for the most important.

Comments were captured on post-its, as well as through discussion and dialogue. Other materials available included the leaflet, a basic Local Action Q&A sheet, expression of interest membership forms, flyers promoting the online survey and copies of relevant DEFRA documentation e.g. FAQ sheets. Attendees could also sign up to receiving further information and information about membership of our LAG at these meetings. Due to the drop in nature of the sessions, care had to be taken to ensure those voting were eligible, involving signposting to other LAGs in England as necessary.

Figure 3 Images of the consultation events

To ensure maximum participation, press releases to promote the drop in events and online survey were sent to the local papers and local radio. The press releases were accompanied with an 'advert' listing the exact details of the drop in events. Posters were also created and put up by local animateurs to publicise the events. Details were also sent to over 1,500 contacts across Cornwall (Chambers of Commerce, Innovation Centres, previous grant recipients and LAG members, ECLAG microbusiness survey respondents, parish and town clerks). With information dissemination to as wide an audience as possible, the opportunity to participate was considered to be well promoted.

Though a cascade approach was taken, from the outset it was acknowledged that not all localities could host an event and not everyone would be able to 'drop in'. Further engagement activity will be a key thread of our communication strategy once confirmation of funding has been received as we are passionate about ensuring that our delivery is as inclusive as possible. The events proved to be an excellent opportunity for in depth discussions with people across the public, private and voluntary/community and social enterprise sectors, providing an overview of needs, opportunities and challenges. The events in the LAG area were held at:

- Camelford (leisure centre – afternoon – ECLAG supported project)
- Warleggan (Village Greens café and shop in hall – morning – ECLAG support project)

In addition to the consultation specific events, during the consultation process the Transition Coordinators were hosted on the Local Enterprise Partnership (LEP) stand at the Royal Cornwall Show which provided the opportunity to engage with a much wider audience, especially from the private sector. The Transition Coordinators were also speakers at the Cornwall Area of Outstanding Natural Beauty (Cornwall AONB) annual general meeting (100 attendees), and to our Rural Farming Network Rural proofing seminar session (50 attendees ans the DEFRA Farming Minister was also present). All of which attracted people from across Cornwall.

b. Invited sessions

During the consultation phase the consultants employed and Transition Coordinators were invited to present at various meetings and sessions about Local Action, to hear the issues facing communities and businesses, and the opportunities presented by LEADER funding . Though not drop in sessions open to all, the invited sessions were key in targeting key groups and sectors, especially business, to ensure their voice was actively sought during the consultation phase. The invited sessions in AMLAG were at Newquay Open Learning Centre and Launceston Chamber of Commerce. An ECLAG meeting was also held.

c. Online surveys

Two online surveys were created, one for businesses and one for residents. The residents' survey asked broad questions about big issues and priorities for developing jobs, businesses and skills. Respondents were asked to rate how important different options and opportunities might be. The business survey asked similar questions but also included a section on business growth aspirations and constraints on growth, reflecting questions asked in the 2013 East Cornwall Local Action Group Microbusiness survey. The surveys were available from 4th June to 24th June. Flyers promoting the surveys were widely distributed. Some surveys were distributed as paper copies at events, where they were either completed at the time or returned in stamp addressed envelope. Figure 4 below illustrates the range and location of the various events, meetings and consultation sessions held as part of the development process for this LDS.

Figure 4 Strategy Consultation sessions, workshops and events

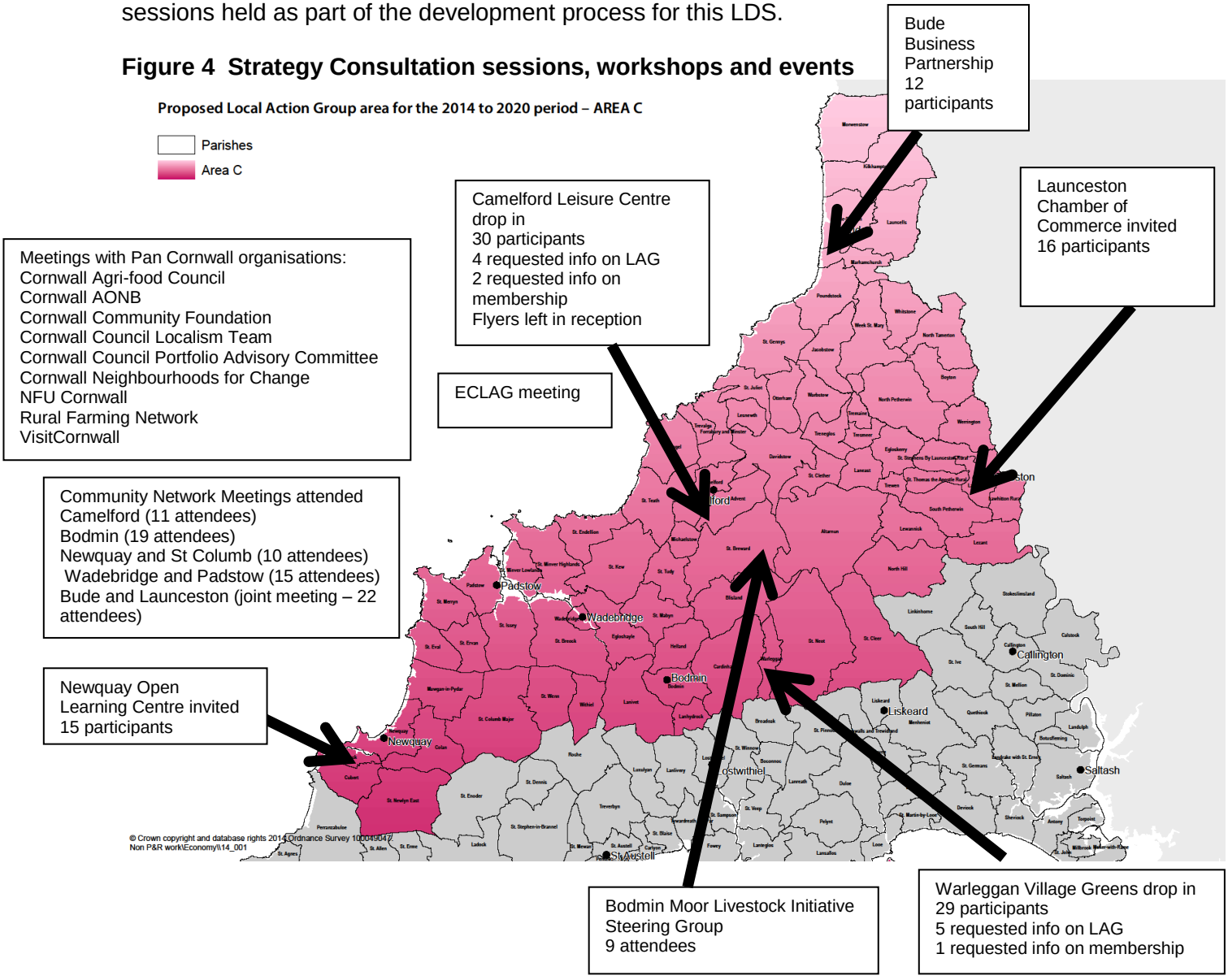
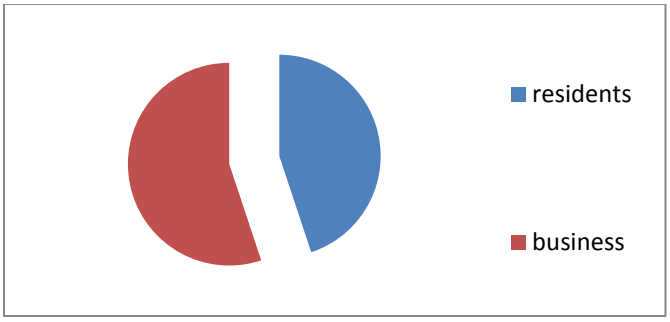


Figure 5 below provides the breakdown of the online survey respondents – N.B. not all respondents were location specific:

Figures 5. Breakdown of online survey response



Residents
16 individual responses
4 on behalf organisations
Majority of respondents aged 25-64

Businesses
Majority of respondents self employed
5 worked from home
All but one from microbusiness <10 employees
Highest responses from those in agriculture, visitor accommodation and food services

d. Meetings and networking

During the development phase the Transition Coordinators were invited to attend and speak at various meetings, seminars and other sessions about Local Action, to hear the issues facing communities and businesses, and the opportunities of presented by LEADER funding. During the consultation phase they were also able to raise awareness of the online consultation and obtain feedback.

The most significant investment of time has been attending the Community Network Panel meetings, arranged by Cornwall Council, through its localism agenda. These Panel meetings operate in a specific localities (19 across all of Cornwall), comprising representatives from town and parish councils and local members. Some are open to members of the public. Attendance at the meetings allowed for the Local Action, LEADER and CLLD message to be cascaded out to a wide audience via a generic presentation, case study examples and opportunities for the future. The panel meetings attended in our LAG area were Camelford, Bodmin (Vice Chairman of Cornwall Council in attendance), Newquay and St Columb, Wadebridge and Padstow, and a joint meeting of Bude and Launceston Community Networks (2 Cornwall Council cabinet members in attendance) which helped to articulate the value of LEADER and the vital role that Cornwall Council can play as our Accountable Body. Utilising the networks enabled nearly 100 parish, town and Cornwall Council councillors to receive information that was then distributed to their wider networks.

Economies of scale have been achieved through the approach taken to develop this LDS by the Transition Coordinators. As they were able to represent the four Cornwall LAG groups at meetings, significant time and resources were saved. Key bodies with a Cornwall wide remit, such as National Farmers Union, Voluntary Sector Forum and Cornwall AONB, only had to meet the Coordinators once. If a joined up approach to the meetings hadn't been taken, a separate one for each would have had to have been held, a significant commitment from the organisation and a significant cost. Details of the organisations contacted are on the map above. Arising from the attendance at such meetings, such as visiting the collaboration of the chambers of commerce based in South East Cornwall, new contacts were made and new members to the LAG were recruited. It also gave an opportunity to hear first-hand the issues facing businesses and the community, and though outside of the formal consultation process, these views have fed into the development of Local Development Strategy, helping to inform the SWOT, the priorities and potential areas of activity.

The Transition Coordinators have not worked in isolation, and the contribution of the members of the CLLD and LEADER Working Group should not be underestimated. Members of the Working Group have also taken a cascade approach, circulating information out to their own networks and members. In addition two Joint Meetings of the LAGs have been held to bring people together to share learning and experiences, and to help shape the questions asked during the consultation process.

Timetable of consultation on the LDS

21 July	A draft LDS compiled on behalf of the LAG by the CLLD and LEADER Working Group was placed on the local action in Cornwall website with comments invited (www.localactioncornwall.info). An email was circulated to all 600+ contacts requesting comment, plus to all 100+ town and parish clerks. Hard copies were mailed to key stakeholders, including the National Farmers Union, Cornwall AONB, Rural Farming Network, Cornwall Rural Community Council, Cornwall Chamber of Commerce, Country Land and Business Association, Woodmeet, Federation of Young Farmers, Voluntary Sector Forum, Federation of Small Businesses, Cornwall Community Foundation, Tamar Valley AONB
22 Jul	Workshops were held with attendees from various faith groups based in Cornwall. The purpose of the workshops, to which over 40 people attended, were to comment on elements of the draft Local Development Strategy – the SWOT, the priorities and the activities identified. A faith group is defined as 'a group within the community that comes together based on a shared faith or belief or system of worship or prayer - a voluntary organisation who have faith or belief as part of their ethos, aims or objectives'. These groups often offer multiple services and copious support, often freely, in direct response to the needs of the communities they serve. Transformation Cornwall had identified 900 such groups based in Cornwall, who were all told about the workshops.
4 Aug	Closing date for submission of comments – 37 received from a variety of cross Cornwall organisations including the National Farmers Union, Cornwall Chamber of Commerce, Cornwall AONB, Rural Cornwall and Isles of Scilly Partnership, Cornwall Wildlife Trust, Country Landowners Association, and from more local organisations active in the area.
14 Aug	revised LDS hard copy circulated at a meeting of prospective LAG members. Followed up by an email highlighting link to revised copy on website, to all members and prospective members, with comments invited. www.localactioncornwall.info
20 Aug	Final date for submission of comments on the revised LDS to Transition Coordinators
20 Aug	revised LDS circulated to members of LAG
26 Aug	LAG meeting to sign off LDS
By 5 Sep	LDS submitted to DEFRA

Attendance at meetings promoting the opportunities for LEADER will continue throughout the rest of the Transition year until a decision on funding is known. However, care will need to be taken not to raise unnecessary expectations.

1.6 Training requirements

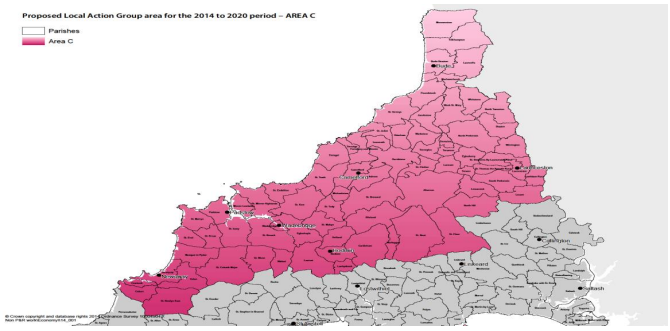
A skills development and training programme will be established for AMLAG, which will be informed by a Training Needs Analysis (TNA) of our members, and if appropriate, officers. Its objective will be to ensure competent and effective delivery of the LEADER programmes through developing people at local level. Skills, knowledge and understanding will develop so that there is a legacy for AMLAG to potentially have a role beyond the 2015 to 2021 period. Skills Development and training activity is likely (but not exclusively) to include:

- 7 priorities of the LEADER Approach
- Induction including recap on LDS priorities and purpose of the programme
- Overview of the LEADER programme technicalities/delivery processes – outcomes, outputs, reporting, monitoring, claiming
- Project appraisal requirements/principles
- Managing risk, conflicts of interest and operating the code of conduct
- State aid rules
- Specialist IT systems – CAP-D IT system
- Equalities and diversity training including impact assessments
- Sustainability and the Low carbon economy
- Programme of visits to projects, locally and further afield
- Attendance at events and networks
- Media and publicity training and mentoring of new members as we develop

AMLAG members will be able to request training at any stage to ensure they have the necessary skills to ensure they carry out their role competently and this may be one area where "pooling" activity with other LAGs can deliver economies of scale. LAG members will be positively encouraged to attend training and other learning opportunities and expenses for attendance at events and training will be reimbursed through the Management and Administration part of the programme.

2. The LAG area

2.1 Figure 6 Map of the Atlantic and Moor LAG area



Our area is as submitted to DEFRA in our Expression of Interest

2.2 Rural population covered[11]

The AMLAG area covers a very large geographic area of 143,959 hectares representing 40% of the total landmass of Cornwall. It is predominantly rural in nature, stretching up the North coast of Cornwall from the West of Newquay (West Pentire point) to the Devon border. The boundary then follows the county border South to beyond Launceston, then South West to Bodmin over the moors. The largest town is Newquay, a major tourist destination, (population 20,342 (Census 2011)) followed by Bodmin (14,736).

The other towns of size are Bude-Stratton (9,934), the market town of Launceston (9,216) and Wadebridge (6,721). DEFRA have recognised that some larger towns play very important roles as 'hubs' in the rural areas around them (rural hinterland) in terms of providing services, employment and businesses. For our area the defined hub towns are Bodmin and Newquay and it contains no urban designated areas. Whilst it is a new area as far as LEADER is concerned there are established linkages in terms of employment, travel to work areas as well as an interrelationship between our "hub towns" and their rural hinterlands. Through the membership of our LAG and our proposed delivery activity we are confident that we can deliver a cohesive programme of activity. Our area also includes internationally known assets such as Bodmin Moor, the North Cornwall Coast and beaches, Bedruthan Steps and the Camel Trail.

[11] All statistics taken from 2011 Census unless otherwise stated.

There are also 17 nature reserves and various reservoirs and lakes such as Colliford Lakes, Siblyback Lake, Lower Dutson Fishing Lake and Crowdy Reservoir. The Area also includes five out of the 12 constituent parts of the Cornish Area of Outstanding Natural Beauty*: Hartland, Pentire Point to Widemouth, the Camel Estuary, Trevose Head to Stepper Point* and *Bodmin Moor*, as well as important landscape designations including Special Areas of Conservation (Tintagel-Marsland-Clovelly Coast, Crowdy Marsh, Crow's Nest and the River Camel). The extensive North coast means that a significant section of the South West Coast Path also runs through our area. Thus extensive landscape is one of our principle unique selling points (USP's), and primary economic assets, so there are important programmes in place working to conserve and enhance the landscapes and habitats.

Our area is also rich in heritage and the built environment and includes the castles at Tintagel and Launceston, Prideaux Place, Tintagel Old Post Office, Lanhydrock and Trerice Houses. It has a wealth of historic features and sites (including 358 prehistoric burial cairns, 211 prehistoric settlements, 1,600 round houses, 37 deserted medieval settlements and over 544 km of prehistoric and medieval boundaries). It also contains part of the World Heritage Site for Cornish Mining and other key projects funded by the RDPE programme such as the investments made at Siblyback Lake (waterski park) which can be built on in the future to expand the benefit derived from these investments to our wider area. In addition our LAG area also has just over 8% of the land designated as woodland which equates to 11,966 hectares. Of this area, 9,903 hectares are considered to be 'non-public forest estate woodland' and just over 40% (4,890 hectares) is deemed to be 'managed woodland'. This means that just below 60% of the wooded areas, or 7,705 hectares is deemed to be unmanaged[12].

The Forestry Commission's holdings at Cardinham are a significant recreational resource in the South of our area with recent developments to extend their cycling potential (funded by the RDPE) linking with Lanhydrock and into the national cycling network routes. The area contains the popular Camel Trail linking Padstow to Bodmin Moor, and the newly developed Caradon Cycle Trail and Lanhydrock Cycle Centre. Linkages with both these projects, and other existing activity, will be important to avoid duplication of effort and to maximise the opportunities/benefit of joint working.

Population

The AMLAG area has a total population of 122,517 which is 23% of the Cornwall total and, reflecting its size, covers 73 parishes. It includes all of the five Community Network Areas of Bodmin, Bude, Camelford, Newquay & St Columb and Wadebridge & Padstow as well as parts of the four network areas of Launceston, Liskeard & Looe, St Agnes and Perranporth. The average population density per hectare in our area is just 1.3, compared to 2.29 as an average for Cornwall reflecting the predominantly rural nature and the extensive geographic coverage with a widely dispersed and often isolated population. The average density varies between 0.1 in five rural parishes to 18.5 in Wadebridge. Of the total population, 26% is aged 0-24, 52% is aged 25-64 and 22% is aged 65+. With reference to the map in section 2.1, the following numbers have been identified as being in our LAG area:

	Population
Table 4 Population	
Cornwall	532,273
Atlantic and Moor	122,382

[12] Data kindly supplied by the Forestry Commission.

Deprivation
We have three Lower Super Output Areas (LSOAs) in our towns that fall within the worst 20% nationally on the Index of Multiple Deprivation. These are the Kinsmann estate and Bederkesa court in Bodmin and the town centre in Newquay – both considered hub towns. These areas will be specifically targeted for support via this LDS in addition to activity that covers the wider LAG area.

Education and business
Our area also has higher education (HE) and further education (FE) facilities at Newquay and Wadebridge as well as FE in Bodmin. There is a lack of HE and FE in the North of the area around Bude. Access to existing provision is therefore a key issue in these areas. Tourism is an important sector, given the long and impressive coastline, the rural nature of the area and also some major tourist locations such as Newquay and Bude.

With regard to farming, our area is predominantly a livestock area, and in particular Bodmin Moor has been a target for various agricultural initiatives. The Bodmin Moor Livestock Initiative is part of the South West Uplands Initiative involving Dartmoor, Exmoor and Bodmin Moor and is funded by the Rural Development Programme for England (RDPE) in the 2007 to 2014 funding period.

The wider agricultural and food industry is also well represented in our area with a mix of micro, small, medium and large enterprises contained within the business base. In addition to beef and sheep production dairy, arable and pockets of horticultural production are present. Dairy processing, bakery, meat processing and other forms of added value processing are also present[13]. Food service is also very prevalent given the scale of the tourism sector.

We also have a developing aerospace industry at Newquay Airport, as a result of recent major investments in the Newquay Aerohub. It also has a strength in environmental technologies having been the location of the UK's first commercial wind farm, set up at Delabole in 1991. We intend to work with the supply chains linked to these initiatives to create improved productivity and increased added value.

Transport
Cornwall's main transport links – the A30, A38 and A39 roads and the Penzance to London railway line – either cross Bodmin Moor or skirt the periphery, meaning that the area is highly visible to travellers whether local residents or visitors. The Area also contains Newquay Airport which provides daily flights to London and other national destinations as well as new employment space available in the Aerohub Enterprise Zone. Away from these strategic transport links, the Area lacks local transport infrastructure.

[13] Our area includes Dairy Crest at Davidstow (one of the EU's largest Cheddar Cheese processing units), Arla, Kensey Foods (all part of the Samworth Group) as well as Tulip Foods, Kelly's of Cornwall, Proper Cornish Foods as well as many other artisan food businesses such as Camel Valley Wines, The Chough Bakery, Whalesborough Farm Foods and The Cornish Charcuterie,etc.

3. The Strategy

3.1 SWOT Analysis of the Local Area - Strengths, Weaknesses, Opportunities, Threats

Strengths	Weaknesses
• Beautiful natural environment offering something 'different' (coastline, moorlands, heritage etc) • Excellent quality of life / lifestyle • Strong agricultural livestock sector • Good strategic transport links through Newquay Airport for the Cornwall area as a whole • Open business community willing to support and work with each other with strong local focus and sound reputations • Long experience of renewable energy particularly onshore wind • Developing Aerohub Enterprise Zone at Newquay airport • Well established partnership activity in the agricultural sector on Bodmin Moor through the Bodmin Moor Livestock Initiative developing and steering sector development, link with other upland areas, livestock quality initiatives, benchmarking and business support. • Significant forestry resources • Major tourism centres in Newquay and Bude with high value tourism on coastal strip of Padstow, Rock, Watergate Bay • Independent and local character of market towns with sense of community spirit, with strong community groups, and of offering something different • Presence of existing RDPE funded projects such as the watersport centre at Siblyback Lake, the cycle centres at Cardinham and Lanhydrock, SW Coast Path, Whalesborough farm Wildlife Centre, etc • Developing Food Clusters in Bodmin and Launceston	• Lack of local transport infrastructure • Lack of national transport infrastructure especially no mainline train in the North of our area, relying more on trunk roads • Relatively low level of qualifications • Lack of quality job opportunities for young people • Relatively high levels of unemployment • Lack of education establishments in North of the Area especially Higher and Further Education • Some LSOAs in the worst 20% nationally on IMD (in Newquay and Bodmin) • Areas where extreme poverty and affluence sit side by side e.g. Newquay. • Low wage economy often linked to seasonal nature of labour market • Lack of affordable housing • Poor broadband and mobile phone coverage in parts of our area • Few young people entering farming • Hard to reach groups including unemployed and those with low aspirations (reference Bodmin Moor parishes) • (ageing) age of the workforce • Lack of capacity and resources in SMEs to secure finance • Lack of work opportunities for young people • Difficulties of accessing agricultural livestock markets • Declining town and village centre vitality partly due to rise of dormitory villages and the prevalence of out of town shopping centres • Weak contracting network for utilisation of forestry assets • Significant water management issues for catchments • Wide differences in profitability between farms (especially livestock farms) • Lack of financial capability skills in some households • Low levels of productivity in certain businesses and certain business sectors • Sparcity of population leads to lack of critical mass for service provision

Opportunities	Threats
• Joined up CLLD and LEADER delivery by one LAG in one area • To share knowledge and experience, and to learn from other LAGs in other areas across Europe • Include key sectors of retailing, hospitality, agriculture and tourism in business support initiatives • Develop further secondary processing of food e.g. around Bodmin for food processing & marketing businesses • Create more opportunities for young people to have careers in Cornwall • Identify empty, redundant or under used buildings or sites with potential for quality affordable workspace • Develop community services as viable businesses • Develop collaboration, networking and partnerships between businesses / SEs • Animation of micro businesses to create new development • Support people to get skills needed to access jobs • Support new recreational infrastructure • Support businesses to buy and sell locally and access international markets to create year round employment • Assist SMEs to access finance • Encourage and invest in young farmers to remain in the industry • Increase apprenticeships to help young people into work and offset the high cost of employment for SMEs • Improve information for young people on help into employment schemes • Support for feasibility work, to encourage businesses/people to explore opportunities that might lead to employment/training • Make best use of the broadband roll out and connect final 5% • Growing number of holiday/second homes creates new market opportunity • Extend good practices being undertaken in various areas to improve water quality, issues of flooding, restoration of habits, etc • Working with organisations across sectors to support them as they adapt to changes in delivery of 'public services' eg town and parish councils, housing associations • Improve low performing farm businesses through benchmarking and mentoring in order to improves their productivity, access new markets, etc	• Continuing mismatch between low wages and high house prices means houses unaffordable, making it hard for local people and in-migrants to live and work locally • Increasing costs of travel and lack of transport to access employment and training • Continuing decline in town and village centre viability • External fiscal and regulatory environment for small businesses • High rents in town and village centres threatening business viability • Potential loss of environmental quality due to unsympathetic development degrading the overall quality of our landscape e.g. renewable energy, development, cropping patterns, etc • Lack of finance available to businesses that have no credit trail; Lack of private match funding for any investments. • Growing number of holiday homes • Lack of local businesses meaning young people will leave Cornwall for work • Depressed livestock sector because there is not sufficient diversity in those businesses to be resilient to market forces from outside forces • Changes to holiday trade due to educational rules • Failure to address low productivity levels in the business base will put business and their employees at greater risk • High fuel and property related costs reduce levels of disposable income that can be spent in the local economy

3.2 Evidence of Alignment with LEP activity

During the transition period between RDPE and the new Rural Development Programme the existing RDPE Local Action Groups joined forces with our LEP and other partners to create the CLLD and LEADER Working Group who have overseen the work on LEADER to date. This included both financial and officer support which has enabled a wider and more integrated consultation and LDS development process. As the LEADER LAG for this area has begun to formalise into AMLAG we have taken this work and developed it further so that it can be submitted as "our" LDS.

Furthermore both the LAG and the LEP share the same aspiration for us to act as the delivery body of choice in our area for Community Led Local Development (CLLD) as part of the EU Integrated Territorial Investment (ITI) delivery for Cornwall and the Isles of Scilly and as indicated in the LEP's Strategic Economic Plan. We recognise that this is the subject of different and separate processes and procedures and that a different LDS will be required for CLLD. However, by bidding for CLLD we can use these funds to deliver activity that is not eligible for LEADER funding in our area. We are also confident that alignment and complementarity can be achieved within our geographic area, especially noting that Saltash, whilst excluded from LEADER funding, can be included in scope for CLLD. We look forward to discussing CLLD in more detail with the LEP and DCLG as part of the negotiations relating to the ITI and the Cornwall Growth Deal.

The LEP's EU Structural Investment Fund (ESIF) Strategy and emerging ITI indicates how LEADER and CLLD can link and contribute towards its overall priorities, which are set out in Figure 3 below. Our LDS has been set in the context of these strategic priorities in addition to the six DEFRA LEADER/RDP priorities. The interrelationships between these priorities and our own local priorities is outlined in figure 7 and tables 6 and 7 below. A formal letter of endorsement from the LEP is included in Appendix 2.

Figure 7 Extract from LEP EU Structural Investment Fund Strategy

As a continuation of the links between LEADER delivery and the work of the LEP from 2015 onwards the chair and vice chair of our LAG will join the other chairs and vice chairs from the other LAGs in Cornwall and the Isles of Scilly to form an overarching LEADER Co-ordination Board that will share lessons learned, discuss joint activity, etc. A representative of the LEADER Co-ordination Board will also have a place on the relevant ITI decision making group in order to ensure synergy with wider EU programme delivery.

3.3 Strategic objectives

Based on the consultation, the SWOT analysis, and discussions in workshops five strategic objectives have been proposed. How these contribute to the LEP Strategic Priorities is outlined in table 6 below and how they contribute to DEFRA's LEADER/RDP Priorities is outlined in table 7 below which also outlines the proportion of our LAG budget we would like to allocate against each LEADER Priority. This initial financial allocation also drives the output calculations detailed in section 3.5.

Our Strategic Objectives are:

1. **Improving business viability**
2. **Helping businesses grow and develop**
3. **Creating more jobs locally and sustain current jobs**
4. **Developing Opportunities for people to have Thriving Careers Locally**
5. **Supporting People to get the skills they need**

In order to achieve these objectives we have set nine specific and deliverable priorities that will guide our investments and the selection criteria for projects.
Atlantic and Moor Local Action Group Priorities are:-

- ***Priority**: Supporting growth and development in existing businesses*
- ***Priority**: Town Centre and Village Revitalisation*
- ***Priority**: Supporting Business Start Ups*
- ***Priority**: Improving Business Productivity*
- ***Priority**: Developing Business Collaborations*
- ***Priority**: Provision of focused business support and advice*[14]
- ***Priority**: Making the most of local skills, knowledge and entrepreneurship*
- ***Priority**: Enabling Business Activities*
- ***Priority**: Developing solutions to retain /cycle funds in the local economy*

Other strategic documents within the area have informed the strategy by involving partner organisations that are responsible for those strategies. Strategies include: Community Network Plans for Cornwall Council network areas, Future Cornwall 2011, Draft Inclusion Strategy December 2013, Cornwall Voluntary Sector Forum, Cornwall Visitor Economy Draft Strategy, neighbourhood plan preparations (in progress), Evaluation of Leader LAGs in Cornwall 2014, Forestry Commission Guide to Leader Groups and the draft Cornwall Agri-food Council Strategy.

Table 6 LAG Strategic Priority mapping with LEP Strategic Priorities

LEP Strategic Priorities	**LAG Strategic Priorities**								
	Supporting growth and development in existing business	Town and village centre revitalisation	Supporting Business start-ups	Improving business productivity	Developing business collaborations	Provision of focused business support and advice	Making the most of local skills, knowledge and entrepreneurship	Enable business activities	Developing Solutions to retain/cycle funds in the local economy
Future Economy					√	√			√
Growth for Business	√	√	√	√	√	√		√	√
Conditions for Growth		√	√	√	√	√	√	√	√

[14] It is recognised by AMLAG that any activity in this area will have to complement within the planned business support framework being developed by the LEP in order to add value to that structure and avoid duplication

Table 7 LAG Priority mapping with DEFRA LEADER/RDP Priorities

DEFRA LEADER/ RDP Priorities	**LAG Strategic Priorities**									
	Supporting growth and development in existing business	Town and village centre revitalisation	Supporting Business start-ups	Improving business productivity	Developing business collaborations	Provision of focused business support and advice	Making the most of local skills, knowledge and entrepreneurship	Enable business activities	Developing Solutions to retain/cycle funds in the local economy	% Allocation of LAG budget
Support for increasing farm productivity	√		√	√	√	√	√	√	√	20%
Support for Micro and small enterprises and farm diversification	√	√	√	√	√	√	√	√	√	30%
Support for rural tourism	√	√	√	√	√	√	√	√	√	15%
Provision of rural services		√	√		√	√	√	√	√	10%
Support for cultural and heritage activity	√	√	√		√			√	√	15%
Support for increasing forestry productivity	√		√	√	√	√	√	√	√	10%

3.4 Programme of activity

The list in Table 8 suggests the type of activities that could be undertaken in our area to deliver our LDS. It is not exhaustive and is not a definitive list but is based on ideas that could ensure delivery of strategic objectives and priorities set out above. Whilst some priorities are common across all the proposed LEADER areas in Cornwall, it is the focus of activities that differs. Consideration will also need to be given to what other activity is being funded by the overall EU programme in Cornwall and the Isles of Scilly and National RDP Programme in order to ensure there is no duplication of effort and that LEADER funds add value to existing provision.

Proposed activities reflect the local nuances of the economy and opportunities and the mindfulness of the AMLAG members to their area. Activities will deliver economic, societal and environmental benefits wherever possible. The notes contained in the table below also indicate where activities could be shared with more than one LAG in Cornwall and the Isles of Scilly. This is possible because common priorities were highlighted, along with common key issues in the consultations across all four areas but the final decision as to whether there is merit in working together rests with each LAG and discussions relating to this are likely to be held at the proposed LEADER Co-ordination Board.

Table 8 List of Potential Activities

Local Priorities	Potential Activities	Activities with other LAG in Cornwall
Supporting growth and development in existing businesses	Micro/small and medium business loan/grant scheme supporting: ○ Product/Service development at the business level e.g. new equipment; including for farm diversification ○ Activities to extend/develop new business markets including international markets ○ Encouragement for young people to join existing farming enterprises, eg apprenticeships ○ Targeting sectors (including but not exclusively) ○ Retail ○ Tourism ○ Agri-food (eg water catchment based approach, genetic improvements, Adding Value, Improving Plant and Animal Health , succession planning and productivity improvements) ○ Forestry (e.g. bring areas into management) ○ Renewable Energy and Environmental Technologies ○ Aerospace	Micro/small business grant / loan scheme.
Town Centre and Village Revitalisation	Supporting new business related uses in town and village centres as pilot initiatives e.g. use of pop up shops for alternative uses; workspace uses, street markets Supporting feasibility work for redevelopment schemes in town and village centres which provide business development opportunities e.g. workspace, training, tourism infrastructure (where actual scheme delivery may be through other programmes subsequently but Local Action can facilitate a locally led approach to redevelopment) Supporting activities which maintain and develop the independent and local characteristics of market town and village centres Supporting social enterprises to take on town and village centre public realm management Supporting the specific tourism role of town centres in Newquay and Bude-Stratton and promoting the rural tourism offer Developing use of community festivals as tourism, community and town centre revitalisation opportunities e.g. Charles Causley festival in Launceston (and building on examples e.g. Bolster Day in St Agnes)	Town /village centre revitalisation

Local Priorities	Potential Activities	Activities with other LAG in Cornwall
Supporting Business Start Ups	Micro/small business loan/grant scheme supporting: ○ Business start-up requirements e.g. purchase of equipment for recreational infrastructure ○ Targeted scheme for young person business start-ups linked to business support/mentoring package; and including in the agricultural sector ○ Targeted scheme for business start-ups with people in areas of deprivation linked to business support / mentoring package Advice and mentoring service to encourage: ○ Community entrepreneurship ideas ○ New small scale farming and food enterprises Developing business awareness, knowledge and skills in 16-24 year olds to support business start-ups through, for example: ○ In –school enterprise/entrepreneurship programmes ○ Business development and management tailored training programme ○ Targeted business support and mentoring package including skills development, confidence building, work experience / shadowing, business planning, financial support and post start up mentoring Developing business awareness, knowledge and skills in areas of deprivation (Bodmin & Newquay) to support business start-ups through, for example ○ Targeted business support and mentoring package including skills development, confidence building, work experience/shadowing, business planning, financial support and post start up mentoring	Micro/small business grant / loan scheme. Micro/small business advice and support.
Improving Business Productivity Provision of focused business support and advice	Micro/small business loan/grant scheme supporting: ○ Investments to improve productivity e.g. use of new technologies, improve marketing, improved equipment, development of new ideas (in particular farming and forestry products) ○ R&D and piloting of small scale intensive farm enterprises Focus on improving farm and forestry productivity ○ Continuing work with the Bodmin Moor Initiative on adding value to farm products e.g. adding value to wool products, and meat products ○ Encourage networking between farmers to share ideas and give support ○ Working with the Forestry Commission and other local woodland owners on local markets for wood including as an energy source ○ Pilot initiatives around hedgerow management for biofuels ○ Schemes e.g. shared equipment, buying groups	Micro/small business grant / loan scheme. Micro/small business advice and support.

Local Priorities	Potential Activities	Activities with other LAG in Cornwall
Developing Business Collaborations	Support for activities which encourage local business buying and selling eg new street markets, feasibility and pilot action support to develop cross sector collaborative working for new business products/services e.g. developing new high-end holiday packages around surfing and hospitality; 'gate to plate' initiatives between farmers and restaurants. Targeted business support and mentoring packages working at local level: o With young people aged 16-24 o With residents in areas of deprivation o Farm Productivity and business succession	
Making the most of local skills, knowledge and entrepreneurship	Support for community enterprise start up and development, to include: o Transport initiatives providing access to work and training o Community based renewable energy and energy efficiency initiatives o Community led cultural and heritage activities o Developing community capacity in areas of deprivation to support pathways into work, volunteering o Supporting initiatives which open up resources of community assets to people in areas of deprivation, working in the neighbourhoods to support capacity building leading towards work and employment o Locally tailored Pathways to Work initiatives including job search, skills development and work experience/tasters, to support people towards/into work and training	Micro/small business advice and support. Action for young people and deprivation
Enabling Business Activities	Micro/small business loan/grant scheme supporting: o Redevelopment of redundant buildings e.g. workspace, training o new build innovative workspace schemes Support for development of community hubs for employment and training including: o Making space in community facilities in rural locations suitable for business/training use o Networking all community hubs into a virtual network of provision o Developing/redeveloping community spaces in areas of deprivation for business/training use o Farm Diversification Support for development of tourism infrastructure: o Small scale locally led initiatives to support improved tourism use of town and village centres o Small scale locally led initiatives to support improved tourism use of moors and beaches	Community hubs. Joint LAG business enabling activity
Developing solutions to retain /cycle funds in the local economy	Local supply chain development Loans, loan guarantee, micro-credit and other financial instruments	Loans and other financial instruments

3.4 Continued Programme of activity: Common Activity

Some key issues highlighted in the consultation are common across all of Cornwall and therefore the potential to support "cross Cornwall" activity is clear. Whether this is one project (jointly and proportionately funded by each LAG) or 4 projects addressing the same issue (funded by each LAG) is a matter to be discussed and agreed by the LAGs via the proposed LEADER Co-ordination Board. Common activity will therefore be coordinated and could include:

- Exploring economies of scale to be achieved by possibly sharing some resources between the 4 Cornish LAGs and partner organisations and utilising the services of one Accountable Body in order to keep costs to a minimum
- Joint working through pan-Cornwall projects across all Cornish LAGs will be developed for projects that align closely to the AMLAG identified strategic priorities and proposed actions in all four LDSs via the LEADER Co-ordination Board.
- Joint working with the Isles of Scilly and other relevant LAGs where relevant

3.5 Targets results and outputs

Cornwall and the Isles of Scilly is the only "Less Developed Area[15]" in England and our Gross Domestic Product is 64% of the EU average. This means that our economy lags behind that of England and Europe as a whole. Consequently outputs and results will be more challenging to achieve and in setting them due consideration of our starting point it essential. This is reflected in the urban and regional dimension of Europe 2020- seventh progress report on economic, social and territorial cohesion recognises that; 'not all regions can or should reach all their national or the EU targets". For some regions, the distance to the target is simply too great. It also suggests that for some issues it is not realistic or desirable that all regions reach the same target. The concentration of poverty and exclusion, however, has a lot of negative effects'. This has been an important consideration in the development of our output targets. A number of conditions in the Less Developed Area mean that our ability to deliver outputs will be different from others in England. The cost of delivery (unit cost per output) will be higher in a Less Developed Area due to our low economic base, lack of significant clusters to enable cost saving efficiencies, rurality and delivery costs.

The AMLAG has utilised the national benchmark figures provided. However, taking our Less Developed region status into consideration and looking at the evidence of previous RDPE delivery these should be seen as **"stretch"** targets. We wish to strike a balance between setting challenging targets and deliverability and would hope that any value for money calculations undertaken by DEFRA take our economic baseline into consideration when assessing our submission. We would welcome an opportunity to discuss our specific output criteria with DEFRA if we are successful with our application. Table 9 below outlines the outputs we believe that we can deliver through our LDS. In addition AMLAG will undertake an exercise in the first quarter of our delivery to set target outcomes (not just outputs) for the important priorities that it has set. These will be measureable and realistic and used as part of the monitoring/evaluation of the AMLAG impacts as our programme progresses

Table 9 Output forecast for AMLAG

LEADER Policy Priority	RDPE expenditure per FTE job created (£)	Average RDPE grant size (£)	Relevant CMES output indicators for LDS application	End of programme forecast (by December 2020)
Support for increasing farm productivity	61,011	29,884	Total RDPE expenditure Number of projects supported Jobs created (FTE)	£532,400 18 projects 8 FTE created
Support for micro and small enterprises and farm diversification	11,931	19,951	Total RDPE expenditure Number of projects supported Jobs created (FTE)	£798,500 40 projects 66 FTE created
Support for rural tourism	32,477	31,764	Total RDPE expenditure Number of projects supported Jobs created (FTE)	£399,250 13 projects 12 FTE created

[15] GDP below 75% of the EU average

Support for culture and heritage activity	55,991	28,165	Total RDPE expenditure Number of projects supported Jobs created (FTE)	 £266,200 10 projects 4 FTE created
Provision of rural services	33,272	23,378	Total RDPE expenditure Number of projects supported Jobs created (FTE)	 £266,200 11 projects 8 FTE created
Support for increasing forestry productivity	77,045	21,788	Total RDPE expenditure Number of projects supported Jobs created (FTE)	 £399,250 18 projects 5 FTE

3.6 Sustainability Appraisal

A high level independent sustainability review has been undertaken on the draft Cornwall and the Isles of Scilly Local Enterprise Partnership EU Structural and Investment Fund Strategy (ESIF) draft document which included in its scope the European Agricultural Fund for Rural Development (EAFRD) funds. The aim of this high level review was to analyse how the cross cutting theme of sustainability (economic, social and environmental) has been embedded into the planning of the ESIF and subsequently how it can then be embedded in any related strategies or delivery activity. Due to the comprehensive nature of this review AMLAG has decided to use it as the basis for our sustainability appraisal for our LDS at this stage. The ESIF review suggested clear actions that will help to ensure that the principles of sustainability are embedded within our delivery and these are listed below:-

- Agree at AMLAG level that the need to assess the sustainability of all projects and activity is built into the decision making process for all projects
- Agree that all AMLAG members and if necessary our animation resource receives training on the integration of sustainability into our decision making processes
- Nominate a sustainability champion from our LAG to ensure that sustainability issues are appropriately taken into account in our decision making processes
- Agree to undertake a more detailed sustainability appraisal of our annual delivery plans
- Develop a screening checklist to inform potential applicants of our sustainability criteria and through our animation resource provide them with assistance to help them address them
- Where appropriate and with due regard to eligibility and outputs specifically target projects that will deliver sustainability in their outcomes
- Share experiences and knowledge with other LAGs and the LEP about how they embed sustainability in their activities so that we can learn from best practice

3.7 Proposed Co-operation activity

Cooperation and partnership activities will support implementation of our LDS priorities and could include the following:-

- Exploring economies of scale to be achieved by possibly sharing some resources between the LAGs in Cornwall and the Isles of Scilly and partner organisations and utilising the services of one Accountable Body in order to keep costs to a minimum
- Joint working through pan-Cornwall and/or pan-Cornwall and the Isles of Scilly projects across all LAGs will be developed for projects that align closely to the identified strategic priorities and proposed actions in all four LDSs via the LEADER Co-ordination Board.
- At a local level, all Cornish LAGs will work closely together. Our LAG will also work closely with Torridge and North Devon LEADER LAG, utilising the links already developed under the 2007-2013 programme. In addition, the LAG will work with existing partnerships that span areas, such as the Cornwall AONB, Cornwall Mining Heritage Partnership, South West Coast Path, Bude Works , Bodmin Moor Livestock Initiative, etc.

The benefits of interterritorial and transnational cooperation within the LEADER programme to exchange experience and ideas, and learn about alternative ways of improving service access and communication, is well documented.

We will initiate cooperative actions involving partners confronting similar issues to jointly develop new solutions to common issues and to help achieve the potential of the area, via:

- Joint meeting of Cornwall and Isles of Scilly LAG members at least bi-annually, to share learning and experiences
- Liaison and awareness raising visits to other LAG areas, to build new partnerships and discuss new approaches
- Dissemination activities to publicise results of cooperation work learning from others
- Develop at least one project with an 'international' LEADER group.

AMLAG will work with the RDPE network to set up and fund its cooperation projects through the national fund for this activity. A bid for a project is expected to be made during 2015.

4. Management and Administration

4.1 Accountable Body

In order to deliver "best value" the preparatory work undertaken by the CLLD and LEADER Working Group recommended that the four LEADER LAGs in Cornwall choose the same Accountable Body as this will help to reduce costs, ensure continuity of approach, etc. This recommendation has been unanimously supported by each LAG in Cornwall. Furthermore whilst each LAG will have a separate contract and budget with DEFRA it may be possible to "pool" some or all of their M&A budget as another way of reducing the delivery costs. The potential for this is recognised by AMLAG but a final decision on this will depend on further discussions to be held once the outcome of the LEADER selection process is known.

For the purposes of this LDS the Accountable Body is expected to be Cornwall Council (final decision on this expected on the 10th of September 2014) but it should be recognised that they may choose to utilise the services of its wholly owned subsidiary (Cornwall Development Company/CDC) to fulfil this role. Both Cornwall Council and CDC have established procedures in place to fulfil the functions of this role, have a successful track record of delivering EU funds and are able to cash flow the M&A budget requirements from their resources.

4.2 Project Development and Assessment procedures

In the absence of the National Operational Manual for LEADER some assumptions have been made about the project development and assessment procedure which are outlined below. These have been taken from the National Delivery Framework Guidance and previous experience of the 2007 – 2014 RDPE programme delivery. This section will be updated as more information is forthcoming from DEFRA. In general AMLAG, under the guidance of Defra RDT and our Accountable Body, will be responsible for selecting projects which meet the objectives of the Local Development Strategy and the RDP Programme Document. We will ensure that there is openness and transparency in the design of project selection criteria, the analysis of project proposals and the selection of projects. We will also only approve applications after sufficient checks have been carried out, including the eligibility of the proposed investment, the selection criteria (incl contribution to LDS outputs) set out in the RDP, state aid and other obligatory standards, reasonableness of proposed activity and the reliability of the applicant. An internal audit section will be included in the process that will check that the correct procedures are being carried out by all the parties involved in the programme, including examination of a representative sample of the projects themselves. These checks will include the appraisal and approval or refusal of projects, and the management of conflicts of interest within the Accountable Body and the Local Action Group. Once projects are approved our Accountable Body will be responsible for issuing letters offering grants to project deliverers or applicants in accordance with the decisions of the Local Action Group and Defra RDT. The actual process used for project development will include the following:

- Project Development - the objectives and priorities of the LDS will be promoted to all parties in the area with a call for expressions of interest for activity which will address the issues and meet the objectives identified in the LDS. AMLAG will agree the selection criteria and initial priorities for action in our initial delivery plan which the most recent Q and A with regard LEADER suggests we will need to produce as part of the contracting process.

Animation support will be available on the ground to bring together relevant partners and provide support to potential applicants that will in turn enable an application to be made. Training and briefing sessions about the LDS and the work of the Group will also be provided to local support organisations to ensure opportunities to access the programme are maximised. A communication plan will be agreed and implemented to ensure key messages about the programme reach the target audiences as widely as possible.

- Project assessment - an initial expression of interest will be considered by AMLAG to confirm its contribution to the LDS and the DEFRA growth agenda, prior to an applicant being asked to submit a full application. DEFRA have indicated that a national application process will be followed and the full details of this will be contained in the National Operational Manual and local scheme guidance. This will clearly show the application process and who is involved at what stage and this will inform our detailed process design should our funding application be approved.

Essentially it is proposed that our animation resource assists the project promoters with their draft applications prior to submission for full appraisal. Full applications will then be appraised following a set process that conforms to the national DEFRA guidance/process. This will be undertaken by a combination of AMLAG delivery staff/Accountable Body (not our animation staff) prior to the projects being presented to the LAG for discussion and decision[16]. Processes relating to the code of conduct for AMLAG members and supporting staff are laid out in our governing documents, to ensure that these discussions and the decision making process are clear from conflicts of interest and that this process is open and transparent. Decisions made by AMLAG will be checked and ratified by our Accountable Body and DEFRA, prior to issuing a decision letter (contract or rejection) to the applicant. All the above stages will be carried out in accordance with the National Operational Manual and will ensure that activity is compliant with the regulations and Key and Ancillary Controls, e.g. separation of duties, appraisal covering appropriate areas, and managing conflicts of interest.

4.3 Claims and payments

Our Accountable Body is responsible for processing claims for its M&A costs. Whilst payment of grant to beneficiaries will be made by the Rural Payments Agency (RPA) our Accountable Body will be responsible for checking claims and requesting that payments are made by the RPA. This process will include undertaking the calculations and checks of grants due to be paid to projects. Where appropriate it will also ensure that projects maintain a register of assets, in a format approved by DEFRA, including items funded or part-funded by monies received from the programme. Management checks and inspections as laid out in the National Operational Manual will also be carried out. Our Accountable Body will also process grant payments for the programme using the new RPA IT system that is being developed to support the new Common Agricultural policy (CAP) schemes (known as the CAP-D IT system). It is scheduled to be launched in 2015. This will ensure that the payments are eligible and evidenced by scrutinising the financial claims submitted by project deliverers and payments only recommend where satisfactory progress of the project has been confirmed. DEFRA RDT will assess these payment recommendations and successful claims will be paid through the CAP-D IT system. The project beneficiary will receive the payment directly from the RPA. Detailed claims and payment processes will be developed once DEFRA's National Operational Programme has been published.

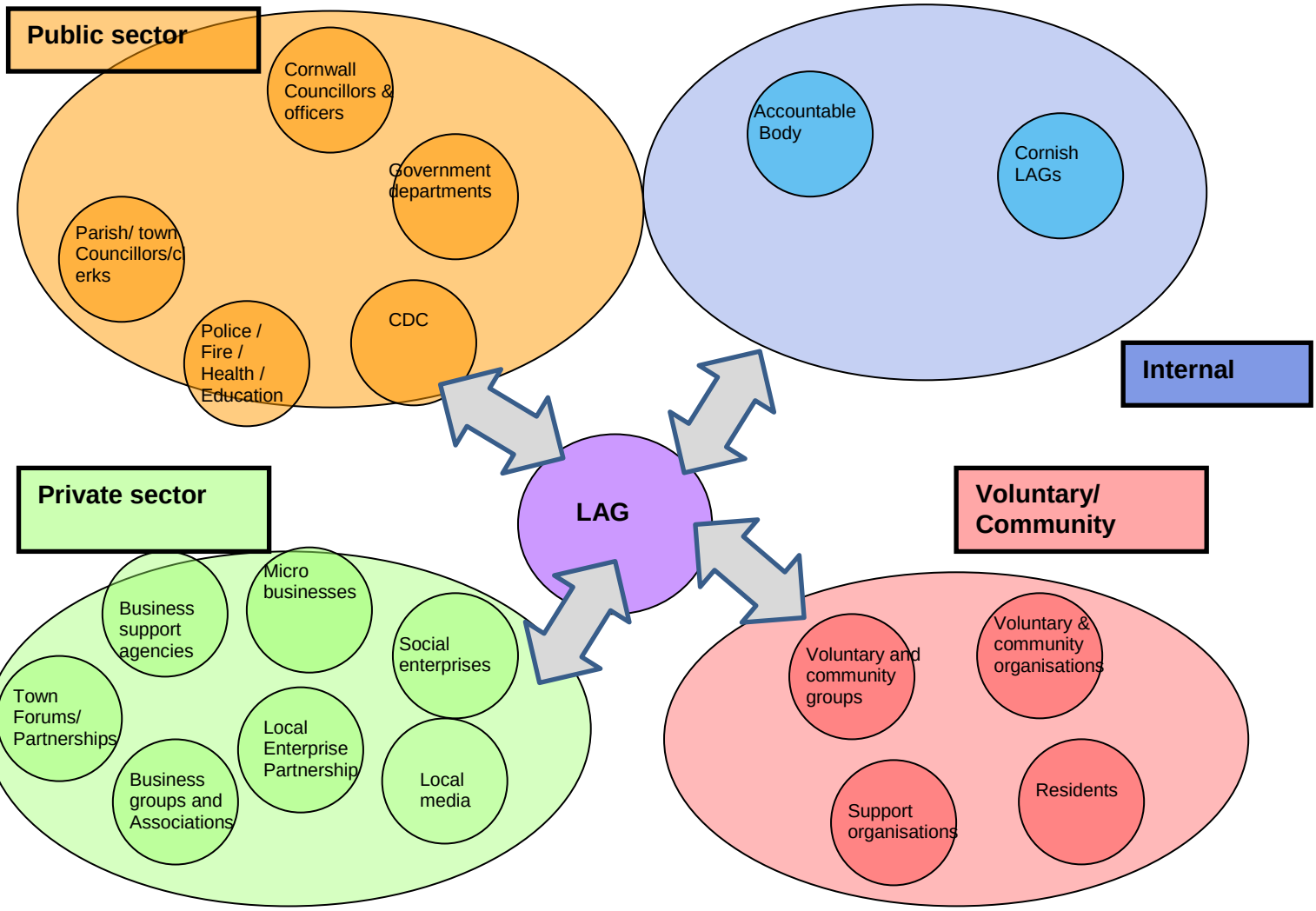
4.4 Communications and publicity

All communications will comply with guidance issued from the EU and other funding agencies, and fully address requirements of the Regulations. The aim of our communications and publicity is to increase the engagement with and involvement of the potential delivery projects of the LDS.

[16] The Forestry Commission has offered to assist with the appraisal of forestry related projects which is an offer that will be discussed once the operational manual has been released.

This will be achieved by raising awareness of the opportunities for involvement in with our LAG and the delivery of our LDS and in the development of innovative solutions to local issues and opportunities. The messages will be focused on the priorities identified and agreed in the LDS as well as to promote the support provided by DEFRA and the EU. Different communication messages will need to be made at different times, so this communication plan acts as a framework from which the LAG can begin to engage key audiences (see Figure 8 below). A detailed plan will be created as part of the contracting process and reviewed at least annually to ensure target audiences and underrepresented groups are being reached.

Figure 8 Outline Communication Strategy



As with development of this Local Development Strategy, there is potential for economies of scale in working together with the other Cornish LAGs on communications and publicity. However, in creating a 'Cornish LAGs' message care will be taken by AMLAG to ensure that local flavour is not compromised, and work builds on the good relationships already created. Communication and publicity activity will be funded through the Management and Administration element of the programme, with the following activities likely to be undertaken:

- The production of a leaflet, website, regular newsletters/ebulletins and use of social media
- Workshops, seminars and conferences
- Papers and reports of activities e.g. case studies
- Production of press releases
- Face to face, through events and word of mouth, especially cascading via LAG members and their networks

5.0 Financial Plan

5.1 Expenditure by each year and measure

Table 10 below shows the estimated annual expenditure of RDP funds for each of the RDP LEADER Priorities in our LDS. The estimates are based on the anticipated projects that will come forward to deliver the Priorities set out in the Strategy section above. The total RDP investment required to deliver our LDS is estimated to be £3,246,000 which is the midpoint scenario suggested by DEFRA. Our rural area contains major tourism, forestry and agriculture sectors that have great potential through the proposed activities outlined in this LDS to deliver growth especially where innovative collaborative activity can be encouraged. We also believe that there are eligible projects ready to come forward for funding that would contribute to the priorities of our LDS and which can be delivered early in the programme. If this level of funding allocation is not available to deliver this LDS then we would request that a formal performance management process is adopted by DEFRA across LEADER delivery that rewards successful delivery of outputs and higher expenditure in the first half of the programme through further allocations to LEADER groups from the mid-term review i.e. end of 2017.

5.2 Overall Funding Profile

The forecast profile of funding (table 10 below) is based on the dates of claims being paid out rather than funding allocated and therefore the start of the funding expenditure is April 2015. The profile then follows a steady or straight line expenditure as required by the Guidance in the National Delivery Framework (Part 111.) but it should be noted that this is not the experience of previous delivery and will therefore represent a challenge for AMLAG. Rapid progression from offer to contracting will aid the delivery of this commitment target and conversely any delays will hinder the delivery of this commitment target.

As stated above in order to meet this expenditure profile AMLAG has knowledge of a range of projects that could come forward for funding and we intend to start our promotion activity early in 2015 so that projects and business initiatives are ready to go once the contracting process is complete. The overall funding profile (RDP plus eligible match) is difficult to predict as the total funding available will also include private, other public, lottery as well as other funders. It will also depend on the mix of activity/projects funded, the grant rate applied, etc. For planning purposes we are working on an average overall intervention rate of 45% which would see an overall investment figure of around £6.5 million. However, it should be recognised that different projects will be funded at different rates depending on need and strategic value.

Table 10 Outline Funding Profile

Department for Environment Food & Rural Affairs

LEADER 2014-2020
Local Development Strategy Application
Financial Profile

1. Applicant Details

Local Action Group:	Atlantic to Moor Local Action Group (Cornwall area c)
Accountable Body:	

2. Financial Profile

	Expenditure Forecast (£)							
	Financial Year							Total
Policy Priority	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	programme
Support for increasing farm productivity	0	69,436	92,582	92,582	92,582	92,581	92,581	532344
Support for micro and small enterprises and farm diversification	0	104,156	138,872	138,872	138,872	138,872	138,872	798516
Support for rural tourism	0	52,077	69,437	69,436	69,436	69,436	69,436	399258
Provision of rural services	0	34,718	46,290	46,291	46,291	46,291	46,291	266172
Support for cultural and heritage activity	0	34,718	46,290	46,291	46,291	46,291	46,291	266172
Support for increasing forestry productivity	0	52,077	69,437	69,436	69,436	69,436	69,436	399258
Running costs and animation	0	76,210	101,614	101,614	101,614	101,614	101,614	584280
Grand Total	0	423392	564522	564522	564522	564521	564521	3246000

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Expenditure will begin as soon as contracts are in place and at present we are planning a 1st April 2015 start date. Whilst it is possible to begin activity prior to contracting these costs would be "at risk" and our Accountable Body would need assurances from DEFRA that these would be both eligible and covered before these costs could be incurred.

The allocation of RDP aid to each of the six DEFRA policy priorities was discussed in our LAG workshops and is based on evidence from previous programmes, the potential for the area, the knowledge of the AMLAG members, our SWOT analysis, suggested priorities and the expected activities. (See section 3.4 above.) AMLAG is mindful of the need to fit with the national programmes that are about to come forward e.g. Farm Forestry Productivity Scheme, Growth programme, etc and alignment with these will be achieved through discussions with DEFRA during the contracting process should our submission be successful and through on-going discussions with DEFRA/RPA and the LEP during our delivery phase.

5.3 Use of grants, procurement or other type of financial support

Delivery of our LDS relies on the availability of a range of funding investments. Grants available through AMLAG will be invested at intervention rates which conform to the regulations including state aid and that will deliver best value i.e. the minimum amount required to make the project happen. It is not possible to show the total funding investment that is needed to deliver the LDS while details of specific projects and required intervention rates is unavailable. It is useful to understand though the potential match funding through other grant aid and public investment. These are shown in the table 11 below and include:

- Public match funding indicated is speculative due to local government decisions and engagement to be developed into the LAG. We are assuming that as with previous LEADER delivery other (non DEFRA) public match can be included in funding packages.
- Private match funding indicated is speculative based on funding bids and other contributions. The availability of private match is subject to individual businesses and collaborations making the investment. Figures are based on previous initiatives such as schemes in previous LAG programmes are helpful.
- Future years of LDS delivery will need research and monitoring of the success of initial programmes established. Future investment funding should be included in the research for reviews of the LDS delivery and future annual delivery plans.

Table 11 Potential sources of match funding

LEADER Priority area	Potential funding sources
Support for increasing farm productivity Support for micro and small enterprises and farm diversification Support for rural tourism Provision of rural services Support for cultural and heritage activity Support for increasing forestry productivity	• Private match from the applicant. • Other private sector match e.g. from the land owner, social housing land lord. • Other private match. E.g. where collaboration is involved from a group of businesses. • Banks or other financiers for grant / loan schemes. E.g. investment bank for private and community/social enterprise. • Lottery, BIG Lottery, other grant giving bodies. • Town and parish councils
Running costs and animation	No match funding required.

Appendix 1 **Letter of intent from Cornwall Council**
Appendix 2 **Letter of Endorsement from the Cornwall and Isles of Scilly Local Enterprise Partnership**
Appendix 3 **AMLAG Financial Profile**
Appendix 4 **Output Submission Tablee**