



West Kent Partnership
working together to tackle key issues

West Kent LEADER

**Initial Business Plan
to December 2009**

West Kent LAG

November 2008

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1. Executive Summary

The West Kent Leader Programme has an over arching principle - to promote sustainable business growth within the land based and rural economies in the area. Investment through the Leader Programme is intended to improve the long term viability of businesses and to reduce their reliance on future support funding. Leader will help add value and ensure and enhance sustainable development. West Kent Leader's key objectives are to

- Improve competitiveness and financial sustainability of West Kent's farming and forestry
- Encourage innovation and diversification in West Kent's land based sector
- Promote entrepreneurship in rural West Kent
- Encourage the development of rural tourism-related businesses
- Address pockets of deprivation and encourage vibrant rural communities
- Ensure best practice in land management and promote sustainable development

This initial business plan (to December 2009) for the West Kent Leader area focuses primarily on establishing effective procedures to underpin subsequent years of support to farmers and foresters, as well as to the wider rural community.

During the plan period, through the activities identified in this business plan, we intend to have achieved the following outcomes:

- Established robust programme management procedures including appraisal and monitoring
- Generated 100 enquiries from rural businesses
- Facilitated projects/proposals with 40 businesses
- Provided grant support that directly supports 7 businesses, leading to:
 - safeguarding/sustaining at least 5 jobs
 - the development of at least 3 new local products
 - 2 renewable energy projects
 - 1 business reducing energy consumption
- Provided marketing and grant support for other rural businesses and initiatives, supporting up to 125 local enterprises

It is important to highlight that these outcomes are subject to change pending continued economic uncertainty, which is the Programme's main risk factor.

The estimated cost of the plan is £318,000.

2. Introduction and Review

This initial business plan for the West Kent Leader area focuses on establishing effective procedures to underpin subsequent years of support to primarily farmers and foresters, as well as to the wider rural community.

Since January 2008, when the West Kent Leader Local Development Strategy was prepared, the global economic crisis and increasing fuel and other prices have impacted on the profitability of farming concerns. This may add to the importance of Leader support in ensuring sustainability. However the wet summer is likely to depress farming profits, restricting the ability and confidence of farming concerns to make additional investments. This uncertainty may result in projects envisaged earlier in the year not coming forward either immediately or during the next 18 months.

The West Kent LAG recruited a Programme Manager in September and her role is to facilitate the development of appropriate activities following a launch planned for December 2008. The work programme for these setting up activities is outlined in more detail in section 5, together with specific projects that have been identified which appear to fit with our local priorities. Projects included in this initial business plan are based on discussions with project promoters during October 2008.

It is important to highlight that the specific projects have not yet been subject to formal appraisal procedures. This, together with the continuing economic uncertainty, means that the projects included in this Business Plan are not necessarily guaranteed to go ahead.

3. Long Term Objectives

The West Kent Leader Programme has an over arching principle - to promote sustainable business growth within the land based and rural economies in the area. Investment through the Leader Programme is intended to improve the long term viability of businesses and to reduce their reliance on future support funding. Leader will help add value and ensure and enhance sustainable development.

As outlined in the Local Development Strategy, West Kent Leader's key objectives are to

- Improve competitiveness and financial sustainability of West Kent's farming and forestry
- Encourage innovation and diversification in West Kent's land based sector
- Promote entrepreneurship in rural West Kent
- Encourage the development of rural tourism-related businesses
- Address pockets of deprivation and encourage vibrant rural communities
- Ensure best practice in land management and promote sustainable development

West Kent LAG Objectives	West Kent Issues	Linkage to RDPE* Measures	Indicative local priorities (overall funding share)
Improve competitiveness and financial sustainability of West Kent's farming and forestry	Key Issue 1 - Threats to competitiveness of farming & forestry <ul style="list-style-type: none"> • Low profitability in much of the sector leading to low levels of reinvestment, particularly livestock farming • Average farm incomes below the regional/national average • Future financial difficulty with the ending of the Single Farm Payment • High number of private sector woodland owners 	<ul style="list-style-type: none"> • Modernisation of Agricultural holdings (121) 	<ul style="list-style-type: none"> • Improving the efficiency and sustainability of plant and buildings • On-farm renewable energy e.g. for heating/power • Alternative agriculture: growing alternative crops to include bio-energy crops in appropriate circumstances • Investing in facilities to enable capital equipment machinery sharing

West Kent LAG Objectives	West Kent Issues	Linkage to RDPE* Measures	Indicative local priorities (overall funding share)
	<ul style="list-style-type: none"> • High number of small farms lack economies of scale • Opportunity to add value to agricultural produce • Poor management practices in parts of West Kent's woodland • Many woodland owners unaware of the benefits of management 	<ul style="list-style-type: none"> • Improving the economic value of Forests (122) • Adding value to agriculture and forestry products (123) • Co-operation for the development of new products (124) 	<ul style="list-style-type: none"> • Purchase/hire of machinery to improve woodland habitats/harvesting/in forest processing of wood fuel • Investment in recreational enterprises/environmental interpretation • Woodland co-operatives for development and storage of woodchips for fuel • Processing /packaging • Development of Farmers Markets • Local product branding • Development of new co-operative ventures to develop new agricultural products and processes (25%)
<p>Encourage innovation and diversification in West Kent's land based sector</p>	<p>KI 2 - Need for innovation and diversification in land based sector</p> <ul style="list-style-type: none"> • Limited opportunities for farmers/foresters to add significant value in some areas of farming • High proportion of tenant farmers and private sector landlords less willing to invest in diversification • Ageing farming population may be more resistant to change 	<ul style="list-style-type: none"> • Diversification into non-agricultural activities (311) • <i>Training and information for Micro businesses (331)</i> 	<ul style="list-style-type: none"> • Development of lakes/ponds for fishing, other leisure businesses • Tourism diversification • Farm/forest environmental interpretation for visitors, including schools • On-farm retail developments • Development of Bio-fuels for local residents • Processing facilities for bio-diesel production

West Kent LAG Objectives	West Kent Issues	Linkage to RDPE* Measures	Indicative local priorities (overall funding share)
	<ul style="list-style-type: none"> Local survey of farmers identified need for business information and advice. Business competence is key to successful start-up and ongoing profitability of diversified businesses 		<ul style="list-style-type: none"> Building conversion for alternative workspace Identification of training requirements and signposting or delivery of training to underpin success <p>(35%)</p>
Promote entrepreneurship in rural West Kent	<p>KI 3 Scope to build on entrepreneurial culture</p> <ul style="list-style-type: none"> High levels of rural based businesses in West Kent with a high proportion home-based (50% in some rural areas) These West Kent businesses often address local market needs, have small supply chains and have good survival rates (less dependent on global market fluctuations) This is an area to build on, to provide additional off-farm income and for rural residents generally 	<ul style="list-style-type: none"> Support the creation and development of micro-businesses (312) Training and information for Micro businesses (331) 	<ul style="list-style-type: none"> Provision of business workshops to farmers and rural businesses generally IT support for rural businesses Business networking and integrated sustainable development advice <p>(7.5%)</p>
Encourage the development of rural tourism related businesses	<p>KI 4 Potential to develop tourism to strengthen rural economy</p> <ul style="list-style-type: none"> Tourism is already an important part of the rural West Kent economy High quality historic and visitor sites are in the rural area (e.g. Chartwell, Sissinghurst, Knole, Ightham Mote, Scotney Castle, Hever Castle, Penshurst Place and picturesque villages) and provide scope for further tourism initiatives 	<ul style="list-style-type: none"> Encouragement of tourism (313) <i>Training and information for Micro businesses (331)</i> 	<ul style="list-style-type: none"> Extension of self catering accommodation Marketing and promotion of the area, specific sites, networks Projects promoting local distinctiveness New on-farm tourism facilities <p>(3.75%)</p>

West Kent LAG Objectives	West Kent Issues	Linkage to RDPE* Measures	Indicative local priorities (overall funding share)
Address pockets of deprivation and encourage vibrant rural communities	KI 5 Rural Deprivation and quality of life <ul style="list-style-type: none"> • low incomes in the West Kent rural area • high proportion of social rented housing relative to rural SE • relatively high level of deprivation regarding access to housing and services 	<ul style="list-style-type: none"> • Basic services (321) • Village renewal and development (322) 	<ul style="list-style-type: none"> • support for post office network/village shops • Development/enhancement of social facilities • Rural housing parish surveys, design statements and parish plans (3.75%)
Ensure best practice in land management and promote sustainable development	KI 6 Need to ensure best practice in land management and promote sustainable development <ul style="list-style-type: none"> • Large area of countryside with landscape designations (AONB, Green Belt, Ancient Woodland, SSSIs, Local Nature Reserves) • farming and woodland management essential for maintaining this precious West Kent asset, including its value for leisure and recreation, tourism and quality of life for rural and urban communities 	Cross cutting theme, relevant to all the above. Farmers and foresters will be made aware of, and encouraged to apply to Natural England and the Forestry Commission for, Environmental Stewardship and Woodland Grant funding. <ul style="list-style-type: none"> • Conservation and upgrading of rural heritage (323) 	<ul style="list-style-type: none"> • Small scale environmental management projects (outside scope of ELS, etc) (2.5%)

West Kent's main priority is to maximise spending and support for farmers and foresters and our intention is for these sectors to receive 75% of all available project funding under the Leader programme. There is considerable farmer involvement in the Local Action Group (LAG) and this ratio reflects the funding priorities in West Kent.

4. Short term Objectives and Priorities

Short Term Objectives to December 2009 are to:

- Establish an effective executive function and appraise and support initial proposals in line with overall priorities
- Raise awareness of Leader in West Kent
- Work with farmers, foresters, rural businesses and wider rural interests in developing activities – giving priority to those projects that best meet identified local objectives

Local Objectives, as outlined in the LDS, are to:

- Improve competitiveness and financial sustainability of West Kent's farming and forestry
- Encourage innovation and diversification in West Kent's land based sector
- Promote entrepreneurship in rural West Kent
- Encourage the development of rural tourism-related businesses
- Address pockets of deprivation and encourage vibrant rural communities
- Ensure best practice in land management and promote sustainable development

Priority will be given to farmers, foresters and rural businesses whose proposed activities concern diversification, adding value and improving competitiveness, whilst addressing the need for environmental sustainability. If farmers, foresters and other rural businesses are unable to bring forward projects owing to financial constraints, wider promotion to community based projects may become necessary.

Specific Actions and outcomes for this initial business plan are outlined in the following section. These are grouped under the short term objectives identified above.

5. Actions to December 2009

Objective	Action	Outcome	Timescale
1. Establish an effective executive function and LAG/ELAG	1. Appointment of West Kent Leader Programme Manager	Manager appointed	September 2008
	2. Establish programme of LAG/ELAG meetings and agree detailed terms of reference	Programme agreed	October 2008
	3. Establish appraisal panel and agree detailed terms of reference	Panel appointed and terms of reference agreed	October 2008
	4. Appraisal panel training	Training completed for 10 members	December 2008
	5. Undertake an Initial call for applications from existing expressions of interest	Call made	October/ November 2008
	6. Carry out initial project appraisals	Appraisals made	January 2009
	7. Award grants to successful applicants	ELAG approves grants	January 2009
	8. Adopt an Equality and Diversity Policy	Policy adopted	January 2009
	9. Establish monitoring and evaluation procedures	Systems in place	January 2009
	10. Work collaboratively with other LAGs where appropriate	Joint training Information sharing	Ongoing

Objective	Action	Outcome	Timescale
2. Raise awareness of LEADER in West Kent	1. Inform individuals and organisations involved in developing the LDS, including the LAG, about the success of the programme in securing funding	Press release Email LAG	October 2008
	2. Carry out presentation to the West Kent Partnership	Presentation made	October 2008
	3. Develop electronic promotional material to outline the programme to enquirers	Developed	October 2008
	4. Develop website Maintain and update website	Website developed Regular updating	January 2009 Ongoing
	5. Develop West Kent Leader logo and branding	Developed	Spring 2009
	6. Carry out a formal launch of the LEADER programme and initial call for projects	Press releases Event	December 2008
	7. Review outcome of initial call for proposals. Plan subsequent calls for projects to best suit the farming calendar	Review carried out Targeted calls for projects	Early 2009 Spring/Autumn 2009

Objective	Action	Outcome	Timescale
2. Raise awareness of LEADER in West Kent (cont.)	8. Ongoing promotion through attendance at farming interest group meetings/training events. This is targeted to build relations with the farming community. Activities will include <ul style="list-style-type: none"> • Business Link Kent Land Based Advisory Workshops • Meetings of NFU, CLA, IoD, etc. • Networking with Forestry Commission, Hadlow College and promotion via other LAG members • Ploughing matches • County Fairs and Shows • Distribution of promotional material through rural based businesses, e.g., agricultural merchants, machinery suppliers, agri- cooperatives, wholesalers, etc. 	15 events attended 100 existing/potential rural businesses informed 100 Leader enquiries responded to	October/November 2008 Ongoing Ongoing Autumn 2009 Spring 2009 + Ongoing

Objective	Action	Outcome	Timescale
3. Work with farmers, foresters, rural businesses and wider rural interests in developing activities	<ol style="list-style-type: none"> 1. Have direct discussions with businesses/organisations to develop/facilitate practical proposals 2. Work with other LAGs 3. Support 9 projects (examples of proposed activity) 	<p>40 rural businesses supported</p> <p>Efficiency savings</p>	<p>December 2009</p> <p>Ongoing throughout plan period</p>
Measure 123	<ol style="list-style-type: none"> 1 x project <ul style="list-style-type: none"> • Cheese / butter making equipment / storage 	<p>1 business supported</p> <p>1 job safeguarded</p> <p>1 new local product</p> <p>Supporting livestock sector</p>	December 2009
Measure 311	<ol style="list-style-type: none"> 2 x projects <ul style="list-style-type: none"> • Marketing of new lavender oil produce 	<p>1 business supported</p> <p>1 job safeguarded and potential for new jobs to be created in the future.</p> <p>Creation of new products from existing bulk oil production</p>	<p>March 2009</p> <p>(Phase 2 Dec 2009)</p>

Objective	Action	Outcome	Timescale
	<ul style="list-style-type: none"> Creation of wood fuel business from waste timber 	1 business supported 1 job safeguarded 1 renewable energy project Reduced consumption of a finite resource	December 2009
Measure 312	3 x projects <ul style="list-style-type: none"> Establish charcoal making enterprise Farmers market business set up Outdoor activities centre development 	1 business supported 1 job safeguarded 1 renewable energy project 125 businesses and many jobs supported through the provision of outlet for local produce. 1 business supported Existing jobs safeguarded and potential for increased employment.	March 2009 March 2009 December 2009
Measure 322	1 x project Village rural initiative – Colonnade refurbishment	1 village initiative supported	December 2009
Measure 323	1 x project <ul style="list-style-type: none"> Interpretation and marketing material for Field Trail 	1 rural heritage action supported (natural)	March 2009

Objective	Action	Outcome	Timescale
Measure 331	1 x project <ul style="list-style-type: none">Information and support programme for Farm diversification advice	2 farm businesses supported to diversify (possible new products) and therefore retain viability	March 2009 (and ongoing)

6. Financial Profile

	Oct -Dec	Jan- Mar	Apr-Dec	Total
	2008	2009	2009	
		£	£	£
Leader Measure				
111- Training for farmers foresters and food businesses	0	0	0	0
121 – Modernisation of agricultural holdings	0	0	13,500	13,500
122 – Improving the economic value of forests	0	0	13,500	13,500
123 – Adding-value to agricultural and forestry products	0	0	13,500	13,500
124 – Co-operation for the development of new products	0	0	10,125	10,125
<i>Total Axis 1</i>	0	0	50,625	50,625
311 – Diversification into non-agricultural activities	0	30,000	93,000	123,000
312 – Support creation and development of micro businesses	0	5,000	6,937	11,937
313 – Encouragement of tourism	0	3,000	7,275	10,275
321 – Basic services	0	3,000	3,488	6,488
322 – Village renewal and development	0	3,000	3,488	6,488
323 – Conservation and upgrading of rural heritage	0	3,000	4,875	7,875
331 – Training and information for micro businesses	0	3,000	7,275	10,275
<i>Total Axis 3</i>	0	50,000	126,338	176,338
421 – Implementing co-operative projects between LAGs	0	0	6,750	6,750
431 – LAGs facilitation costs	9,000	9,000	19,875	37,875
431 LAGS and accountable body costs	10,000	10,000	26,625	46,625
<i>Total Management and administration</i>	19,000	19,000	53,250	91,250
Programme Total	19,000	69,000	230,213	318,213

Nb. Projected expenditure for April to December 2009 assumes 75% of 2009/10 expenditure, agreed with SEEDA

7. Risk Factors

Principal risks, both strategic and operational will be identified during each planning cycle and strategies identified to mitigate against these risks. Current risks include:

RISK	Rating	Mitigation
Inability to attract and retain staff	Low	Good attraction and retention package. Good staff support programme
Loss of key staff	Low	Good attraction and retention package. Good staff support programme.
Staff resources insufficient to meet programme timeframes / Ineffective use of resources	Medium	Good staff support programme. Regular programme monitoring and review of resources. Utilise expertise from within WKP partners and LAG.
New Government guidance which has a significant impact on policy direction	Medium	Regular staff training and good working relationship / liaison with SEEDA.
Insufficient high quality project applications within given timeframe	Medium	Good staff knowledge to aid project development. Clear marketing programme.
Adverse climate / weather conditions	Low	Adjust programme timetable if required to reflect difficult seasons and allow farmers time to develop suitable projects.
Outbreaks of diseases affecting livestock movements	Low	Monitor and adjust spending profile if required.
Adverse economic environment limiting the availability of investment	Medium	Provision of good knowledge and support from staff to enable creative investment opportunities for project development.
Problems arising from relationships with partners	Low	Regular reporting to and support from WKP – direct support from WKP co-ordinator.
LAG lacks direction strategy and forward planning	Low	Regular monitoring and reporting to LAG and training for all decision makers.
Failure to achieve objectives within LDS	Low	Regular sound monitoring and review of processes and procedures.

RISK	Rating	Mitigation
Lack of skills/commitment within the LAG	Low	Regular LAG training/development. Recruitment of additional LAG members if appropriate, to maintain skills base.
Ineffective organisational structure	Low	Regular review of business plan, processes and procedures including operational structure.
Conflicts of interest preventing good decision making	Low	Maintain Conflict of Interest register. Ensure sufficient ELAG members trained for appraisals.
Severe adverse publicity	Low	Clear and positive marketing programme.
Imposition of additional responsibilities without funding	Medium	Good financial monitoring and support from WKP partners
Changes of policy from Accountable body/SEEDA/Defra/EU	Medium	Regular review of business plan/processes and procedures. Maintain good working relationship with SEEDA for support and development.

Of these, of critical importance to the achievement of successful projects is the adverse economic climate and uncertain credit availability. Coupled with poor summer weather this may affect the ability of some businesses to invest further, despite the availability of Leader support.

The principal risk factors concerning each project proposal will be assessed on receipt by the Programme Manager in order to highlight these at the outset.

8. Monitoring and Evaluation

The West Kent LAG understands the requirement to maintain accurate and timely records of all activities and will use the RDPE on-line database for information concerning projects.

In addition:

- full paper files for all projects will be maintained which will include a risk assessment, correspondence, application forms, claim forms, inspection reports, etc.
- electronic files of transactions will be maintained in line with Accountable Body procedures, which are vetted by the Audit Commission

Based on these information sources, monthly budgetary and quarterly project monitoring will be undertaken. A quarterly progress report will be reviewed by the ELAG and submitted to SEEDA. The Programme Manager will also attend quarterly progress reviews with the SEEDA Contract Manager.

The Programme Manager will undertake project inspections and will remind project operators of their responsibilities so that monitoring and evaluation can be made as efficient a process as possible.

In addition to project monitoring, the systems and procedures implemented by West Kent LAG in the first few months of operation will be evaluated in December 2009 to determine any steps for improvements. Any changes will be implemented in 2010. It is envisaged that a similar evaluation will occur in subsequent years in order to maximise the efficiency and effectiveness of the West Kent LAG, executive and accountable body functions.

Commencing in December 2009, an annual evaluation of progress against business plan objectives will be carried out. This will also form the basis of the attestation report required by SEEDA.

9. The LAG Partnership

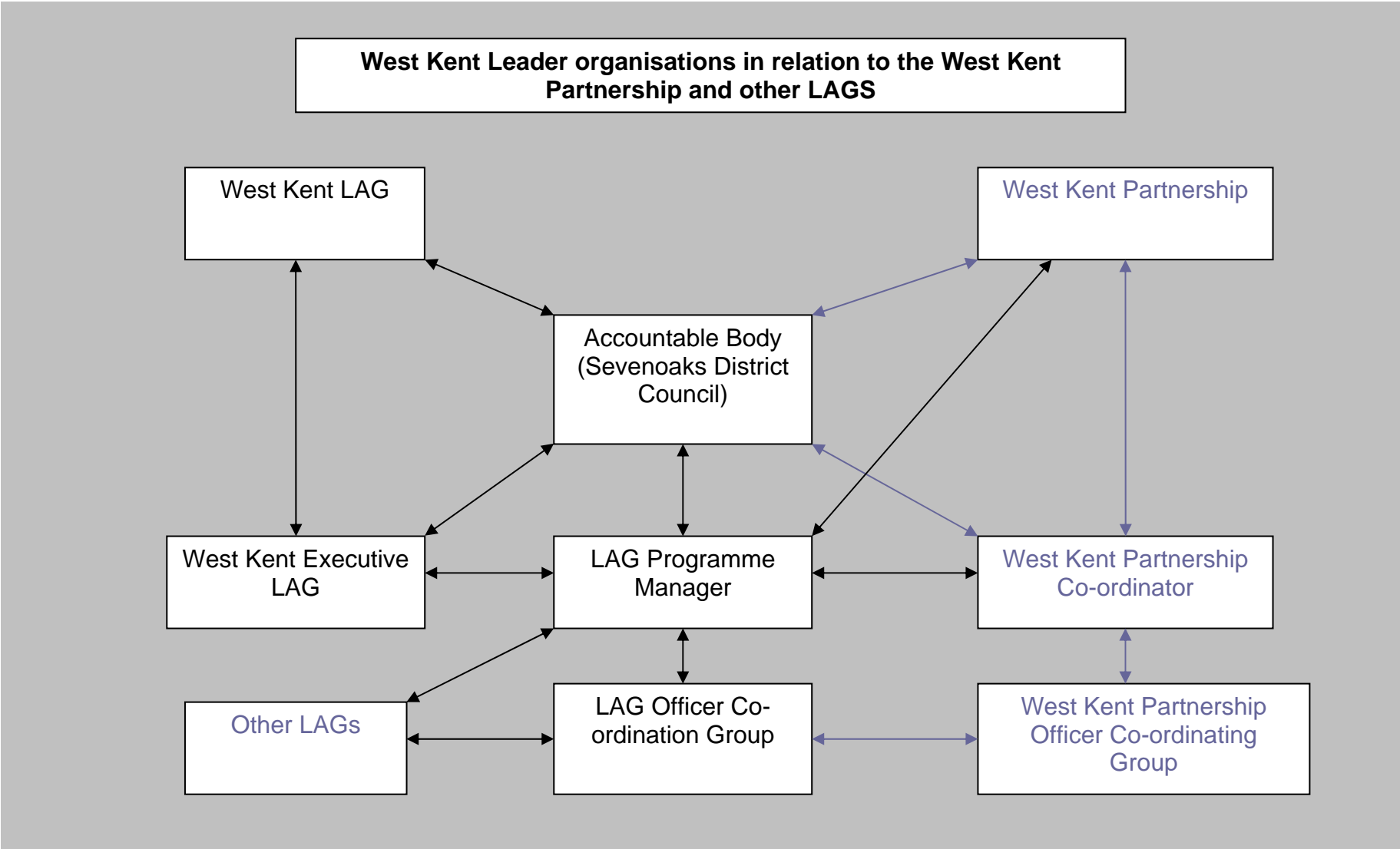
Composition, structure, roles & responsibilities and key positions

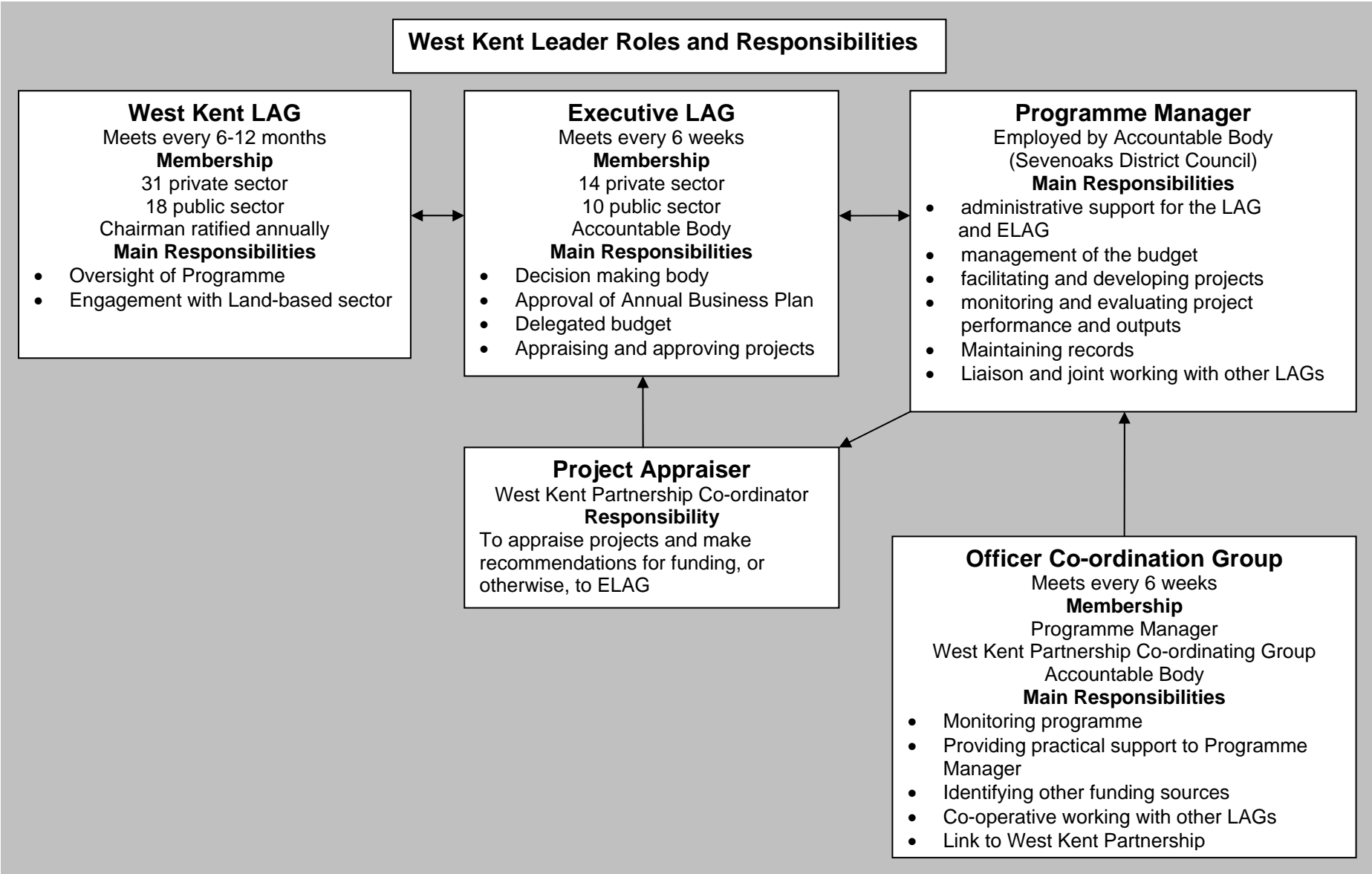
Membership of the West Kent LAG is shown at Annex 1- Form OM 51. There is considerable farmer involvement with almost two thirds private sector and about one third public sector in the wider LAG, and over 50% of members from the private sector in the Executive LAG. The wider LAG is very representative of the area and reflects the funding priorities in West Kent which is to largely support the land-based sector. This group will meet once or twice a year and be kept informed of the work within the Executive Group. This group has strong links back into the rural communities and will play a key role in bringing forward projects and ensuring ongoing engagement. The wider LAG will be consulted in drawing up and rolling forward the development plan to ensure it continues to meet local priorities.

It is proposed that the West Kent Partnership (WKP) will have a strategic management role with regard to the West Kent Leader programme in the same way as it oversees the West Kent AIF. Member organisations of the main West Kent Partnership include 11 private, community and voluntary sector organisations and 10 public sector organisations. When required, the LAG Programme Manager will report to the WKP on the Leader programme to ensure all key agencies across West Kent are engaged and informed.

An Executive Group has been identified from within the LAG comprising people who are able to give an enhanced time commitment to the development of the LAG, give additional support to the programme manager and help co-ordinate and deliver the programme. This Executive Group will be the main decision making body. Support to the Executive Group will be available from the Officer Co-ordination Group, mirroring arrangements already in place for the West Kent Partnership. The Executive Group will report both to the wider LAG and the West Kent Partnership. An outline of the areas of responsibility of this Executive Group, are shown at Annex 2.

The organisational structure for the West Kent Leader programme is as follows.





A dedicated Leader Programme Manager was appointed in September 2008, to service the above groups and work with partners to develop local projects. The manager will work alongside the existing, well established post of West Kent Partnership Co-ordinator and will seek to link and work with Programme Managers from other successful LAGs both within Kent and across the South East. The key responsibilities of the Programme Manager are outlined in Annex 2.

The West Kent Partnership Co-ordinator will undertake the initial appraisal of submitted projects following accuracy and completeness checks by the Programme Manager.

The West Kent Partnership Co-ordinator will then make recommendations for the Executive LAG to consider.

The appraisal panel will be drawn from the Executive Group and will receive relevant training. Confidentiality will be a key issue for commercial projects and appropriate guidelines will be adopted including the involvement of only trained people in the appraisal process. All financial information provided by applicants will be treated as very sensitive and be kept confidential.

The entire project administration process will be managed in accordance with SEEDA directives and the operating manual.

10. The Accountable Body

Sevenoaks District Council (SDC) will undertake the accountable body role. Sevenoaks District Council has experience of running the Swanley SRB programme and is currently acting as accountable body for Big Lottery funding. Sevenoaks District Council is also the accountable body for the West Kent Partnership, employs the co-ordinator and holds the budget. This same close working will be possible between the accountable body and the programme manager in the Leader programme. The West Kent Partnership has given its full support to West Kent Leader and to SDC as the accountable body and are keen to see ownership of the programme held within West Kent. West Kent Partnership working is well established and can support the development of the West Kent LAG and accountable body relationship which is the key relationship in the programme.

As accountable body, SDC will be responsible via the West Kent LAG for a number of functions:

- Ensuring compliance with RDPE operating procedures
- Appraising, selecting and approving (issuing grant offers) for individual projects, and making subsequent payments against approved claims
- Maintaining records of each project to provide an audit trail
- Monitoring the progress of the projects regularly and carrying out physical checks on project expenditure
- Annually rolling forward their Implementation Plan and submitting it to SEEDA for approval of activities and funding for the financial year ahead.

SDC will also provide the following functions for the support of the programme and its staff:

- Nominate a manager to line manage the programme manager for appraisal/pastoral purposes and be a member of the LAG executive
- Provision of office space, IT/telecoms support, internal training and development opportunities for programme manager
- Access to financial management and project management skills
- Provide the legal platform for LAG activities such as employing staff
- Provide help with the procurement of some services and activities
- Involvement in delivery of complementary activities and initiatives.

Some of the accountable body functions will be delivered by the Programme Manager and some by the officer designated to provide financial services to the Programme.

SDC will consider providing a bank-rolling facility for some project funding against an agreed set of criteria. It is noted that specialist facilitation projects, intended to bring forward further applications, may require some element of bank rolling.

ANNEX 1 Form OM 51**Membership of West Kent LAG****Structures, terms of reference and role descriptions****1. LAG partnership**

Name	Organisation or topic represented on the LAG	Own background details (eg occupations) and skills	Role on the LAG
William Alexander	Castle Farm, Shoreham	Farmer	ELAG Member
Tony Bartlett	Business Link Kent	Business advisor	ELAG Member
Tom Bodley Scott	Batchellor Thacker	Land Agent	ELAG Member
David Candlin	TWBC	Economic Development	ELAG Member
Gary Churchill	National Trust	Land Agent	ELAG Member
Paul Cobb	Kent & Sussex FWAG	Conservation advisor	ELAG Member
Christopher Cooper	Okehurst Farm/NFU	Farmer / Accountant	Chair, ELAG Member
James Denning	Land Agent	Land Agent	ELAG Member
Susan Fallmann	Commonwork	Community / Conservation	ELAG Member
Keith Harrison	Action Communities Rural Kent	Community programmes	ELAG Member
Nick Johannsen	Kent Downs ANOB	AONB Director	ELAG Member
Tim Jordan	Penshurst Estate	Land Agent	ELAG Member
Jacqueline Leach	Commonwork	Community / Conservation	ELAG Member
Caroline Lingham	West Kent Leader	Land Agent / Farmer / Conservation / Forestry	Programme Manager
Ken Mckenzie	Hadlow College	Project Development Manager	ELAG Member
Sally Marsh	High Weald AONB	AONB Director	ELAG Member

Mick Oliver	Natural England	Conservation Advisor	ELAG Member
Mark Raymond	TMBC	Economic Development	ELAG Member
Peter Reeves	Arena Pursuits	Farmer / Outdoor pursuits	ELAG Member
David Rossney	ESUS Woodland	Forester	ELAG Member
Pat Smith	SDC	Housing	ELAG Member
David Stokes	Kent County Council	Project Officer	ELAG Member
Harry Teacher	Hadlow Estate/CLA	Farmer	ELAG Member
Wendy Wood	West Kent Partnership	WKP Co-ordinator	Appraiser

Other West Kent LAG members	
Iain Barker	Environment Agency
Michael Bourne	Asparagas (New Park Farm)
Angus Campbell	RAMSAC
Mick Chapman	Forester
Giles Dadd	Agricultural adviser
Jill Davison	SDC Councillor
Benjamin Dent	Kent Farmers Market
Sally Flanagan	Hadlow College
Nicholas Heslop	TMBC
Jo Hewitt	White Ash Farm
Alastair Jessel	Taywell Farm
Daryl Jones	TWBC
David Knight	Weald Granary Knight Tustian
Roger Lingham	Faulkners Hill Farm
Chris Mitchell	Foxbury Farm
Kathy Mitchell	Hadlow College
Chris Older	NFU
Debi Rice	SDC/Heart of Kent
Oliver Robinson	Cluttons
Rachel Simpson	Toursim South East
Catherine Smith	Medway Council
Chris Smith	

Tricha Spencer	Tunbridge Wells Borough Council
Ian Strang	Little Scotney Farm
Bob Taylor	Kent Farmers Market Assoc
David Toms	Ashes Plantation
Samantha Waller	Environment Agency
Sarah Ward	Court Lodge
Robert Wicks	Westerham Brewery
Michael Wooldridge	Cluttons
Ian Mitchell	Robert Mitchell Partnership
Julian	South East Wood Fuels

2. LAG organogram and terms of reference for decision making bodies

See Chart on page 23 of Business Plan.

3. Staff Resources planned for Leader Delivery

(to be reviewed as programme develops)

	Number of Individual staff members	Full Time Equivalents <i>(to be confirmed as programme develops)</i>	Main responsible officer	Names of other staff involved
Programme Manager	1	0.5	Caroline Lingham	Wendy Wood Janet Baker Pat Smith
Project appraiser	1	0.2	Wendy Wood	(to be confirmed)
Programme administration	1	0.3	Janet Baker	Caroline Lingham
Claim Recommending Officers	1	0.25	Caroline Lingham	Caroline Lingham Janet Baker

Claim Authorising Officers	1	0.1	Pat Smith	Caroline Lingham SDC Finance
Claim Inspecting Officers	1	0.25	Caroline Lingham	Janet Baker

4. Role descriptions

Name	Level of authority and for what (<i>awaiting confirmation from SEEDA</i>)	Role description
Caroline Lingham		Management support for the LAG and ELAG Management of the budget Facilitating and developing projects Monitoring and evaluating project performance and outputs Maintaining records Liaison and joint working with other LAGs Liaison with SEEDA and other appropriate bodies (see annex 2)
Janet Baker		Administrative support for whole programme / LAG / ELAG Maintaining files and records Maintaining database
Wendy Wood		Project appraisals Reporting to ELAG on appraisals
Pat Smith		Line Manager for Programme manager Claim authoriser

ANNEX 2

Roles and Responsibilities

LAG Executive Group

- the delegated budget;
- appraising and approving projects (appraisal panel will be drawn from executive LAG)
- issuing offer letters
- paying subsequent claims
- routine monitoring of projects.
- Identifying appropriate action where projects are under-performing including considering processes for the recovery of grant
- Ensuring participation in National Rural Development Network which will be used to disseminate best practice
- Identifying additional sources of project funding
- Co-operating with other Kent LAGs via the formal Kent group and informally
- Identifying and realising project opportunities with other Kent LAGs, WARR and Surrey Hills LAGs and other LAGs in South East

No LAG member can be involved in any decision making process which is in anyway connected to a project in which that member has a vested interest. The LAG executive group will meet on a quarterly basis. The Executive Group will include members with knowledge and expertise in equal opportunities and sustainability so that key decision makers can take full account of these issues when making decisions.

Leader Programme Manager

- day to day administrative support for the running of the LAG
- the management of the budget including identifying, facilitating and providing some monitoring and support to projects.
- Facilitating and developing projects
- regularly updating progress in the achievement of project performance and outputs and, where applicable, the Action Plan and reporting this to the LAG Executive Group including identifying projects which are failing to perform adequately.
- Ensuring adequate records are kept of all LAG decisions

Leader Programme Manager – Project management process

- Facilitating the submission of Expression of Interest forms and encouraging applicants to consider innovative approaches
- Initial assessment of project viability against checklist to ensure fit with West Kent objectives and compliance with programme requirements
- Referral to project appraiser to liaise with appraisal panel for decision to proceed, refuse or amend EOI and refer to SEEDA
- Liaison with project applicant to facilitate full application including ensuring applicant is aware of what further is required before full application (ie planning consents obtained)
- Initial assessment of full project application against checklist to ensure fit with West Kent objectives, necessary consents obtained, fit with sustainability checklist (to be supplied by SEEDA) and compliance with programme requirements. Liaison as appropriate with accountable body to ensure compliance and to schedule anticipated payment
- Referral to project appraiser and ensuring appraiser's comments and recommendations are considered by appraisal panel in a timely fashion
- Recording appraisal panel recommendations and referring to the Executive Group for decision to refuse, proceed or amend application
- Progressing LAG decision with applicant
- Liaison/support of project applicant in delivery of project, including monitoring and identifying ongoing mentoring and training requirements
- Ongoing liaison with accountable body on monitoring and reporting
- Regular reporting on project progression to LAG executive
- Facilitation of assessment of completed project
- Liaison with applicant and accountable body in processing payment claim on completion of project
- Ongoing monitoring of completed project and identification of possible training/mentoring interventions
- Linking project applicant to network of other project applicants to act as a mentor/support to other applicants and benefit from networking opportunities