GREATER DARTMOOR
Local Enterprise Action Fund

Local Development Strategy
2015-2020

Approved on .....29ᵗʰ August 2014.........................

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1. THE LOCAL ACTION GROUP PARTNERSHIP

1.1. Membership

Greater Dartmoor Local Enterprise Action Fund (LEAF) is an established partnership of local people who care about Dartmoor and the surrounding area and are actively involved in its development. The partnership was originally set up in 2008 to deliver the Local Development Strategy for 2008-2013 and enjoys a strong community led approach to local decision making. The activity has always had a strong economic slant to it and the new programme offers greater opportunities to enhance the local economy which the LEAF team are keen to take up.

At its heart, the Greater Dartmoor LEAF approach is grounded in the principles of LEADER; a bottom up approach where local people are mobilised to devise and deliver this local development strategy, involving all sectors but always private sector led, and making best use of cooperative working to make things happen. This includes making links within and across sectors to bring together people with ideas to provide an environment in which innovation is valued and encouraged.

The team of local volunteers who are represented on the management team have direct ownership of the priorities set out in this document, and are committed to achieving its objectives. The dedication and tireless enthusiasm of the local community enabled Greater Dartmoor LEAF to perform exceptionally well as a Local Action Group in the previous programme, and provides an excellent platform for the set up of this new strategy, with the skills and experience to deliver it effectively.

A shadow LEAF management team is currently in place to oversee the preparation of the new Local Development Strategy, with membership as follows:

Chairman: Trevor Smale Lloyds Bank Foundation	Philip Wagstaff Devon Heartlands Community Forum / Okehampton Vision Steering Group	Christopher Kirwin TaVi Network
Vice Chairman: Stewart Horne Business Information Point	Bill Hitchins (Cllr) / Carol Trant [1] South Hams District Council	Allie Clarke Teignbridge District Council
Andrew Shadrake Dartmoor Circle	Peter Harper / Jo Rumble [1] Dartmoor NPA	Leyland Branfield Dartmoor Hill Farm Project
Nick Jewell Spreyton Community Shop	Terry Pearce (Cllr) / Robert Plumb [1] West Devon Borough Council	Richard Soffe Rural Business School
Caroline Webster Dartmoor Partnership		

We are currently reinvigorating the group with new members being welcomed. We will undertake a more formal selection process in late 2014 (if the funding is awarded), which will assess the skills, knowledge and experience of prospective management team members, and identify any gaps. Where gaps are found, we will actively seek new members to fill the gaps, and provide training to enhance the skills of existing members. All members will be required to sign up to a Behavioural Code of Conduct.

The following principles will guide the overall LEAF team make up:
- 🌳 Representative of the local community (business/social), specifically including farming/forestry
- 🌳 A balance of genders, ages, etc to reflect the local population
- 🌳 Private sector led

Once the new management team is in place, a Chairman will be appointed to lead, and Vice Chairman to deputise in their absence.

Representatives of the Heart of the South West LEP are invited to attend meetings, regularly or occasionally, and if this is not possible, we will continue to communicate virtually and attend regular area meetings to keep one another up to date and to ensure any opportunities to work together are identified and acted upon.

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[1] Council officers deputise for Councillors for their respective councils, carrying their vote in their absence. If the Cllr is present, the officers are non voting members.

1.2. Structure and decision making process

The diagram below illustrates how Greater Dartmoor LEAF provides a central hub for activities in the local area, by drawing down funding for the benefit of the local community.

At local level, the LEAF provides a means for local people to use their local expertise to decide what matters to them and how best to address issues, then combine this with the resources to take action. The LAG forms part of a successful, established partnership with South Hams District Council as Accountable body and The DR Company as Delivery Body[2]. In terms of actual delivery, there will be an open application process for projects focused on addressing the key issues in the local area as identified in this document.

Project applications will be welcomed at any time whilst there is funding available, and this will be widely publicised across the area. The programme priorities will be published both online and in paper form, with clear guidance as to how selection decisions will be made. Applicants will be provided with project advice and guidance, and with technical assistance to ensure the application process is accessible to all. The guiding principles for the selection process are set out below:

- Ensuring that all projects deliver against the key objectives and principles of the LDS
- Fairness and transparency in selection
- Streamlined processes[3], which ensure prompt decisions are made and communicated
- Ensuring all votes are majority private sector
- Providing early guidance as to eligibility, prioritisation and how projects may be improved

We plan to set up sub groups to deliver specific parts of the programme; e.g. small business grants, to offer specialist skills and knowledge and minimise turnaround times for project applications.[4]

> **DID YOU KNOW?**.
> *People have been farming on Dartmoor for over 5,000 years* (DNPA Statistics)

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[2] IMPORTANT NOTE: This strategy has been put together with the collaboration of both South Hams District Council and the DR Company, however the decision to act as accountable body will not be formally made until after this document is submitted. In addition, to comply with procurement requirements, South Hams District Council is in the process of carrying out a required selection procedure for the delivery body to work with both Greater Dartmoor LEAF and South Devon Coastal LAG. This strategy includes job descriptions and processes that have been devised by the DR Company. If a body other than the DR Company is selected, they will be required to work to the standards and specification detailed in this document.
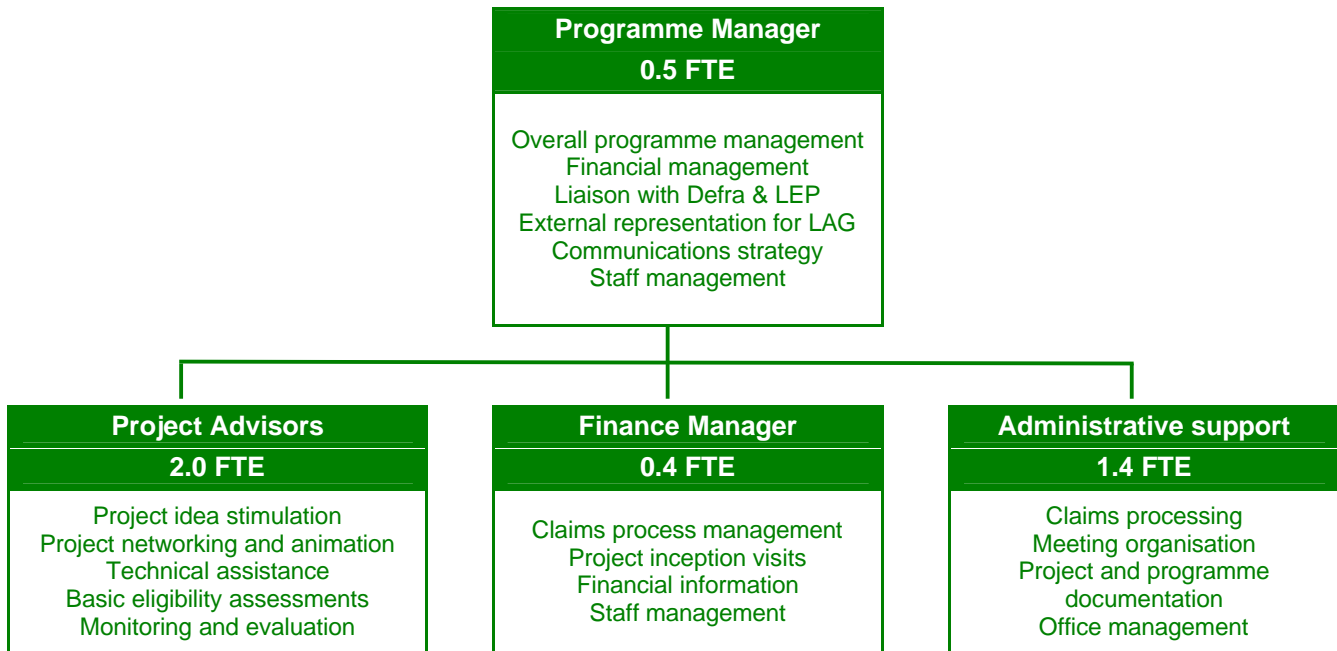
[3] Where appropriate, written procedure decisions will be allowed, subject to LAG approval

[4] We would like to run small grants as delegated funds and will discuss this with our RDT representative if the funding is awarded.

1.3. Local Action Group staff, numbers and job descriptions

The team of Local Action Group staff set out below will deliver **both the Greater Dartmoor LEAF and the South Devon Coastal LAG programmes**. The costs will be attributed to each programme on a time basis, as recorded on timesheets. The organisational chart below illustrates the planned staff resources once the programme team is fully established[5]

Programme Manager
0.5 FTE
Overall programme management
Financial management
Liaison with Defra & LEP
External representation for LAG
Communications strategy
Staff management

Project Advisors	**Finance Manager**	**Administrative support**
2.0 FTE	**0.4 FTE**	**1.4 FTE**
Project idea stimulation	Claims process management	Claims processing
Project networking and animation	Project inception visits	Meeting organisation
Technical assistance	Financial information	Project and programme documentation
Basic eligibility assessments	Staff management	Office management
Monitoring and evaluation		

Together this team will set up and support both programmes, drawing on their extensive experience of successful delivery in the previous programme period. The key responsibilities for each role are shown above, and the table below summarises the skills and competencies offered in each role[6].

	Programme Manager	**Finance Manager**
Responsibilities	🌳 To ensure the overall programme is delivered to time and budget 🌳 To oversee the provision of management information on funding streams 🌳 To keep abreast of programme developments and implement changes as required 🌳 To liaise with Defra, RPA, LEP and other external organisations 🌳 To ensure that all LAG processes are compliant with requirements 🌳 To drive projects forward by bringing together partnerships, stakeholders, local organisations and community based regeneration groups to develop strategically important projects 🌳 To act as the main contact point for the LAG management team 🌳 To manage programme staff and ensure that all staff have the required skills to carry out their work	🌳 To oversee the preparation and intensive checking of project claims prior to submission to the auditors 🌳 To liaise with projects to explain the claims process and other financial aspects of their project 🌳 To develop systems and processes which improve efficiency, accuracy and provide a consistent service 🌳 To provide financial management information 🌳 To deliver training and advice both internally and externally on specialist areas of expertise 🌳 To line manage project advisors
Essential	🌳 Relevant degree level qualification (or equivalent experience) 🌳 5 years of practical regeneration experience 🌳 5 years of senior management experience	🌳 5 years work experience in an office environment 🌳 Senior Management level experience 🌳 Degree level qualification (or equivalent experience)

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[5] The structure has been derived from a detailed examination of the resources needed in the previous programme, and this has been pared down to the critical mass needed for effective programme delivery. It is anticipated that the staff resource will reduce as the programme progresses and once the funding is allocated, although it is hoped that further funding will be awarded as the programme progresses, in which case the initial level of staffing could be retained.

[6] These are extracts from full job descriptions for reasons of space

	Project Advisors	Admin Support
Responsibilities	- To build capacity of partners, applicants and local organisations and raise awareness through presentations and workshops as required - To develop operational guidance materials for both applicants and LAGs - To prepare and deliver training - To maintain and update LAG websites - To keep abreast of funding developments in order to advise applicants of suitable funding sources - To provide guidance and support to organisations on the application, monitoring, record keeping and claiming processes of the LAG programmes and help source match funding - To appraise projects that seek financial support from funding schemes, assessing their viability, strategic contribution and value for money. - To devise and deliver small grant schemes	- To arrange, prepare for and take minutes of meetings - To undertake day-to-day office duties to support the LAG team - To undertake administration of all filing systems, ensuring all are fully maintained and in an auditable state - To co-ordinate HR administration including timesheets, expenses, recruitment and personnel information - To liaise with IT support providers and oversee office IT systems - To prepare information for programme monitoring, reviews and delivery plans - To provide initial projects and enquiry advice - To assist with the preparation and checking of financial claims, including providing direct guidance for projects as required
Essential	- Relevant degree level qualification (or equivalent experience) - Two years of practical regeneration experience	- One year of practical regeneration experience - One year of administrative experience - Note: Part of this role may be fulfilled by an apprentice

1.4. Equal opportunities statement (the public sector equality duty)

The statement below is the official equal opportunities commitment for the DR Company, which will be applied to all GD LEAF activity[7].

The DR Company is committed to ensuring equal opportunities, eliminating discrimination and promoting diversity amongst all our partners, clients and potential and current staff.

In all circumstances the company undertakes not to discriminate on grounds of gender, marital status, race, ethnic origin, colour, nationality, national origin, disability, sexual orientation, religion or age. The DR Company opposes all forms of unlawful and unfair discrimination.

The DR Company applies the following guiding principles with regard to equal opportunities:
- To develop and maintain a workforce and team of partner organisations that is representative of all sections of the local community in which the company operates
- To base selection decisions on partners (current and potential) on ability and objective skills related criteria
- To select clients, such as applicants for funding, using the agreed procedures laid down in the relevant scheme guidance manual and/or delivery plan
- To ensure that all employees, whether part-time, full time, or temporary are treated fairly and with respect and any acts of discrimination, including harassment, will be grounds for disciplinary action and complaints will be raised through the grievance procedure

Responsibility for the application of the policy rests with all employees and partners of the DR Company, overseen by all managers and supervisors. The implementation of the policy will be monitored and regularly reviewed. This policy has been communicated to all employees; it is also available to all interested parties on request from the company office at Okehampton Business Centre.

> **DID YOU KNOW?** *Hatherleigh Carnival has taken place every November since 1903, attracting thousands to watch the burning tar barrels being pulled through the streets* (www.hatherleighcarnival.co.uk)

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[7] SHDC operate their own equal opportunities policy which is not included for reasons of space. It complies with all legal requirements.

1.5. Involvement of the community and consultation activity undertaken

We have undertaken an intensive period of consultation recently to help establish up to date priorities, identify key themes and set up an inclusive strategy that meets local needs. This has included a series of public events, online provision of information and an online survey, social media alerts, and information at local events and shows. We have endeavoured to communicate through a wide range of means and across as wide an area as possible in order to engage the community.

We have also worked closely with the Dartmoor Hill Farm Project (DHFP) who have consulted with over 350 local farmers on their priorities for DHFP 2015-2020 and Greater Dartmoor LEAF through online/postal surveys and farmhouse consultations, carried out as informal farmhouse kitchen discussions, facilitated by DHFP, each attended by 3 - 11 people invited by the host farm.

This combined approach has been a successful tactic and we have now established an extensive contact list of people who are interested in local development, including many with specific project ideas, and some who want to participate further. We have been careful to maintain contact once initiated and will continue to share information about the development of Greater Dartmoor LEAF and encourage greater involvement in the programme.

Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	IMPLEMENTATION
Establish contact with local communities	Events and workshops Attendance at shows, etc Online survey	Share findings with LEAF management team and LEP Devise priorities	Write draft strategy	Management team refine strategy and submit	

MAINTAIN REGULAR CONTACT WITH WIDER COMMUNITY

Online surveys
55 responses

62 responses to DHFP survey

Events & Workshops
Business Forum, Okehampton
15 attendees

Consultation discussion, Mary Tavy
13 attendees

Consultation event, Okehampton
27 attendees

Consultation event, Bovey Tracey
41 attendees

Farmhouse kitchen meetings (DHFP)
56 attendees

Contact list of over 600 people for Greater Dartmoor LEAF plus over 350 farmers through DHFP

Over 70 project ideas on the waiting list

Further to this wide consultation we have been in direct contact with a range of local organisations that share an interest in local development, to discuss their priorities and identify ways in which we can align our plans with other existing plans and strategies. A summary list of these partners is below:

- Dartmoor Hill Farm Project
- Tamar Valley AONB
- West Devon Borough Council
- South Hams District Council
- Teignbridge District Council
- Dartmoor National Park Authority

- Tavistock BID
- Transition Town Tavistock
- Devon Heartlands Community Development Trust
- NFU
- Dartmoor Young Farmers Clubs
- Forestry Commission
- Plymouth & South West Peninsula City Deal

- Heart of the South West LEP
- DCC Devon Farming Group
- Small Farms Association
- Dartmoor Circle
- Dartmoor Partnership
- TaVi
- South West Uplands Federation
- Dartmoor Woodfuel Cooperative

The input from these organisations as well as numerous individual businesses and local people has been invaluable in putting together this strategy. We have endeavoured to draw together all of this information into a coherent strategy that truly reflects the priorities for the area as expressed by local people. We have also made every effort to ensure that the activities are strategically aligned, complementing and enhancing other existing opportunities, as illustrated below.
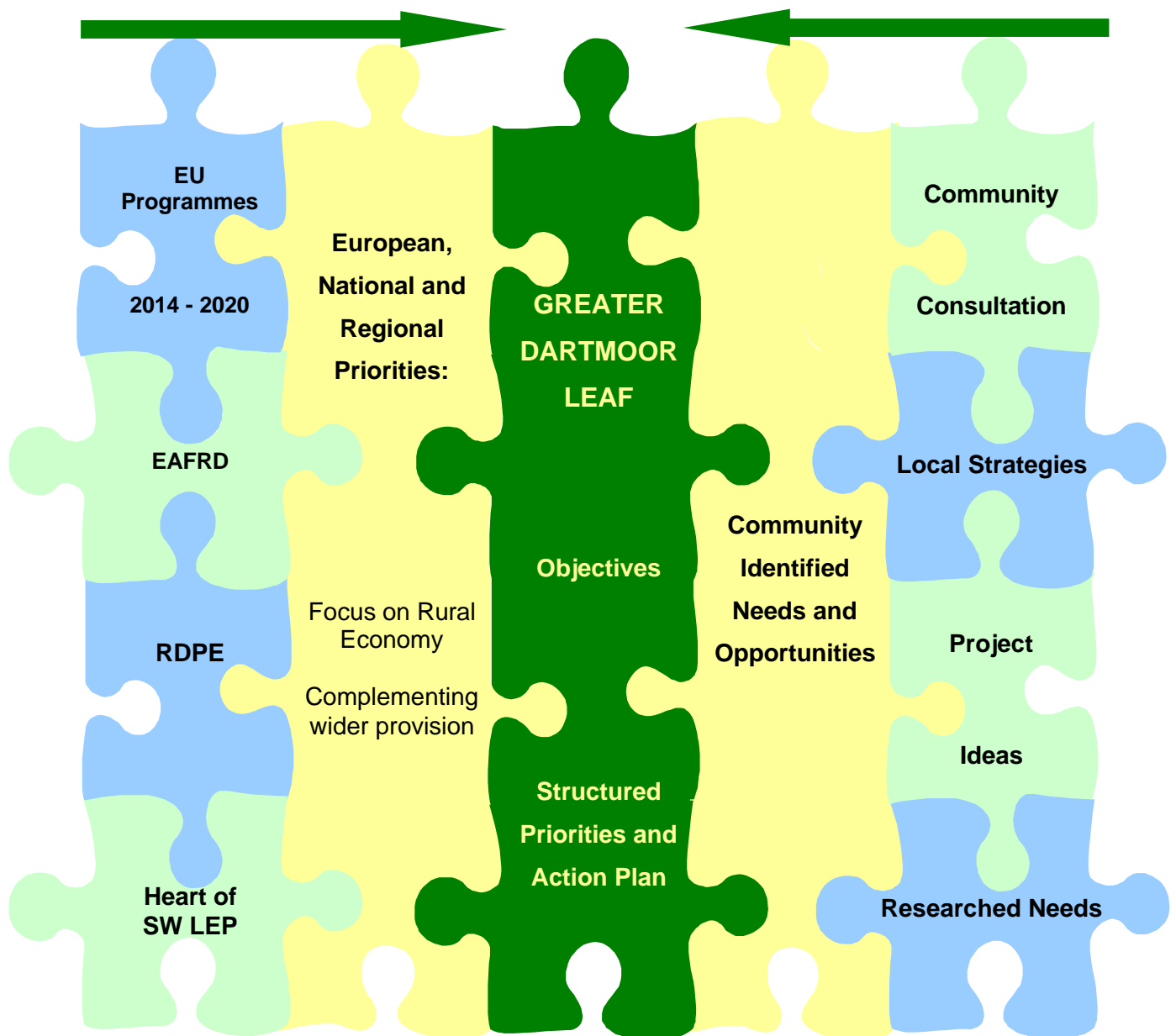
1.6. Training requirements

The training needs of the LEAF management team will be assessed in more detail once funding is known. At present, it is anticipated that all LEAF members will undertake appraisal and selection training, and that we will develop a schedule of subject training to be delivered over the first six months of the programme, themed on the activity areas for this LEADER programme. Further training will be devised and delivered to meet local needs.

2.   THE LAG AREA

The area has been adjusted slightly since the previous programme, in order to provide more intuitive boundaries that are tangible and meaningful to the local community. The area encompasses the whole of Dartmoor National Park and the remainder of sparsely populated West Devon which borders LEADER 5 North Devon & Torridge to the north and follows the Tamar southwards, bordering Cornwall Area D. It then extends southwards to the A38/A380 where it borders South Devon Coastal LAG, and stretches across the rural hinterland stopping outside the Exeter area, and to the north east it borders the new Mid Devon LAG. The area as a whole offers sufficient human, natural and economic resources to be able to deliver sustainable economic development; a viable and coherent area. The borders with other LAGs also offer great opportunity for working cooperatively across the boundaries.

The area enjoys a high quality environment with a landscape dominated by Dartmoor National Park. Dartmoor offers large expanses of wild, barren moorland featuring dramatic granite tors, with isolated farms and tiny communities hidden away in valleys and sheltered spots. Approximately 37% of the moor is common land. Around the edges of the moor are some larger communities offering everyday facilities for local residents and attracting visitors from further afield. When asked to describe the area, the following words were used by local people (the larger the lettering, the more frequently the word was mentioned):

The area surrounding the moor itself is a rolling hillscape, varying in nature from areas of culm grassland to the north and west, to fields of the recognisable red Devon soil to the north east, and forested hills and farmland to the south and east of the moor including Haldon ridge. Across the area are a series of deep river valleys, including the Taw, Teign and Torridge. The whole area is typified by small, sparsely populated, hard-working communities with their roots in agriculture. For many, there is a long journey to work due to the limited employment locally, and little or no public transport.

The natural environment presents many practical challenges for businesses and communities; some facilities and services that are considered essential elsewhere are just not available across the whole Greater Dartmoor LEAF area, such as high speed broadband, mobile phone coverage, services that are available outside standard office working hours and access to national transport networks.

The main towns in the area are Tavistock, Ivybridge and Okehampton, together accounting for 27% of the LAG area population. The local hubs offer important local services and sustain a range of businesses and offering employment for people in the surrounding areas. However wages are low and part time working high. The towns and smaller communities are all part of the same cultural environment, which is inextricably linked with the landscape itself.

In spite of the challenges presented by the landscape and economic environment, community spirit is strong and people are resourceful; thinking up and implementing creative ways of sustaining their communities and businesses, either individually or by working together. There is also great pleasure for many in the remarkable landscape in which we all live. There are many landscape and environmental designations, including parts of the Tamar Valley AONB and the Cornwall and West Devon Mining Landscape World Heritage Site, over 60 SSSIs, 5 local and 4 national nature reserves.

2.1.   Map of the area
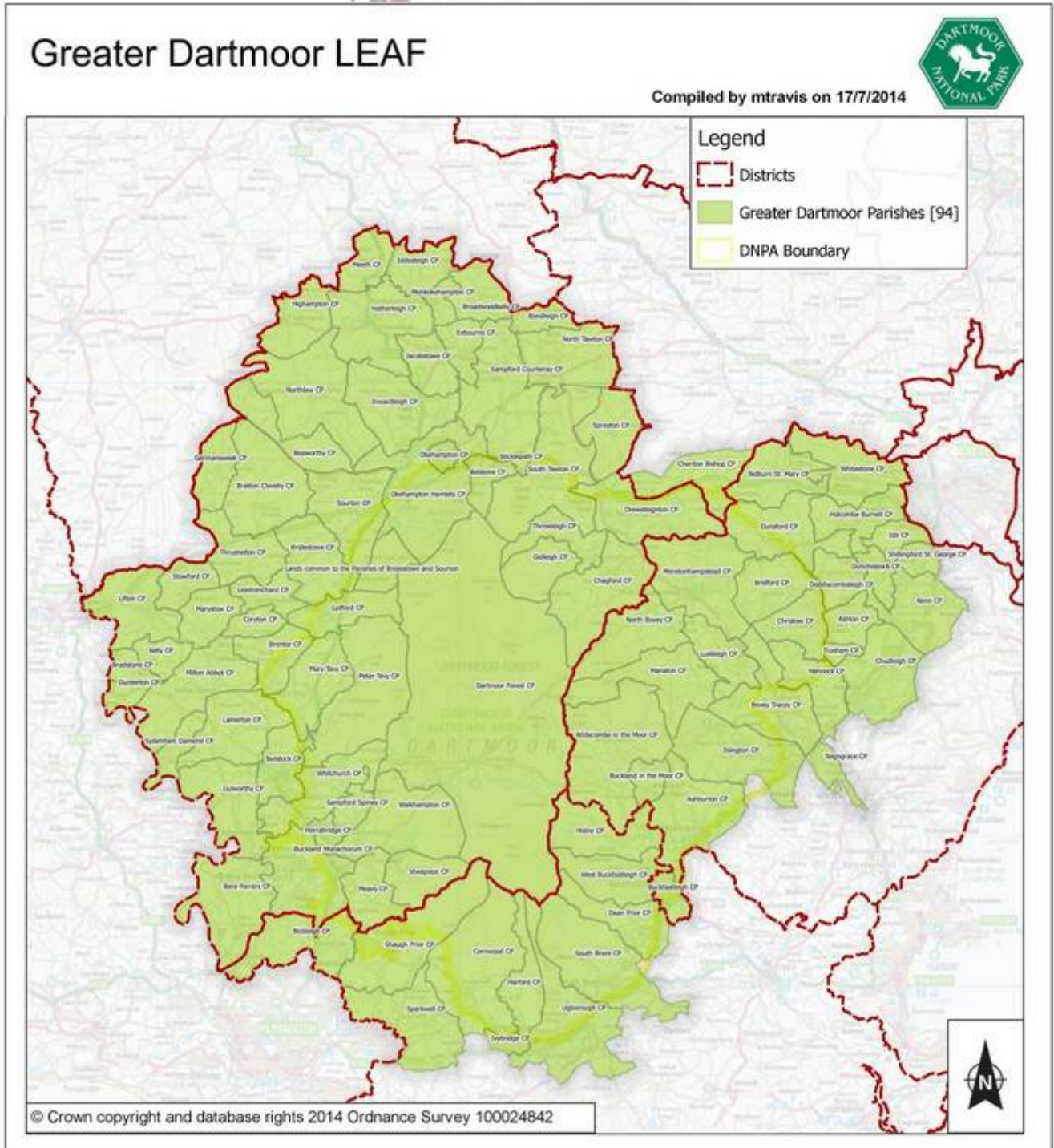
DID YOU KNOW? The"Ivy Bridge" is a mediaeval packhorse bridge, immortalized by JMW Turner and for which Ivybridge was named (www.ivybridge.gov.uk)

2.2. Rural population covered

The population within the Greater Dartmoor LEAF area totals 113,368. The area is predominantly rural, with a particularly sparse and dispersed population[i] within Dartmoor National Park, with only 3 main towns in the area serving as local centres, with populations ranging from 5,900 to 12,800.

Population Density 2011
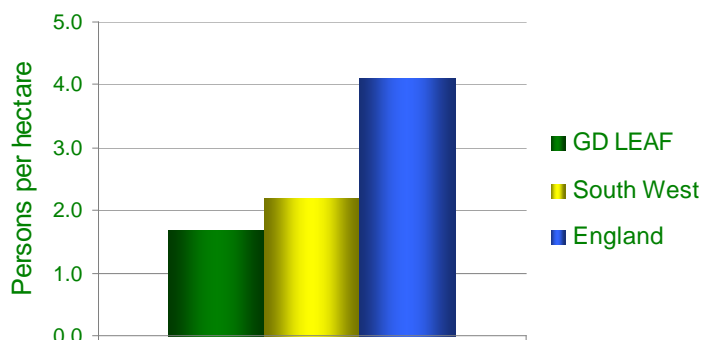
This has significant impacts on economies of scale, delivery of services, provision of infrastructure and achieving a critical mass for business and community collaboration.

Whilst the rate of economic activity within the LEAF population is similar to both the regional and national figures, there is a significantly lower rate of full time employment and a higher rate of retired people living in the area. There is also a high level of self-employment amongst the economically active.[ii]

Economic Activity, 2011	Economically active		Economically inactive - retired
	Total	Self employed	
GDL LAG	70.0%	18.4%	18.4%
South West	70.3%	15.8%	15.8%
England	69.9%	13.7%	13.7%

Amongst the population, the proportion of people in senior management and skilled occupations is higher than the regional and national averages.[iii]

Occupation 2011

Legend:
- 9. Elementary
- 8. Process, Plant and Machine Operatives
- 7. Sales and Customer Service
- 6. Caring, Leisure and Other Service
- 5. Skilled Trades
- 4. Administrative and Secretarial
- 3. Associate Professional and Technical
- 2. Professional
- 1. Managers, Directors and Senior Officials
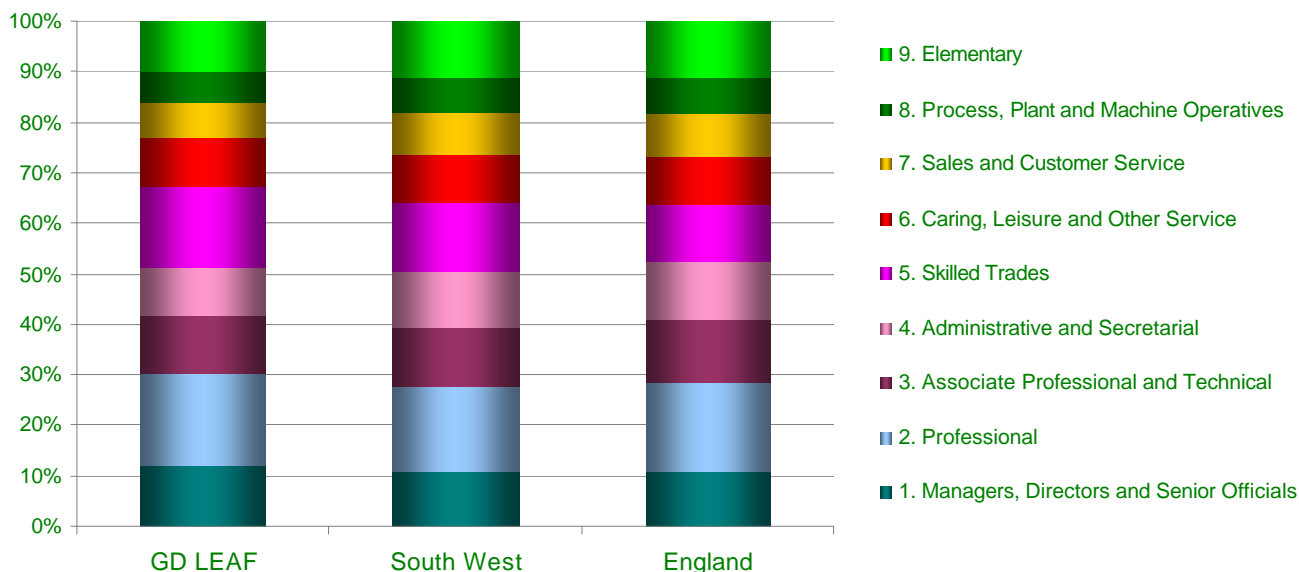
DID YOU KNOW?
Ashburton holds a Bread Weighing & Ale Tasting Ceremony in July each year (www.ashburton.org)

It should be noted, however, that a significant proportion of people in these more senior roles travel to work outside the GD LEAF area. At an average commuting distance of 23.3km, West Devon is the Local Authority area with the highest travel to work distance in England and Wales (with the exception of the Isles of Scilly), and the South Hams follows closely behind at an average of 22.1km. Both of these areas have seen a dramatic increase in travelling distances since 2001, of 14% and 17% respectively. [iv]

The main sectors for employment within the GD LEAF area are wholesale and retail, human health and social work and education. Unsurprisingly agriculture and forestry employs a far greater proportion of the workforce than regionally and nationally, whilst there is a smaller proportion in information and communication, financial and insurance activities and administrative and support service activities[8][v].

Employment by industry 2011

Legend: GD LEAF, South West, England

Industry key:
1. Agriculture, Forestry and Fishing
2. Manufacturing
3. Construction
4. Wholesale and Retail Trade
5. Transport and Storage
6. Accommodation and Food Service Activities
7. Information and Communication
8. Financial and Insurance Activities
9. Real Estate Activities
10. Professional, Scientific and Technical Activities
11. Administrative and Support Service Activities
12. Public Administration and Defence
13. Education
14. Human Health and Social Work Activities

Industry sector (see key)

The proportion of the population over 45 is 27% higher than the national figure, with the greatest differential being in the over 65 cohort. In contrast the proportion between 15 and 29 is 72% of the national figure. There is a significant issue of out-migration among young people in the area, particularly school leavers, with 3 times more 15-19 year olds leaving the area than coming in [vi].

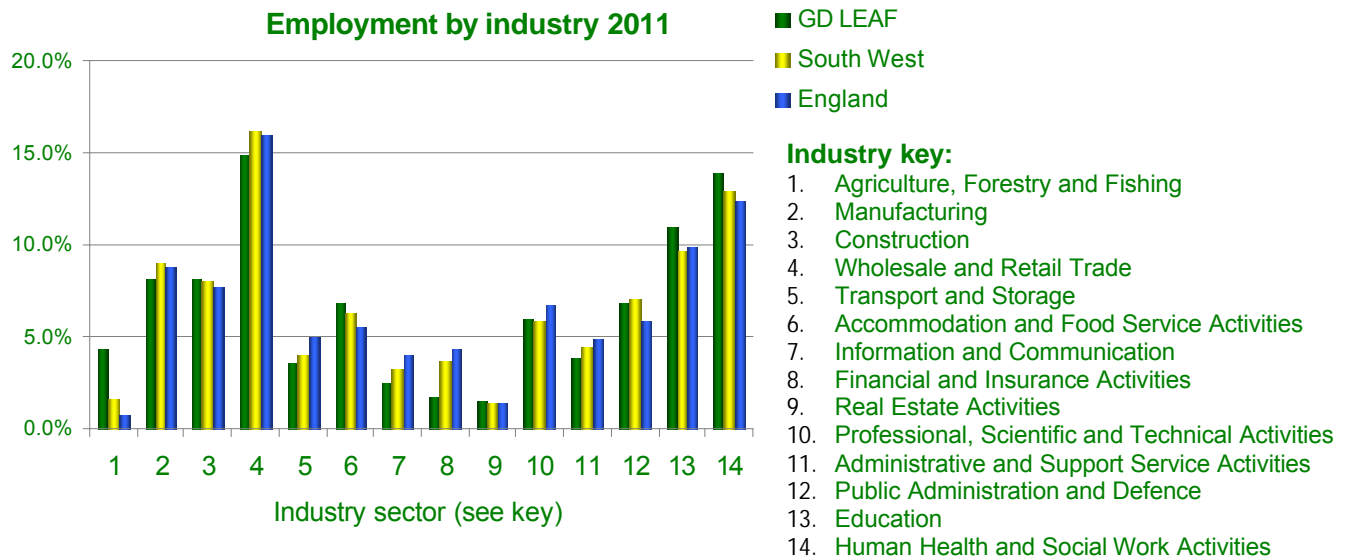One reason for this may be that parts of the area experience some of the poorest access to services and housing nationally [9], with 5 wards in the area appearing in the top 150 most deprived wards (of a total of 32,482 wards in England) [vii]. In addition, there is limited work within the area and earnings are low compared with the national figures. In West Devon, South Hams and Teignbridge, median earnings are £16,347, £17,000 and £17,182, as compared with the national median of £21,811or even the South West median of £19,628. This offers considerable incentive for economic out-migration.

Our strategy has been devised to meet the needs of the local population, and to make the area more prosperous, and more competitive with other areas, therefore becoming a more vibrant rural economy which is an attractive place to work and do business.

> **DID YOU KNOW?** *The small moorland town of Chagford (pop 1,449) boasts 2 world famous ironmongery emporia where* "if they don't have what you're looking for, they'll get it - anything!" (*www.chagford-parish.co.uk*)

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[8] Note: Mining and Quarrying, Electricity, Gas, Steam and Air Conditioning Supply, Water Supply; Sewerage, Waste Management and Remediation Activities and Other categories excluded as of minor significance to the area.
[9] This includes the physical and financial accessibility of housing and key local services. The indicators fall into two sub-domains: 'geographical barriers', which relate to the physical proximity of local services, and 'wider barriers' which includes issues relating to access to housing such as affordability.

3. THE STRATEGY

3.1. Description of Strategy

This strategy is a balanced representation of the key challenges and opportunities for the Greater Dartmoor LEAF area. There are four main objectives to it:

A. To support businesses to grow and prosper
B. To offer people in the uplands area equivalent opportunities to their lowland neighbours
C. To strengthen key local sectors and capitalise on our natural resources
D. To support enterprising communities

These objectives will ensure that Greater Dartmoor LEAF enhances our local economy, increases employment, makes our businesses and communities stronger and more resourceful and allows creative new ideas to be developed and implemented.

Each objective is described in more detail below, along with a summary of the key areas we intend to address. All of these objectives and the detailed descriptions that accompany them have been fully researched, but for reasons of space the full evidence base is not presented here. Reference is made to the bibliography of detailed sources in the text.

A. To support businesses to grow and prosper	This objective is about helping all sectors of business, including farming and forestry, to optimise their opportunities to develop and employ more people through direct, structured support. **A1. Providing blended advice and support throughout business lifespan** We plan to provide assistance to businesses through appropriate means, adopting a blended approach and supporting businesses to network and share ideas and experience. There is a demand for help throughout the business lifespan [viii], from start up onwards and there is diminishing assistance currently available from other programmes, particularly after year three. Related to this, the levels of business closures exceed the levels of business start ups in the area [ix]. We will support activities that help the long term sustainability of local businesses. **A2. Developing and enhancing premises** A lack of suitable business premises has been highlighted as a particular issue, where the current stock is too small, outdated, inefficient or lacking in necessary facilities or equipment.[x] We plan to offer specific support for the development and enhancement of premises to meet identified business need, either directly to businesses or through site development. Where the build work itself is on a large scale, we will look to support fit out and on site facilities to ensure that the end result is fit for purpose. **A3. Addressing barriers to growth and enabling businesses to grasp new opportunities** Over 87% of local businesses have growth plans for the next five years, but they have highlighted a need for financial support, both general and specific business advice, and opportunities for business mentoring and networking as particular ways in which Greater Dartmoor LEAF could help them [xi]. A particular issue for businesses is finding the time to invest in business development whilst carrying on their business. Margins are often tight and a great deal of hard work is required simply to generate a small profit [xi]. This leaves little time for development. We are seeking creative ideas to address this issue, which may include sharing resources between businesses to reduce the individual business burden.

> ***DID YOU KNOW?***
> *West Devon has the highest level of part time working of all UK local authorities at 45.2% (ONS)*

<div style="vertical sidebar">
A. To support businesses to grow and prosper (continued)
</div>

A4. Providing opportunities for young people

Levels of part time working are particularly high in this area especially among women, and whilst this might be a lifestyle choice for some, for many others it is a reflection of lack of choice. Earnings are very low in the area, particularly in West Devon; lower than anywhere else in the South West (including Cornwall) except Torridge, and less than 70% of the England national average[xii]. As a result many young people are choosing to live and work elsewhere [xiii]. Initiatives that increase employment, raise earnings, offer opportunities for young people and women and help to increase working hours will be prioritised.

A5. Maximising sustainable management and utilisation of farmland and woodland

Specifically for the farming and forestry communities, opportunities have been identified to make better use of under managed land (including woodland and hedgerows[xiv]). Initiatives that address this issue, either separately or in combination with the issue of succession planning (see below) will be welcomed.

A6. Supporting succession planning

Concerns have been raised about succession planning and introducing the next generation to farming[xv]. This also extends to the wider business community due to the high proportion of family businesses, for whom business succession is a priority in order to ensure the longevity of successful businesses. We will support both individual businesses and wider initiatives that have viable proposals to assist with this.

A7. Modernising Farming and Forestry

Further opportunities have been identified to modernise farming and forestry businesses through the introduction of new, small scale technologies, such as livestock identification, artificial insemination computers and heat detection systems [viii]. These could be developed as shared resources, enabling new farming techniques, improving animal health and welfare standards and allowing business efficiencies to be introduced.

<div style="vertical sidebar">
B. To offer people in the uplands area equivalent opportunities to their lowland neighbours
</div>

In the uplands areas, there are particular obstacles to development that restrict opportunities; including issues of inaccessibility, vulnerability to climate issues and weather events, practical issues such as lack of local services and poor infrastructure (virtual and physical) that we plan to address through this objective[xvi] [xvii].

B1. Supporting diversification

For uplands farmers, opportunities to diversify are a key priority, including such diversifications as tourism, renewable energy and social farming [xv]. Where such initiatives are not detrimental to the natural environment, we will seek to support them.
Help is also needed to keep up to date with the latest legislation and to implement required changes. By providing advice on such issues, engagement with this community can be initiated, so we would encourage projects that combine the provision of essential information with specific business development assistance.[xviii]

B2. Complementing skills development and apprenticeship schemes

Previously, highly successful apprenticeship schemes have been run, such as Moor Skills [xix], and we are keen to support the development and extension of this activity. Whilst skills training itself cannot be supported, we would be interested in helping set up networks of farmers to work cooperatively on such schemes and helping to provide the essential infrastructure to make this happen.[xx]

B3. Encouraging cooperative working

Across the uplands, businesses are keen to work together and they identify more that links them than separates them, e.g. road access is often restricted by weak, narrow bridges, preventing deliveries of large equipment and supplies by normal means and affecting livestock transportation[viii]. This increases costs and limits opportunity. Innovative solutions to such problems are sought, particularly those benefitting more than one business or farm.

C. To strengthen key local sectors and capitalise on our natural resources

There are some established and developing sectors in the area that offer great opportunities, such as food and drink, small scale manufacturing and tourism. We plan to support these sectors to develop and grow, particularly through cooperative working within and across sectors.

C1. Building the food and drink sector

For the food and drink sector, there are specific opportunities to develop local food networks [xxi] [xxii], to reduce food miles and the associated carbon footprint [xxiii], and to access larger scale procurement opportunities [xxiv] through cooperative working. In addition, greater market share could be obtained by working with other sectors, particularly tourism and inspiring people to enjoy local food.

C2. Deriving business benefit from the natural/cultural environment

Developing local identity and local provenance, including that of the local uplands and Dartmoor, presents a particular opportunity. We are keen to support ideas that will draw out a local USP and use this for business benefit. We are particularly interested in creative ideas that help to preserve the quality of the natural environment whilst making businesses stronger and more resilient [xxv].

Projects that celebrate and enhance the natural, built and cultural environment will be encouraged to seek ways of bringing economic benefit. This could be by such things as linking businesses to the extensive and increasing network of trails and routes, or by using the built heritage as a platform for business, or running festivals that recognise key local figures and places and draw people into the area, encouraging them to support local businesses. Also increased use of woodland resources will be supported, including expanding existing woodfuel networks and finding new recreational, educational and economic uses for woodland. [xxvi] [xxvii]

C3. Supporting local supply chains

New business opportunities are becoming apparent all the time to link into emerging consumer trends and government policies. Where possible, we will help businesses prepare themselves to take advantage of new opportunities that help them become more sustainable, particularly where groups of businesses work together. Local supply chain development is a key part of this [xxv].

C4. Enhancing the tourism offer and increasing visitor spend

The area already attracts millions of tourists annually, and there is a balance to be met between encouraging visitors and protecting the environment that attracts them in the first place[xxviii]. Where it is in line with the wider Destination Management approach we are keen to see proposals that will enhance what is on offer for tourists in the area, and encourage each visitor to spend more locally. This could include both helping businesses to meet changing visitor needs and exploit new markets, and ideas that help to ensure that the overall quality of the offer is high. Also coordinated marketing initiatives which communicate the local values and make the area and all it offers known to a wider market are welcomed.

DID YOU KNOW? Three silver snuff boxes mined at Wheal Betsy still exist, one is in Canada; no one knows where other 2 are now (The Mines of Devon, Hamilton Jenkin 2005)

D. To support enterprising communities

In order to support sustainable communities, this objective will seek to build local capacity through support for new ideas that develop the community itself, which may be through generating new community income streams, enhancing facilities to become sustainable or through increasing project delivery capability within communities.

D1. Developing community enterprises

The intention is to deliver long term benefits to communities that enable them to develop and deliver future initiatives with less need for outside assistance. We are particularly interested in community enterprises, such as community shops and community energy initiatives [xxix] and would encourage ideas that lead to employment, including apprentices. We will prioritise projects that are economic in nature and that derive an income for the community that can be reinvested, particularly those that offer structured employment and volunteering opportunities. Where possible we would be keen for communities and businesses to work as one, sharing the effort and also sharing the benefits of their activities.

D2. Improving accessibility (including transport solutions)

To support communities, we will also consider accessibility, and are keen to develop and implement travel and transport solutions that help people get around, with consideration to carbon emissions and how they can be minimised [xxx]. On farms, accommodation for workers is a particular issue [xi]. Young people need to be able to access work and training opportunities, and the whole population needs to be mobile enough to have freedom of employment across the area [xxxi]. Initiatives that help with these issues will be encouraged.

D3. Benefitting from virtual infrastructure improvements

Provision of basic infrastructure, such as broadband and mobile phone coverage falls outside the remit of Greater Dartmoor LEAF, but we will support groups of local people and businesses to tap into the developing infrastructure, either through exploiting the new opportunities that it presents, or to help come up with alternative plans and schemes where communities fall outside of the existing delivery programmes, such as Connecting Devon and Somerset. [xxxii]

D4. Supporting delivery of local plans

Where communities have put together local plans [xxxiii] or are in the process of doing so, we will aim to support the delivery of actions that support and enhance the local economy. This will enable us to assist with specific local initiatives that are prioritised within their own communities.

DID YOU KNOW?
There are 586 voluntary and charity groups based in Teignbridge   (Devon Voluntary Action)

3.2. A 'SWOT' analysis of the local area

The detailed objectives described above can be summarised in this SWOT analysis:

STRENGTHS

Successful existing business networks

Resilient population

Innovative business ideas

Established cooperative working

Established food and drink, tourism and small scale manufacturing sectors

Strong local identity

Exceptional natural environment

OPPORTUNITIES

Existing/developing neighbourhood and town plans

Enterprising young people

Undermanaged woodland

Farm modernisation/ diversification

Improving virtual infrastructure

Linking into consumer trends/new policies for economic advantage

New community and social enterprises

Next generation into farming

Community based energy improvements

WEAKNESSES

Insufficient suitable business premises

Low wages

Poor infrastructure (virtual and physical) including public transport

Limited accommodation (including on farms)

Dependence on private transport

Reliance of farmers on subsidy

Insufficient capacity to dedicate to business development

Succession planning for family businesses in all sectors

THREATS

Inequality of infrastructure provision

Public transport network facing further cuts

Young people leaving the area to seek better work opportunities

Requirements to use online communication where infrastructure is poor

Animal health and welfare issues

Limited potential to increase upland farm incomes directly

DID YOU KNOW? *Hill farms in South West England had an average annual income of £9,207 in 2006-7 before labour costs, and incomes are considered to have decreased since then* (SW Uplands Federation)

3.3. Evidence of alignment with LEP activity

Greater Dartmoor LEAF is a partner in the Heart of the South West LAG and LEP group. This group meets regularly to discuss strategy and to plan future actions to ensure complementarity between partners. A letter of endorsement is attached.

Through this group we have been working with the LEP to devise our strategy in line with the guidance provided in June 2014. The main areas of strategic match are shown in the table below.

EAFRD Activity Areas	Complementarity with HOTSW LEP
Innovation Support	Priority will be given to projects that demonstrate creative solutions to issues.
Business Support	A business grant scheme is planned, with a maximum funding level of £25k, subject to authorisation from Defra for small grants schemes All businesses in hub towns will be eligible for support. We will be offering specific support to young people to help them set up their own businesses. We will share information about all of the business support offered through the LEAF to enable signposting. Further than this we are keen to be involved in shared promotion and a business advice portal across the area if this is planned.
Rural Supply Chains and Markets	We are keen to support local supply chains, and to encourage small producers to work together to access more business opportunities. This may be by establishing cooperatives, or by setting up shared protocols that increase their resilience and ability to supply larger contracts. We will provide particular support to the food and drink, small manufacturing and tourism sectors, helping them to work together. A blend of business support activity is planned through this programme, filling gaps in existing provision to ensure that business support is available for the lifetime of a business, supporting existing business networks where they are successful and valued, and encouraging mentoring across businesses. We encourage cross sector business working and help develop local supply chains that enhance the local rural economy.
Rural Renewable Energy Infrastructure	We plan to support community energy initiatives to help small communities generate income to support other activities, and to support local suppliers to develop their businesses to exploit renewable energy opportunities.
Rural Tourism Assets and Infrastructure	We plan to support individual tourism businesses to develop and grow, and we plan to support the wider tourism sector to develop projects that draw on the features of the local area in order to attract visitors and encourage them to spend more locally.
Digital Infrastructure	Whilst the development of the infrastructure itself is specifically excluded from this strategy, we intend to help businesses and communities to prepare themselves to benefit from infrastructure improvements, to carry out preliminary work where it is required to access the wider infrastructure projects, and to exploit WiFi and broadband to its maximum potential for local economic benefit. We intend to review this activity as the programme progresses to ensure that the Greater Dartmoor LEAF supports communities where required to maximise superfast coverage or to assess alternatives where superfast will not be provided through Connecting Devon and Somerset.

DID YOU KNOW? The world's fourth largest deposit of tungsten is found on Dartmoor at Hemerdon; in 2014 work started to excavate this as Britain's first new metal mine for more than 40 years (BBC)

3.4. Your local priorities

The table below shows the local priorities that we intend to deliver against through this programme, and matches them onto the objectives listed above and the RDPE measures.

Priority	Activity	Notes	Match onto local objectives	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
					Match into National Priorities				
Business	Business Growth and Diversification Fund[10]	To include investment in business start-ups, equipment, IT development, marketing, farm diversification etc.	A3 A4 B1 D1	✓	✓	✓	✓	✓	✓
	Business Premises Development	To develop small sites and enhance larger sites to meet identified business need	A2		✓	✓	✓		
	Young Business Growth Fund[10]	To support young people to set up/expand their businesses through grants, advice and mentoring	A4	✓	✓	✓			✓
	Business Support	General support to help businesses increase profits and employ more staff and assist with succession planning	A1 A4 A6 B1 D3	✓	✓	✓	✓	✓	✓
	Business Networking and Cooperation	To help businesses work together, and support local supply chains within and across sectors (including farming)	A1 A3 B3 C3	✓	✓	✓			✓
Uplands	Addressing Locally Important Issues	To minimise disadvantage to uplands farmers, businesses and residents	A3 B1 B2 B3	✓	✓	✓	✓	✓	✓
Farming and Forestry	New Approaches to Farming and Forestry	To develop and pilot new ways of working, new products and new productive uses for land	A3 A5 A7 B1	✓					✓
	Succession Planning	To support the transfer of farms to the next generation and encourage new people into farming	A6	✓					✓
	Small Technology Fund[11]	To enable farm/forestry owners to access small scale technology that improves business performance	A3	✓					✓
Resource Linked	Tourism Initiatives	To enhance the tourism offer and increase visitor spend	C4			✓			
	Defining / Promoting Local Identity	To gain economic benefit from local heritage, culture and the natural environment	A5 C1 C2			✓		✓	
Community	Improving Access	To address issues of inaccessibility, virtual and physical, including transport solutions	B3 D2 D3	✓	✓	✓	✓	✓	✓
	Support for Local Plan Delivery	To deliver local actions that enhance the local rural economy	D4	✓	✓	✓	✓	✓	✓
	Support for Community/Social Enterprises	To set up community enterprises and make them sustainable	D1		✓	✓	✓	✓	

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[10] Small grants funds are planned to deliver these actions, subject to approval from Defra.
[11] It is envisaged that a simple fund will be set up at the start of the programme for quick, easy access, possibly using a voucher scheme. It will have a maximum level of £5k and will fall below the level of funding offered through FFIS.

The priorities are designed to support all of the overall objectives described above, drawing out common themes and setting a focus to the activity that follows. In addition, there will also be three overarching themes which will ensure that the principles of sustainable development are fully integrated into this programme, and which all projects will be expected to contribute to, as follows:
- Supporting the rural economy
- Maximising positive and minimising negative environmental impact
- Providing equal access to opportunities

All applications will be assessed for their innovation, and those that introduce a new concept, product /service or methodology will be prioritised. By "new" we mean something that has not been tried in this area previously, or that has been significantly enhanced and improved. We will also support tried and tested projects and programmes, where it can be demonstrated that the approach is successful.

3.5.   Programmes of activity

Below is a summary of our plans for activity through the programme. The early stages of the programme are more detailed as we intend to evolve this strategy in line with changing needs and opportunities.

October 2014	LAG member application packs compiled and distributed
	Draft systems and processes developed
	Draft project application pack devised
November 2014	Programme funding awarded
	Call for projects
	Review budget allocations if applicable
	Draft application process approved and project application packs sent out
	Set up contracts for accountable body, delivery body and LAG programme
	LAG member and appraiser applications reviewed and selections made
	Appointment of Chairman and Vice Chairman
December 2014	Appoint Communications sub group
	Commence PQASSO communications work to maximise publicity for programme
	Finalise systems and processes
	Appraiser training for all LAG members and other appraisers
	First projects assessed
2015	Formal launch event (early 2015)
	First project decision meeting (January)
	Projects referred to Defra for approval
	First funding committed and contracts issued (February)
	Bi-monthly project decision meetings
	Set up Small Technology Fund and publicise (Q1)
	Devise small grant schemes in discussion with Defra (Q1)
	Capsule training - one of 6 funding themes included per bi-monthly LEAF meeting
	Commence scheduled monitoring of projects
	First project complete
Year one (2015-16) funding targets	Commit £600,000 (27%) of GD LEAF funding
	Spend £370,000 (17%) of GD LEAF funding
2016	Specific training to fill knowledge gaps
	Commence schedule of project evaluations
Year two (2016-17) funding targets:	Commit £1,350,000 (61%) of GD LEAF funding (cumulative)
	Spend £780,000 (35%) of GD LEAF funding (cumulative)
Year three (2017-18) funding targets:	Commit £1,800,000 (82%) of GD LEAF funding (cumulative)
	Spend £1,205,000 (55%) of GD LEAF funding (cumulative)
Year four (2018-19) funding targets:	Fully committed - additional funding welcome!!
	Spend £1,605,000 (73%) of GD LEAF funding (cumulative)
Year five (2019-20) funding targets:	Fully committed
	Spend £1,940,000 (88%) of GD LEAF funding (cumulative)
Year six (2020-21) funding targets:	Fully committed
	Fully spent

DID YOU KNOW? On the fringes of Dartmoor, some hedges continue the boundaries ('reaves') of Bronze Age field systems, some 3,500 years old (DNPA Statistics)

3.6.   Targets, results and outputs

Details of our planned outputs are in the attached table.

We also plan to carry out further analysis of impact through business surveying. A business survey is planned for autumn 2014 which will act as the benchmark position and against which we can assess results. From this we will set out targets for improvement.

As part of our evaluation of individual projects we will record impact, both intended and unintended. We are particularly keen to record the impact of Greater Dartmoor LEAF on the following factors:
- Business turnover/profits
- Review of impact on hill farmers; including numbers of diversified hill farm businesses
- New business start ups
- Young people setting up businesses locally
- Businesses surviving beyond 3 years
- Communities with new income streams
- Communities that have been able to use additional income streams to fund other activities

Our evaluation process will incorporate a record of these factors and we will ensure that all projects are required to make such information available to us as part of their offer letter and contract.[12]

3.7.   Sustainability appraisal

We have carried out a sustainability assessment, using the Sustainability South West Toolkit and assessment [13] [14]. As a result of this we have made the following improvements to our plans:
- Including training on the principles of sustainability into our appraiser training package
- Adding a requirement for all relevant projects to include a green travel plan
- Adding a short environmental assessment for projects to help them improve performance and ensure minimum levels of sustainability are consistently achieved
- Planning to share knowledge of projects that exemplify low carbon economies
- Investigating the viability of video-conferencing
- Encouraging projects that help to sustain the natural environment
- Ensuring publicity of LAG management team membership opportunity is advertised as widely as possible to encourage involvement of all sectors

3.8.   Proposed cooperation activity

We plan to deliver cooperation activity at a number of different levels. Firstly within the programme itself we will encourage businesses to identify common interests and objectives, to work together to reach their goals and to combine their efforts where appropriate to maximise their effectiveness. We have specific priorities that relate to this.

Secondly, as a LAG we are working cooperatively with other LAGs; sharing management with South Devon Coastal LAG, looking at project development with our neighbouring LAGs (such as initiatives that cover the Tamar Valley area), working closely with partner LAGs in the Heart of the South West LEP area, and sharing knowledge across the country through our national linkages. To get the maximum benefit of our upland farming projects we will actively work together with DHFP, South West Upland Federation and other upland LAG's to share knowledge and pilot projects jointly for wider benefit to upland farms. We plan to work with the DHFP to communicate with farmers and gather project ideas in the GDLEAF area.

We have been actively involved in the RDPE network previously, and plan to continue this relationship as a means of linking up with other LAGs to share experience and knowledge.

We plan to develop inter-territorial cooperation with other member states in the delivery of our programme. Early in the programme we will highlight areas of transnational opportunity and start to put together specific proposals that complement and enhance our local activity.

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[12] Once the new LAG members are in place we will consider setting specific targets against these factors.
[13] Full details of this sustainability appraisal are available for inspection
[14] Both the DR Company and SHDC have environmental policies and sustainability policies and will operate to these standards.

4. **MANAGEMENT AND ADMINISTRATION**

4.1. Accountable Body and Delivery Body

South Hams District Council will act as the accountable body and contract holder for the Local Action Programme, with ultimate responsibility for the delivery of programme on behalf of LAG, the conclusion of programme, and ensuring financial propriety and compliance.

The DR Company will act as the delivery body for the programme, with responsibility for programme management (financial and practical), project development, project assessment, project monitoring, administering claims and acting as the main communication point with Defra.

This partnership approach to programme delivery will cover both the South Devon Coastal LAG and the Greater Dartmoor LEAF programmes, offering economies of scale and streamlining the delivery as far as possible. It follows on from the successful delivery of both programmes through this partnership in 2007-2013. Both the DR Company and South Hams District Council have extensive experience of working together to deliver successful £multi-million funding programmes, including the management of Greater Dartmoor LEAF and South Devon Coastal LAG in the previous RDPE programme, and an ongoing Coastal Communities programme. The teams are well established and all the systems and processes have been audited regularly without issue. A summary of the distribution of responsibilities is shown below:

	South Hams District Council	The DR Company
Project development		Engaging all sectors of community Stimulating local interest, bringing forward ideas Informing, supporting and coordinating LAG activities Engaging under represented groups Ensuring the national IT system (ROD/CAP-D) is populated and maintained
Project assessment	Internal audit of project sample to check decisions, declarations of interest in accountable body, delivery body and LAG	Carrying out initial checks on behalf of the LAG: Eligibility, RDPE selection criteria, State Aid and other regulatory requirements, reasonableness of activity, reliability of applicant Ensuring sufficient information is provided to enable project selection based on meeting the objectives of this LDS and the RDPE programme Ensuring openness and fairness in project selection Issuing offer letters
Project monitoring	Seek information from projects where financial impropriety is a risk Random sample of projects to check procedures Sample check items on all claims Refer projects to Defra/RPA if required	Ensuring all projects supply progress reports against forecast with claims/quarterly Detailed checking of all claims/progress reports Regular and exceptional monitoring visits of projects Refer projects to Defra/RPA if required
Irregularities and project changes	Compiling and providing regular claim reports to Defra including notifying any material changes in project finances Preparing irregularity reports and applying penalties where required	Seeking approval for projects initially and changes to projects (where outside of local delegation) Notifying Defra of material changes to projects
Record keeping	Formal accounting of LAG income and expenditure Ensuring all relevant documents are available for inspection on request Retaining all programme documentation once the projects/programme closes in line with the RDPE retention policy	Financial management records Regular reporting to the LAG management team on programme and project progress Ensuring all relevant documents are available for inspection on request Filing and retaining all programme documentation whilst the projects/programme are live
Annual Checks & Inspections	Supporting Defra to perform annual re-performance checks to sample M&A and project activity Providing information on request for EU audits	Supporting Defra to perform annual re-performance checks to sample M&A and project activity Providing information on request for EU audits

4.2.   Project development and assessment procedures

The chart below shows the project development/selection process, including separation of duties.[15]
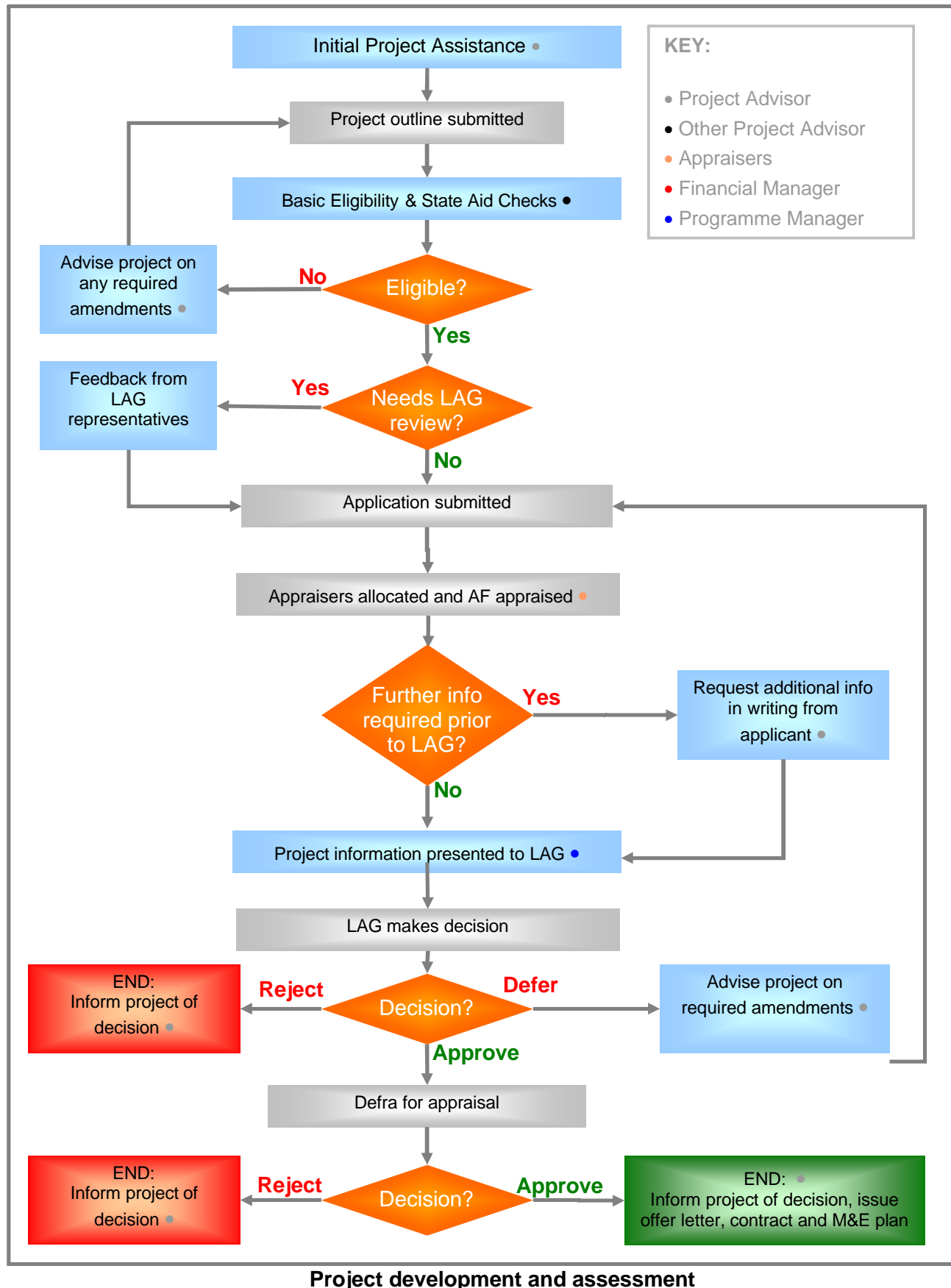
Project development and assessment

Project Selection Principles

At the start of the project development process, all projects are assessed for RDPE Eligibility, programme eligibility, State Aid and other regulatory requirements, reasonableness of activity and reliability of applicant. If any issues are identified, the applicant is informed and advised as to how the project can be adjusted (if appropriate). Where the project cannot be funded, advice on alternative sources of funding will be provided where possible.

At full application, all projects will be assessed to a consistent appraisal standard:
- Selecting appraisers from across the whole community and ensuring they are fully trained and prepared to carry out objective appraisals[16]
- Providing a clear appraisal form
- Ensuring every project is assessed by two separate appraisers to ensure moderation of scoring
- Ensuring that appraisers have no prior connection to the project, nor any interest in its outcome, positive or negative

Fundamental appraisal principles will include[17]:
- Assessing the contribution of the project to the overall delivery of the LDS
- Considering the contribution of the project to the rural economy
- Reviewing the reasonableness of project proposal, both in terms of planned activity and delivery organisation
- Reviewing details of delivery that are pertinent to the programme; such as timescales, required permissions, linkages to other activity, etc
- Assessing the appropriateness of the level of funding requested; "could more be achieved for less?"
- Delivery against the programmes' cross cutting themes;
  o sustainability
  o equal opportunities
  o environmental impact

Project decisions will be formally documented, recorded on ROD/CAP-D and communicated to applicants.

4.3.   Claims and payments

The following principles will be applied in processing claims:
- All claims will be checked in full, including all calculations and original invoices prior to payment
- An asset register will be kept for all projects
- The claims will be processed through CAP-D (once available)
- Project performance and progress will be reviewed for all projects and reported regularly to the LAG management team
- Where performance issues are identified or a project fails to follow required procedures, this will be recorded, and the LAG management team and Defra informed as appropriate
- If any payment is refused this will be formally recorded and reported and penalties applied if applicable

The chart below shows the claims checking process, including separation of duties.

> *DID YOU KNOW? In the middle of Dartmoor, at 1425 feet above sea level, is the isolated Warren House Inn where the fire has been burning continuously since 1845   (www.warrenhouseinn.co.uk)*

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[16] Appraisers will be selected initially as part of the GD LEAF selection process in late 2014. They may or may not also be members of the LEAF management team, and we offer this as an alternative way of getting involved for those who are unable to commit to attending regular meeting. They will be selected to represent the full range of business and community interests that the LEAF seeks to address and their skills will be carefully assessed. Where skills gaps are identified, specific training will be provided.

[17] Full details of the appraisal process and forms will be supplied once the NOM is published.

KEY:
- Financial Manager
- Project Advisor
- Programme Manager
- Accountable body

Claim form prepared and sent to project leader 1 month before end of quarter •

Receipt of email logged •

Claim form submitted along with original invoices

Technical support to projects

Preliminary claim check •

Claim ready to proceed?

No → Required amendments specified to project •

Revised claim form submitted

Preliminary check repeated •

Yes

Signed copy of claim requested •

Formal claim check against checklist •

Claims logged, checked and signed off • → Any issues raised are passed to the Project Advisor to resolve •

Consolidated claim schedule prepared for accountable body •

Accountable body checks claims, resolves queries and specifies sample of original invoices for checking •

Agreed invoices supplied to accountable body electronically •

Invoices checked •

Original invoices returned to project •

Payment made to projects •

Claim to RPA compiled based on defrayed payments to projects •

Claims checking and processing[18]

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[18] This process is based on the current system where the accountable body cashflows project payments. Once CAP-D is in place and direct payments are made to project we will adjust our process accordingly.

4.4.   Communications and publicity [19]

We recognise that this is an area in which Greater Dartmoor LEAF can improve, and we will devise the specific communications strategy once the funding (and level of funding is known). In order to ensure a high and consistent standard of communication, we will work to the PQASSO quality standards, with the overall quality standard summarised as follows:

Quality Standard:
GD LEAF will communicate effectively with its users and other external stakeholders. It will build a visible profile in its wider community and effectively promote its services, activities and projects. Information about the work of the organisation is shared and used to influence change.

The PQASSO system offers a structured system of assessment and improvement of communication and we will work through these elements with a sub group of Greater Dartmoor LEAF members who have the skills, interest and experience to ensure we achieve the quality standard.

Initially we will work with partners to promote the opportunity to join the Greater Dartmoor LEAF team as widely as possible, not only through existing contacts but also through wider media to access a new audience. We will then carry out the selection process as described above.

The Communications Sub Group will be appointed following the LAG team member selection process in autumn 2014 in order to publicise the new programme and the funding opportunities effectively right from the start.

It is anticipated that publicity will include: a new GD LEAF website, production of materials to promote and explain the funding, an extensive media campaign to promote the funding and the projects as they are approved and delivered, attendance of LAG members at events and business forums, production of video guides for technical assistance such as completing applications and claims, interactive web tools to "ask the project advisor", regular online updates and tips to assist applicants and project managers.

4.5.   Monitoring and Evaluation

We view the ongoing monitoring and evaluation of projects as a critical way of ensuring that the programme itself and every project within it achieves as much as possible. We have devised a system that enables us to review each project and keep track of their performance to time, budget and in terms of output achievement.

An essential part of this is acting as critical friend to the project, identifying weaknesses and issues, but also providing solutions and suggestions to help resolve issues. Also, we are always keen to identify good practice from which we can learn and which we can share with other projects. To complete the feedback circle, findings from monitoring and evaluation visits and reports are reported to the LAG, any required actions are noted both for the LAG itself and for the individual projects and then followed up through the claim process. This is summarised in the chart overleaf.

In order to monitor progress and development of the overall programme, we will report at each LAG meeting on the following key management issues:
- Budgets: commitment and spend
- Project delivery: using our traffic light system to highlight issues
- Programme development and delivery of action plan
- Performance against targets

Where issues or opportunities are identified we will agree appropriate actions to ensure that the programme continues to be delivered to time and budget. These will continue to be monitored.

At the end of the programme we will undertake an evaluation to assess the overall impact of the investment in the area and identify any lessons learnt. We carried out an equivalent review of the previous programme which has helped to shape our future activity as detailed in this strategy.

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[19] When the National RDPE programme promotion strategy is published we will ensure our plans meet its standards and requirements

KEY:

- Project Advisor
- Financial Manager
- Programme Manager
- Evaluation officer
- Other Project Advisor

Monitoring Project Progress
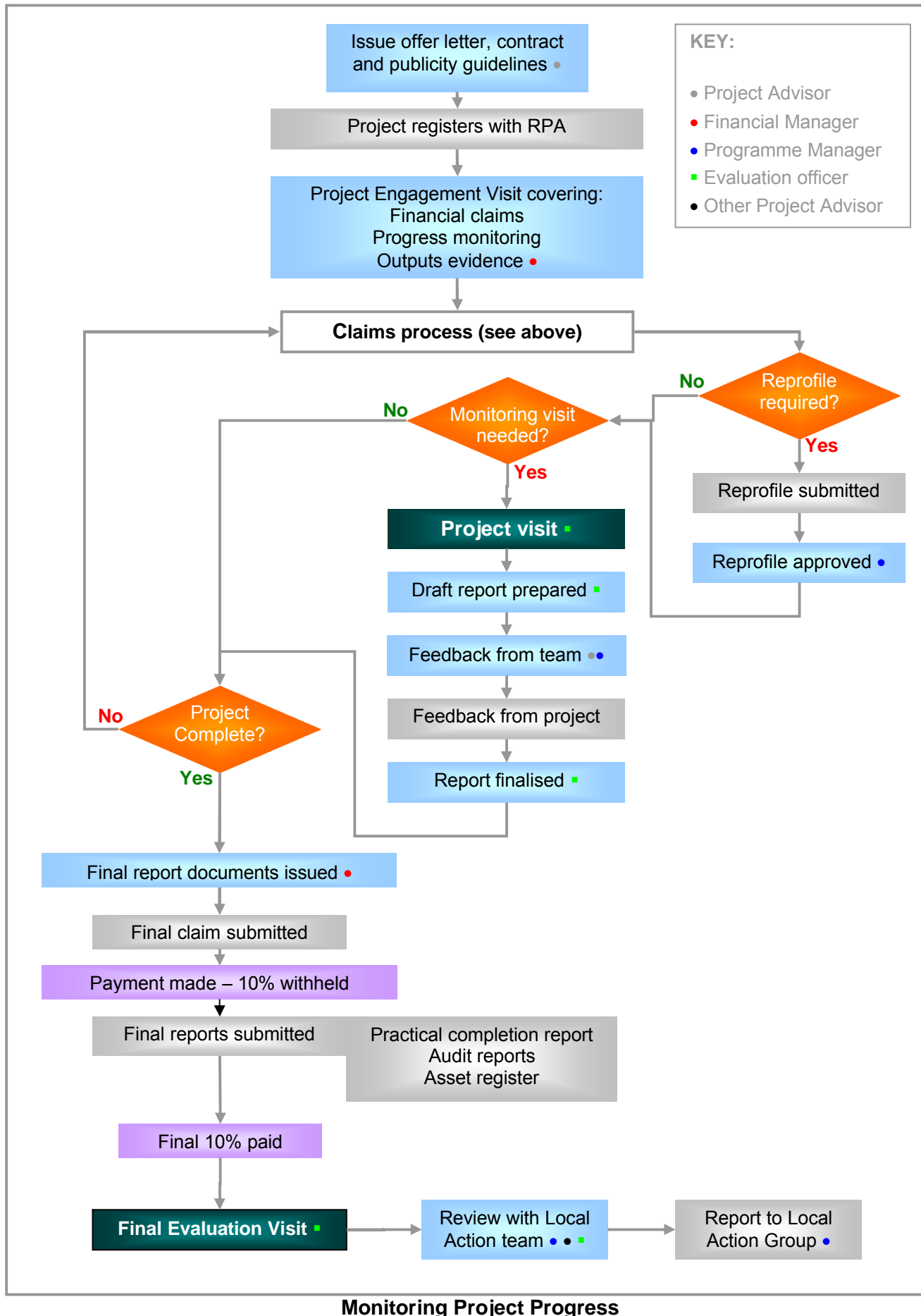
5. FINANCIAL PLAN

5.1. Expenditure for each year, by measure

Policy Priority	Expenditure Forecast (£)							Total programme	
	Financial Year								
	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021		
Support for increasing farm productivity	5000	60000	70000	75000	70000	50000	40000	370000	21%
Support for micro and small enterprises and farm diversification	10000	100000	135000	135000	130000	125000	100000	735000	41%
Support for rural tourism	0	30000	55000	65000	55000	30000	25000	260000	14%
Provision of rural services	0	20000	25000	25000	25000	20000	10000	125000	7%
Support for cultural and heritage activity	0	20000	20000	20000	25000	20000	20000	125000	7%
Support for increasing forestry productivity	0	20000	30000	40000	35000	35000	25000	185000	10%
Running costs and animation	20000	85000	75000	65000	60000	55000	40000	400000	18%
Grand Total	35000	335000	410000	425000	400000	335000	260000	2200000	

These figures have been devised based on extensive experience of programme delivery combined with a long waiting list of project ideas from which a realistic profile of expenditure can be drawn.

The distribution between activities is designed to ensure that we exceed the required 70% of direct economic activity, which we expect to be delivered as follows:

	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	TOTAL
Total budget	£370,000	£735,000	£260,000	£125,000	£125,000	£185,000	£1,800,000
Budget for direct economic activity	£277,500	£588,000	£156,000	£62,500	£75,000	£138,750	£1,297,750
% direct economic activity	75%	80%	60%	50%	60%	75%	**72%**

Important Notes

If the budget available to Greater Dartmoor LEAF is higher than indicated here, we will prioritise the direct economic projects, particularly direct grants to business, which will increase this percentage. We have a great deal of demand for this type of assistance and have had to put a cap on the budget level available for it in order to include the full range of local priorities in this programme.

Based on the guidance from Defra, we understand that there may be future opportunities for additional funding as a result of the review of the inter-pillar transfer and exchange rate fluctuations. We will aim to reach 100% commitment early in the programme in order to benefit from any further funding that may become available. We achieved this in the previous programme and have the right experience, skills and knowledge in place, as well as a strong project waiting list to deliver this.

DID YOU KNOW? 74% of GD LEAF businesses believe that being able to access direct funding is the #1 way to address barriers to business growth (GD LEAF Consultation Survey)

5.2.   Overall funding profile

The table below shows the planned match funding and programme delivery targets.

	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	TOTAL	%
RDPE budget	£370,000	£735,000	£260,000	£125,000	£125,000	£185,000	£1,800,000	50%
Private Match	£225,000	£750,000	£200,000	£75,000	£50,000	£115,000	£1,415,000	40%
Public match	£25,000	£100,000	£50,000	£50,000	£125,000	£15,000	£365,000	10%
GRAND TOTAL	**£620,000**	**£1,585,000**	**£510,000**	**£250,000**	**£300,000**	**£315,000**	**£3,580,000**	

We aim to run the projects within the programme at an overall intervention rate of 50%, although individual projects may vary from this rate within the limitations specified in the relevant measure fiche. In the previous programme an intervention rate of 34% for projects was achieved. The target is lower this time as a reflection of the reduced public sector funding that is available to match onto LAG activity. We will endeavour to draw in the highest reasonable level of match funding for each project, being mindful of the feedback on this issue from our consultation events an example of which follows:

> *"40-50% funding is insufficient help to a small business. These businesses are already struggling to find funding, so the opportunities for match funding are rare. By all means limit the amount of funding, but do not insist that match funding is found."*

Horticultural business, Dartmoor

In relation to the running of the programme running costs, we plan to split out the activity into Management and administration costs and animation costs as follows[20]:

	Activities	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2014/ 2015	%
M&A	Personnel/staff costs, overheads, staff training, LAG promotion, monitoring and evaluation	£14,000	£50,000	£50,000	£50,000	£50,000	£50,000	£35,000	£299,000	**75%**
Animation	Engagement with applicants, project development, capacity building	£6,000	£35,000	£25,000	£15,000	£10,000	£5,000	£5,000	£101,000	**25%**
TOTAL			£20,000	£85,000	£75,000	£65,000	£60,000	£55,000	£40,000	£400,000	

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

The primary funding mechanism will be grants delivered through open bidding and following the above described project assessment and selection process.

We intend to offer small grants as described in the activities table above, and would like to discuss this with the RDT representative as soon as possible

The option of advance payments would be beneficial to assist projects with cashflow, but this will be considered on a case by case basis and is subject to the agreement of the accountable body.

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[20] The costs summarised here have been calculated in detail to deliver the programme as described in this strategy, including the costs of the staffing and accountable body functions. Match funding is currently being sought from the Local Authorities that will benefit from this programme, and this will ensure the programme is delivered effectively, meeting all the RDPE requirements and providing an excellent service to the local community. This match funding is not listed here.

6. LETTER OF ENDORSEMENT FROM HOTSW LEP

HEART OF THE SOUTH WEST

Local Enterprise Partnership

Creating opportunities in Devon, Plymouth, Somerset and Torbay

FAO: Liz Abell
Programme Manager
Greater Dartmoor LEAF

2 September 2014

Dear Liz

Greater Dartmoor LEAF, Local Development Strategy - Local Enterprise Partnership Endorsement

Thank you for submitting your draft LDS for review by the Heart of the South West Local Enterprise Partnership.

The process of working with the Local Action Groups across the HotSW area, to ensure that investment in supporting rural economic growth is aligned and co-ordinated, has been extremely beneficial to the LEP and I hope has proved similarly so to your LAG.

I am pleased therefore, that having reviewed your submission, I can confirm that your draft LDS aligns with the objectives which we as a LEP set out in our guidance documents for LAGs. As such, your draft LDS accords with our Strategic Economic Plan, European Strategic Investment Framework, and our proposed approach to allocating EAFRD funding.

I am pleased, therefore, to endorse your submission and very much hope that it is a success. As one of the terms of our endorsement, we would ask that you keep us informed of the progress of your submission, and I would suggest that that this can take place through the regular LAG/LEP meetings, and through the LAG representative on the Rural Special Interest Group.

You will no doubt also be aware that guidance on spend priorities for our EAFRD allocation is still to be confirmed. Similarly, you will be awaiting the outcome of your bid and if successful further guidance in the form of the National Operational Manual. Given this situation, I would also ask as a further condition of our endorsement that ongoing dialogue between your LAGs and the LEP would continue, so that we can continue to refine our combined proposals and they therefore will deliver the best possible outcome for our rural areas.

To this end, we look forward to hearing of a successful outcome for your bid and to continuing to work with you in the future.

Yours sincerely

Chris Garcia
Chief Executive
Heart of the South West Local Enterprise Partnership

7. BIBLIOGRAPHY

[i] *ONS*: 2011 Census Population Density

[ii] *ONS*: 2011 Economic Activity

[iii] *ONS*: 2011 Census Occupations

[iv] *ONS*: 2011 Census Distance Travelled to Work

[v] *ONS*: 2011 Census Employment

[vi] *ONS:* Internal migration for local authorities in England & Wales, by five-year age group, year ending June 2012

[vii] Indices of Multiple Deprivation: Access to Housing and Services 2011

[viii] Greater Dartmoor LEAF Consultation Events 2014

[ix] *ONS:* Business Demography: Enterprise Births & Deaths 2012

[x] West Devon and South Hams Premises Survey 2011

[xi] Greater Dartmoor LEAF Consultation Survey 2014

[xii] *ONS*: Annual pay - Gross (£) - For all employee jobs 2012 *(Note: most recent data available)*

[xiii] Young Business Growth Evaluation Report, January 2014

[xiv] *Dartmoor Circle*: Woodfuel from hedgerows - A Toolkit for Communities 2013

[xv] *Dartmoor Hill Farm Project:* Priorities Consultation, May - Jul 2014

[xvi] *NFU*: Farming Delivers for the Hills and Uplands

[xvii] *Natural England*: Review of Upland Evidence 2013

[xviii] *Defra*: Uplands Policy review 2011

[xix] *Exeter University & DCC:* MoorSkills Farming Project Ltd: A Group Training Association

[xx] *IER (on behalf of National Apprenticeship Scheme)*: Review of Apprenticeships Research 2012

[xxi] *Exeter University:* A Review of Devon's Food Economy 2012

[xxii] *Tamar Valley AONB*: Management Plan 2014-12019

[xxiii] *One Planet Dartmoor*: Delicious Dartmoor Objective

[xxiv] *Defra:* A Plan for Public Procurement 2014

[xxv] *Dartmoor National Park Authority:* Management Plan 2014-2019

[xxvi] *North Devon Biosphere Reserve*: The Biosphere Reserve Strategy 2014 to 2024

[xxvii] *Forestry Commission*: Guidance for Local Action Groups 2014

[xxviii] *NationalParks.gov.uk*: National Park Facts and Figures

[xxix] *South West Devon Community Energy Partnership:* SW Devon Strategic Energy Study 2013

[xxx] *One Planet Dartmoor*: Transport Objective

[xxxi] *Royal Agricultural Society of England*: Paper 832 Uplands Statistics - Accessibility 2012

[xxxii] connectingdevonandsomerset.co.uk

[xxxiii] Including (but not limited to) Ashburton Town Plan, Buckfastleigh Neighbourhood Development Plan 2013, Hatherleigh Community Plan 2013, Lifton Neighbourhood Plan (pending), Moretonhampstead Parish Plan, North Tawton Neighbourhood plan (pending), Tavistock BID 5 Year Delivery Plan

APPENDIX A

Financial Table

LEADER 2014-2020
Local Development Strategy Application
Financial Profile

1. Applicant Details

Local Action Group:	Greater Dartmoor LEAF
Accountable Body:	South Hams District Council

2. Financial Profile

Policy Priority	Expenditure Forecast (£)							Total programme
	Financial Year							
	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	
Support for increasing farm productivity	5000	60000	70000	75000	70000	50000	40000	370000
Support for micro and small enterprises and farm diversification	10000	100000	135000	135000	130000	125000	100000	735000
Support for rural tourism	0	30000	55000	65000	55000	30000	25000	260000
Provision of rural services	0	20000	25000	25000	25000	20000	10000	125000
Support for cultural and heritage activity	0	20000	20000	20000	25000	20000	20000	125000
Support for increasing forestry productivity	0	20000	30000	40000	35000	35000	25000	185000
Running costs and animation	20000	85000	75000	65000	60000	55000	40000	400000
Grand Total	35000	335000	410000	425000	400000	335000	260000	2200000

APPENDIX B

Outputs Table

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	£370,000
			Number of projects supported	15
			Jobs created (FTE)	7
Support for micro and small enterprises and farm diversification	11,931	19,951	Total RDPE expenditure	£735,000
			Number of projects supported	31
			Jobs created (FTE)	61
Support for rural tourism	32,477	31,764	Total RDPE expenditure	£260,000
			Number of projects supported	9
			Jobs created (FTE)	9

Support for culture and heritage activity	55,991	28,165	Total RDPE expenditure	£125,000
			Number of projects supported	5
			Jobs created (FTE)	5
Provision of rural services	33,272	23,378	Total RDPE expenditure	£125,000
			Number of projects supported	5
			Jobs created (FTE)	5
Support for increasing forestry productivity	77,045	21,788	Total RDPE expenditure	£185,000
			Number of projects supported	10
			Jobs created (FTE)	3

APPENDIX C

Geography: Output Areas

Proposed Greater Dartmoor programme area

Output area	Parish	District	Population		
			Total	Urban	Rural
Please note that the LAG area has been adjusted to include all of the Ivybridge hub town area.					
		Population totals	113,665	28,013	85,652
E00102900	Bere Ferrers	West Devon	446	0	446
E00102901	Bere Ferrers	West Devon	241	0	241
E00102902	Bere Ferrers	West Devon	292	0	292
E00102903	Bere Ferrers	West Devon	379	0	379
E00102904	Bere Ferrers	West Devon	195	0	195
E00102905	Bere Ferrers	West Devon	310	0	310
E00102906	Bere Ferrers	West Devon	264	0	264
E00102907	Bere Ferrers	West Devon	258	0	258
E00102908	Bere Ferrers	West Devon	302	0	302
E00102909	Bere Ferrers	West Devon	302	0	302
E00102910	Bratton Clovelly	West Devon	451	0	451
E00102911	Bridestowe	West Devon	334	0	334
E00102912	Bridestowe	West Devon	242	0	242
E00102913	Germansweek	West Devon	163	0	163
E00102914	Sourton	West Devon	420	0	420
E00102915	Buckland Monachorum	West Devon	348	0	348
E00102916	Buckland Monachorum	West Devon	293	0	293
E00102917	Buckland Monachorum	West Devon	312	0	312
E00102918	Buckland Monachorum	West Devon	118	0	118
E00102919	Buckland Monachorum	West Devon	206	0	206
E00102920	Buckland Monachorum	West Devon	183	0	183
E00102921	Buckland Monachorum	West Devon	148	0	148
E00102922	Buckland Monachorum	West Devon	295	0	295
E00102923	Buckland Monachorum	West Devon	336	0	336
E00102924	Buckland Monachorum	West Devon	284	0	284
E00102925	Buckland Monachorum	West Devon	248	0	248
E00102926	Buckland Monachorum	West Devon	319	0	319
E00102927	Buckland Monachorum	West Devon	290	0	290
E00102928	Meavy/Sheepstor	West Devon	238	0	238
E00102929	Meavy	West Devon	404	0	404
E00102930	Walkhampton	West Devon	243	0	243
E00102931	Walkhampton	West Devon	374	0	374
E00102932	Walkhampton	West Devon	186	0	186
E00102933	Chagford	West Devon	217	0	217
E00102934	Chagford	West Devon	259	0	259
E00102935	Chagford	West Devon	429	0	429
E00102936	Chagford	West Devon	278	0	278
E00102937	Chagford	West Devon	266	0	266
E00102938	Drewsteignton	West Devon	267	0	267
E00102939	Drewsteignton	West Devon	318	0	318
E00102940	Drewsteignton	West Devon	220	0	220
E00102941	Spreyton	West Devon	380	0	380
E00102942	Gidleigh/Throwleigh	West Devon	429	0	429
E00102943	Broadwoodkelly	West Devon	237	0	237
E00102944	Exbourne	West Devon	358	0	358
E00102945	Iddesleigh	West Devon	201	0	201
E00102946	Jacobstowe	West Devon	194	0	194
E00102947	Monkokehampton	West Devon	139	0	139

Proposed Greater Dartmoor programme area

	Parish	District	Population		
			Total	Urban	Rural
E00102948	Sampford Courtenay	West Devon	271	0	271
E00102949	Sampford Courtenay	West Devon	295	0	295
E00102950	Hatherleigh	West Devon	211	0	211
E00102951	Hatherleigh	West Devon	389	0	389
E00102952	Hatherleigh	West Devon	282	0	282
E00102953	Hatherleigh	West Devon	560	0	560
E00102954	Hatherleigh	West Devon	287	0	287
E00102955	Highampton	West Devon	322	0	322
E00102956	Meeth	West Devon	167	0	167
E00102957	Beaworthy	West Devon	247	0	247
E00102958	Inwardleigh	West Devon	491	0	491
E00102959	Northlew	West Devon	390	0	390
E00102960	Northlew	West Devon	353	0	353
E00102961	Okehampton Hamlets	West Devon	543	0	543
E00102962	Dartmoor Forest	West Devon	382	0	382
E00102963	Dartmoor Forest	West Devon	272	0	272
E00102965	Lydford	West Devon	409	0	409
E00102966	Brentor	West Devon	404	0	404
E00102967	Mary Tavy	West Devon	127	0	127
E00102968	Mary Tavy	West Devon	346	0	346
E00102969	Mary Tavy	West Devon	367	0	367
E00102970	Peter Tavy	West Devon	315	0	315
E00102971	Bradstone/Dunterton	West Devon	124	0	124
E00102972	Kelly	West Devon	138	0	138
E00102973	Coryton/Lewtrenchard	West Devon	314	0	314
E00102974	Marystow	West Devon	254	0	254
E00102975	Milton Abbot	West Devon	352	0	352
E00102976	Milton Abbot	West Devon	435	0	435
E00102977	Bondleigh	West Devon	167	0	167
E00102978	North Tawton	West Devon	526	0	526
E00102979	North Tawton	West Devon	334	0	334
E00102980	North Tawton	West Devon	358	0	358
E00102981	North Tawton	West Devon	229	0	229
E00102982	North Tawton	West Devon	412	0	412
E00102983	Okehampton	West Devon	300	0	300
E00102984	Okehampton	West Devon	457	0	457
E00102986	Okehampton	West Devon	496	0	496
E00102987	Okehampton	West Devon	395	0	395
E00102988	Okehampton	West Devon	278	0	278
E00102989	Okehampton	West Devon	372	0	372
E00102990	Okehampton	West Devon	331	0	331
E00102991	Okehampton	West Devon	295	0	295
E00102992	Okehampton	West Devon	289	0	289
E00102993	Belstone	West Devon	251	0	251
E00102994	Okehampton	West Devon	359	0	359
E00102995	Okehampton	West Devon	254	0	254
E00102996	Okehampton	West Devon	431	0	431
E00102997	Okehampton	West Devon	251	0	251
E00102998	Okehampton	West Devon	267	0	267
E00102999	Okehampton	West Devon	207	0	207

Proposed Greater Dartmoor programme area

	Parish	District	Population		
			Total	Urban	Rural
E00103000	Okehampton	West Devon	313	0	313
E00103001	Okehampton	West Devon	311	0	311
E00103002	Okehampton	West Devon	368	0	368
E00103003	Okehampton	West Devon	258	0	258
E00103004	Okehampton Hamlets	West Devon	145	0	145
E00103005	Gulworthy	West Devon	230	0	230
E00103006	Gulworthy	West Devon	288	0	288
E00103007	Lamerton	West Devon	418	0	418
E00103008	Lamerton	West Devon	441	0	441
E00103009	Sydenham Damerel	West Devon	245	0	245
E00103010	Tavistock	West Devon	281	281	0
E00103011	Tavistock	West Devon	312	312	0
E00103013	Tavistock	West Devon	375	375	0
E00103014	Tavistock	West Devon	335	335	0
E00103015	Tavistock	West Devon	294	294	0
E00103016	Tavistock	West Devon	279	279	0
E00103017	Tavistock	West Devon	353	353	0
E00103018	Tavistock	West Devon	313	313	0
E00103019	Tavistock	West Devon	253	253	0
E00103020	Tavistock	West Devon	238	238	0
E00103021	Tavistock	West Devon	275	275	0
E00103023	Tavistock	West Devon	340	340	0
E00103024	Tavistock	West Devon	346	346	0
E00103025	Tavistock	West Devon	252	252	0
E00103026	Tavistock	West Devon	363	363	0
E00103027	Tavistock	West Devon	250	250	0
E00103028	Tavistock	West Devon	349	349	0
E00103029	Tavistock	West Devon	273	273	0
E00103030	Tavistock	West Devon	292	292	0
E00103031	Tavistock	West Devon	254	254	0
E00103032	Tavistock	West Devon	454	454	0
E00103033	Tavistock	West Devon	198	198	0
E00103034	Tavistock	West Devon	273	273	0
E00103035	Tavistock	West Devon	269	269	0
E00103036	Tavistock	West Devon	248	248	0
E00103037	Tavistock	West Devon	258	258	0
E00103038	Tavistock	West Devon	338	338	0
E00103039	Tavistock	West Devon	262	262	0
E00103040	Tavistock	West Devon	304	304	0
E00103041	Tavistock	West Devon	283	283	0
E00103042	Tavistock	West Devon	378	378	0
E00103043	Tavistock	West Devon	289	289	0
E00103044	Tavistock	West Devon	302	302	0
E00103045	Tavistock	West Devon	335	335	0
E00103047	Tavistock	West Devon	426	426	0
E00103048	South Tawton	West Devon	322	0	322
E00103049	South Tawton	West Devon	357	0	357
E00103050	South Tawton	West Devon	286	0	286
E00103051	South Tawton	West Devon	304	0	304
E00103052	Sticklepath	West Devon	414	0	414

Proposed Greater Dartmoor programme area

	Parish	District	Population Total	Population Urban	Population Rural
E00103053	Lifton	West Devon	268	0	268
E00103054	Lifton	West Devon	461	0	461
E00103055	Lifton	West Devon	451	0	451
E00103056	Stowford	West Devon	303	0	303
E00103057	Thrushelton	West Devon	197	0	197
E00103058	Buckland Monachorum	West Devon	383	0	383
E00103059	Horrabridge	West Devon	327	0	327
E00103060	Horrabridge	West Devon	302	0	302
E00103061	Horrabridge	West Devon	322	0	322
E00103062	Horrabridge	West Devon	315	0	315
E00103063	Horrabridge	West Devon	293	0	293
E00103064	Horrabridge	West Devon	313	0	313
E00103065	Horrabridge	West Devon	257	0	257
E00103066	Sampford Spiney	West Devon	117	0	117
E00103067	Whitchurch	West Devon	220	0	220
E00103068	Whitchurch	West Devon	266	0	266
E00165941	Okehampton	West Devon	271	0	271
E00165943	Okehampton Hamlets	West Devon	300	0	300
E00165945	Okehampton Hamlets	West Devon	301	0	301
E00165946	Tavistock	West Devon	317	317	0
E00165949	Tavistock	West Devon	200	200	0
E00165950	Tavistock	West Devon	191	191	0
E00165951	Tavistock	West Devon	324	324	0
E00165953	Tavistock	West Devon	307	307	0
E00165954	Tavistock	West Devon	733	0	733
E00165956	Tavistock	West Devon	251	0	251
E00165958	Tavistock	West Devon	297	297	0
E00101684	Cheriton Bishop	Mid Devon	364	0	364
E00101685	Cheriton Bishop	Mid Devon	288	0	288
E00102009	Bickleigh	South Hams	389	389	0
E00102010	Bickleigh	South Hams	287	287	0
E00102011	Bickleigh	South Hams	252	252	0
E00102012	Bickleigh	South Hams	604	0	604
E00102013	Bickleigh	South Hams	257	257	0
E00102014	Bickleigh	South Hams	330	330	0
E00102015	Bickleigh	South Hams	286	286	0
E00102016	Bickleigh	South Hams	287	287	0
E00102017	Bickleigh	South Hams	326	326	0
E00102018	Bickleigh	South Hams	299	299	0
E00102019	Bickleigh	South Hams	304	304	0
E00102020	Bickleigh	South Hams	339	339	0
E00102021	Shaugh Prior	South Hams	208	0	208
E00102022	Shaugh Prior	South Hams	263	0	263
E00102023	Shaugh Prior	South Hams	292	0	292
E00102031	Cornwood	South Hams	263	0	263
E00102032	Cornwood	South Hams	277	0	277
E00102033	Cornwood/Harford	South Hams	304	0	304
E00102034	Cornwood	South Hams	275	0	275
E00102035	Sparkwell	South Hams	390	0	390
E00102036	Sparkwell	South Hams	226	0	226

Proposed Greater Dartmoor programme area

	Parish	District	Population		
			Total	Urban	Rural
E00102037	Sparkwell	South Hams	288	0	288
E00102038	Sparkwell	South Hams	298	0	298
E00102078	Dean Prior	South Hams	201	0	201
E00102079	Holne	South Hams	293	0	293
E00102081	South Brent	South Hams	263	0	263
E00102084	West Buckfastleigh	South Hams	301	0	301
E00102095	Ugborough	South Hams	252	0	252
E00102096	Ugborough	South Hams	249	0	249
E00102097	Ugborough	South Hams	356	0	356
E00102098	Ugborough	South Hams	346	0	346
E00102099	Ugborough	South Hams	333	0	333
E00102100	Ugborough	South Hams	348	0	348
E00102101	Ivybridge	South Hams	349	349	0
E00102102	Ivybridge	South Hams	360	360	0
E00102103	Ivybridge	South Hams	308	308	0
E00102104	Ivybridge	South Hams	294	294	0
E00102105	Ivybridge	South Hams	318	318	0
E00102106	Ivybridge	South Hams	580	580	0
E00102107	Ivybridge	South Hams	268	268	0
E00102108	Ivybridge	South Hams	299	299	0
E00102109	Ivybridge	South Hams	339	339	0
E00102110	Ivybridge	South Hams	319	319	0
E00102111	Ivybridge	South Hams	318	318	0
E00102112	Ivybridge	South Hams	332	332	0
E00102113	Ivybridge	South Hams	223	223	0
E00102114	Ivybridge	South Hams	392	392	0
E00102115	Ivybridge	South Hams	329	329	0
E00102116	Ivybridge	South Hams	357	357	0
E00102117	Ivybridge	South Hams	375	375	0
E00102118	Ivybridge	South Hams	427	427	0
E00102119	Ivybridge	South Hams	327	327	0
E00102120	Ivybridge	South Hams	301	301	0
E00102121	Ivybridge	South Hams	305	305	0
E00102122	Ivybridge	South Hams	367	367	0
E00102123	Ivybridge	South Hams	347	347	0
E00102124	Ivybridge	South Hams	320	320	0
E00102125	Ivybridge	South Hams	309	309	0
E00102126	Ivybridge	South Hams	318	318	0
E00102127	Ivybridge	South Hams	319	319	0
E00102128	Ivybridge	South Hams	266	266	0
E00102129	Ivybridge	South Hams	290	290	0
E00102130	Ivybridge	South Hams	261	261	0
E00102131	Ivybridge	South Hams	381	381	0
E00102132	Ivybridge	South Hams	323	323	0
E00102133	Ivybridge	South Hams	378	378	0
E00102134	Ivybridge	South Hams	277	277	0
E00102135	Ivybridge	South Hams	308	308	0
E00102136	Ivybridge	South Hams	267	267	0
E00102191	South Brent	South Hams	394	0	394
E00102192	South Brent	South Hams	321	0	321

Proposed Greater Dartmoor programme area

	Parish	District	Population		
			Total	Urban	Rural
E00102193	South Brent	South Hams	277	0	277
E00102194	South Brent	South Hams	221	0	221
E00102195	South Brent	South Hams	214	0	214
E00102196	South Brent	South Hams	261	0	261
E00102197	South Brent	South Hams	365	0	365
E00102198	South Brent	South Hams	262	0	262
E00102199	South Brent	South Hams	244	0	244
E00102296	Ashburton	Teignbridge	287	0	287
E00102297	Ashburton	Teignbridge	416	0	416
E00102298	Ashburton	Teignbridge	282	0	282
E00102299	Ashburton/Buckland in the Moor	Teignbridge	325	0	325
E00102300	Ashburton	Teignbridge	337	0	337
E00102301	Ashburton	Teignbridge	321	0	321
E00102302	Ashburton	Teignbridge	240	0	240
E00102303	Ashburton	Teignbridge	243	0	243
E00102304	Ashburton	Teignbridge	389	0	389
E00102305	Ashburton	Teignbridge	288	0	288
E00102306	Ashburton	Teignbridge	313	0	313
E00102307	Ashburton	Teignbridge	315	0	315
E00102308	Ashburton	Teignbridge	331	0	331
E00102309	Buckfastleigh	Teignbridge	260	0	260
E00102310	Buckfastleigh	Teignbridge	376	0	376
E00102311	Buckfastleigh	Teignbridge	313	0	313
E00102312	Buckfastleigh	Teignbridge	306	0	306
E00102313	Buckfastleigh	Teignbridge	242	0	242
E00102314	Buckfastleigh	Teignbridge	326	0	326
E00102315	Buckfastleigh	Teignbridge	248	0	248
E00102316	Buckfastleigh	Teignbridge	292	0	292
E00102317	Buckfastleigh	Teignbridge	253	0	253
E00102318	Buckfastleigh	Teignbridge	413	0	413
E00102319	Buckfastleigh	Teignbridge	305	0	305
E00102320	Buckfastleigh	Teignbridge	297	0	297
E00102330	Bovey Tracey	Teignbridge	344	0	344
E00102331	Bovey Tracey	Teignbridge	264	0	264
E00102332	Bovey Tracey	Teignbridge	254	0	254
E00102333	Bovey Tracey	Teignbridge	339	0	339
E00102334	Bovey Tracey	Teignbridge	315	0	315
E00102335	Bovey Tracey	Teignbridge	330	0	330
E00102336	Bovey Tracey	Teignbridge	244	0	244
E00102337	Bovey Tracey	Teignbridge	278	0	278
E00102338	Bovey Tracey	Teignbridge	287	0	287
E00102339	Bovey Tracey	Teignbridge	298	0	298
E00102340	Bovey Tracey	Teignbridge	247	0	247
E00102341	Bovey Tracey	Teignbridge	308	0	308
E00102342	Bovey Tracey	Teignbridge	246	0	246
E00102343	Bovey Tracey	Teignbridge	266	0	266
E00102344	Bovey Tracey	Teignbridge	359	0	359
E00102345	Bovey Tracey	Teignbridge	272	0	272
E00102346	Bovey Tracey	Teignbridge	329	0	329
E00102347	Bovey Tracey	Teignbridge	412	0	412

Proposed Greater Dartmoor programme area

	Parish	District	Population		
			Total	Urban	Rural
E00102348	Bovey Tracey	Teignbridge	343	0	343
E00102349	Bovey Tracey	Teignbridge	327	0	327
E00102350	Bovey Tracey	Teignbridge	297	0	297
E00102351	Bovey Tracey	Teignbridge	253	0	253
E00102352	Bovey Tracey	Teignbridge	279	0	279
E00102353	Bovey Tracey	Teignbridge	277	0	277
E00102354	Lustleigh	Teignbridge	285	0	285
E00102355	Lustleigh	Teignbridge	268	0	268
E00102370	Newton Abbot	Teignbridge	297	0	297
E00102417	Chudleigh	Teignbridge	365	0	365
E00102418	Chudleigh	Teignbridge	429	0	429
E00102419	Chudleigh	Teignbridge	341	0	341
E00102420	Chudleigh	Teignbridge	367	0	367
E00102421	Chudleigh	Teignbridge	409	0	409
E00102422	Chudleigh	Teignbridge	284	0	284
E00102423	Chudleigh	Teignbridge	355	0	355
E00102424	Chudleigh	Teignbridge	316	0	316
E00102425	Chudleigh	Teignbridge	322	0	322
E00102426	Chudleigh	Teignbridge	284	0	284
E00102428	Chudleigh	Teignbridge	257	0	257
E00102429	Hennock	Teignbridge	344	0	344
E00102430	Hennock	Teignbridge	305	0	305
E00102431	Hennock	Teignbridge	317	0	317
E00102432	Hennock	Teignbridge	266	0	266
E00102433	Hennock	Teignbridge	515	0	515
E00102499	Ilsington	Teignbridge	385	0	385
E00102500	Ilsington	Teignbridge	302	0	302
E00102501	Ilsington	Teignbridge	295	0	295
E00102502	Ilsington	Teignbridge	203	0	203
E00102503	Ilsington	Teignbridge	294	0	294
E00102504	Ilsington	Teignbridge	346	0	346
E00102505	Ilsington	Teignbridge	394	0	394
E00102506	Ilsington	Teignbridge	307	0	307
E00102515	Dunchideock	Teignbridge	285	0	285
E00102527	Ide	Teignbridge	249	249	0
E00102528	Ide	Teignbridge	277	277	0
E00102529	Kenn	Teignbridge	197	0	197
E00102530	Kenn	Teignbridge	496	0	496
E00102531	Kenn	Teignbridge	294	0	294
E00102533	Shillingford St. George	Teignbridge	382	0	382
E00102605	Manaton	Teignbridge	303	0	303
E00102606	Moretonhampstead	Teignbridge	345	0	345
E00102607	Moretonhampstead	Teignbridge	237	0	237
E00102608	Moretonhampstead	Teignbridge	468	0	468
E00102609	Moretonhampstead	Teignbridge	364	0	364
E00102610	Moretonhampstead	Teignbridge	289	0	289
E00102611	North Bovey	Teignbridge	255	0	255
E00102612	Widecombe in the Moor	Teignbridge	291	0	291
E00102613	Widecombe in the Moor	Teignbridge	254	0	254
E00102623	Holcombe Burnell	Teignbridge	230	0	230

Proposed Greater Dartmoor programme area

	Parish	District	Population Total	Population Urban	Population Rural
E00102624	Holcombe Burnell	Teignbridge	306	0	306
E00102625	Tedburn St. Mary	Teignbridge	231	0	231
E00102626	Tedburn St. Mary	Teignbridge	332	0	332
E00102627	Tedburn St. Mary	Teignbridge	320	0	320
E00102628	Tedburn St. Mary	Teignbridge	140	0	140
E00102629	Tedburn St. Mary	Teignbridge	177	0	177
E00102630	Tedburn St. Mary	Teignbridge	272	0	272
E00102631	Whitestone	Teignbridge	394	0	394
E00102632	Whitestone	Teignbridge	313	0	313
E00102684	Ashton	Teignbridge	203	0	203
E00102685	Bridford	Teignbridge	274	0	274
E00102686	Bridford	Teignbridge	229	0	229
E00102687	Christow	Teignbridge	312	0	312
E00102688	Christow	Teignbridge	225	0	225
E00102689	Christow	Teignbridge	283	0	283
E00102690	Doddiscombsleigh	Teignbridge	290	0	290
E00102691	Dunsford	Teignbridge	285	0	285
E00102692	Dunsford	Teignbridge	383	0	383
E00102693	Trusham	Teignbridge	184	0	184
E00165902	Teigngrace	Teignbridge	308	0	308
E00165898	Chudleigh	Teignbridge	342	0	342
E00165899	Chudleigh	Teignbridge	307	0	307