

**Rural Development  
Programme for England**

*Local delivery in Norfolk & Suffolk*

# Evaluation Report: Norfolk and Suffolk Local Action Groups 2007 – 2013



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# INTRODUCTION

This evaluation document has been written to capture the attainments of three Local Action Groups (LAGs) – the Brecks, Norfolk Coast and Broads and Waveney Valley. Operating since 2009, the three LAGs were set up to deliver funding through the Rural Development Programme for England. This report also summarises the results from an evaluation survey conducted to capture the views and opinions from project applicants and local action group members about delivery and effectiveness of the programme.

In 2008 funding bids from each LAG were submitted to East of England Development Agency (EEDA), which was managing the programme at the time. The request was for funding through The Rural Development Programme for England (RDPE), funded by the European Union and the Department for Environment, Food & Rural Affairs (Defra). Funding is delivered through the LEADER Approach, which enlists the energy and resources of local people to form Local Action Groups who make decisions on how the funding is allocated in a specific geographic area. The Rural Development Programme is now in its fourth programming period, but this was the first time that Local Action Groups had been formed in these three areas. The focus for funding in the 2007 – 2013 RDPE period was:

- improving the competitiveness of the agricultural and forestry sector
- improving the environment and the countryside
- improving the quality of life in rural areas and encouraging diversification of the rural economy

The funds originally awarded across the three action groups totalled £10.3 million, with an average funding rate of 44%. However, during the programme a change of government brought about a Comprehensive Spending Review in 2010, which reduced the overall programme budget by 24%. The impact from this was the early closure of The Brecks programme.

The delivery period has experienced the deepest recession of modern times, and seen an unprecedented crisis in the banking industry. This hampered the programme by slowing down project applications due to difficulty in businesses obtaining bank loans for match funding and a lack of confidence in the economy.

The programme is managed by Norfolk County Council, who is the Accountable Body, and funding decisions were made by the LAGs. Management costs for the programme are at 16% which includes a dedicated facilitator on the ground to help applicants through the system. Membership numbers vary across LAGs but range from 13 to 19 members, with more than 50% representation from the private sector.

## NORFOLK AND SUFFOLK LAG ACHIEVEMENTS

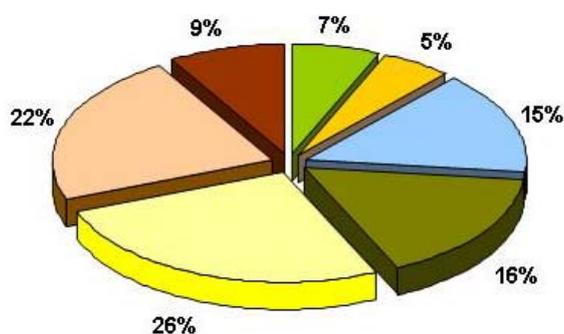
Despite the effect of external influences on performance, the three local action groups successfully funded 136 projects with £6.28m funding (excluding management costs). The average funding rate across all three groups was 37.4%, which was less than the original target of 44%. The programme attracted additional private investment of £10.5m across the three respective areas.

The original strategic funding bids were aligned to the regional economic strategy developed by EEDA, which strongly focused investment towards economic development and growth.

	Brecks		Norfolk Coast		Waveney Valley		Total		
	Achieved	LDS target (Nov 11)	Achieved	LDS target (Nov 11)	Achieved	LDS target (Nov 11)	Achieved	LDS target (Nov 11)	Combined Difference
Number of jobs created or sustained	94	124	182	91	87	60	363	275	88
Development and adaptation of agriculture - water	3	3	17	13	0	0	20	16	4
Support and creation of micro enterprises	8	5	17	10	20	16	45	31	14
Number of new tourism actions supported	14	18	42	30	18	20	74	68	6
Diversification into non-agricultural activities	3	6	37	50	61	8	101	64	37

*Note: The apparent under achievement of the Brecks LAG in terms of outputs in the table above is explained by the fact that around £300,000 was returned to the pot after it had been contracted with no time left to re-allocate it. The associated amendments to the target outputs in the table have not been made.*

Funding investment in the LAG areas was aimed towards supporting agricultural development, innovation and water efficiency, farm diversification, micro enterprises, tourism and basic services for business, with each action group area having a slightly different emphasis to meet their geographic priorities.



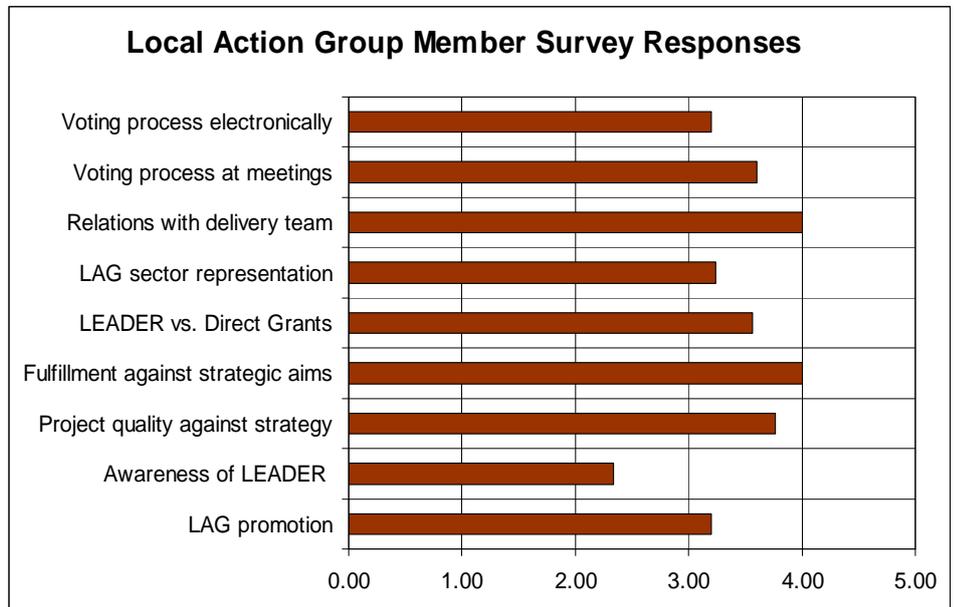
■ Ag. Modernisation	■ Adding Value	■ Water Efficiency	■ Farm Diversification
■ Micro Enterprise	■ Tourism	■ Basic Services	



# SUMMARY OF SURVEY RESULTS

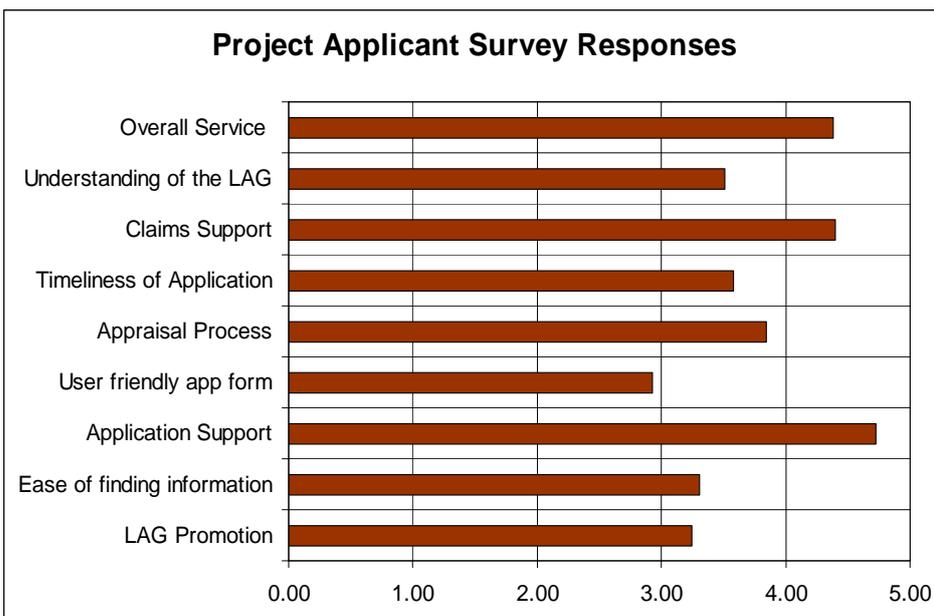
When asked how well LEADER works, the response from both sets of responders was broadly supportive, although comments highlighted issues of bureaucracy, complexity of the application and regulations slowing down the decision-making process.

Member awareness of LEADER was poor, with many members knowing little about this approach before joining the LAG. There was recognition of the wide variety of backgrounds and expertise within LAG membership, and applicants appreciated a 'local hands on approach' with project support and funding decisions.



Ninety-seven percent of Local Action Group members were satisfied that they were able to fulfil the original aims and objectives within the Local Development Strategy. Sixty-three percent of members rated the quality of projects against objectives as good or very good, with the remaining 37% rating them as satisfactory.

***“It means that the funding reaches a wider audience as the geographical, social and economic elements of the LAG area are fully appreciated and understood. A wide range of expertise is also available through the LAG.”***  
**Micro Enterprise, Waveney Valley**



Eighty-seven percent of project applicants responding rated the service they received as good or very good, and it was interesting to note that 80% of projects had outcomes or impacts that the process cannot officially capture.

This implies that there are many unrecorded 'softer' outcomes generated by funded projects that provide a benefit in the local community.

## The LEADER Approach in Practice

The findings conclude that those overseeing the LEADER approach and those who journey through the grant application support both see the benefits of LEADER. It was widely acknowledged that local people setting strategies and overseeing their delivery was a preferential way to meet local priorities. The ability for a project to be decided upon in a local context by those with local knowledge was important to applicants.



***“The approach kept things local, we had a specific local need and we were able to communicate this to the LAG. This local hands-on approach met our requirements exactly. The fact that we were able to pick up the phone and speak to people who were familiar with the locality was crucial.”***

**Animal Welfare project, Waveney Valley**

There have been limiting factors, primarily those around a complicated process that is “top down” and seems to be in direct contrast to what LEADER is meant to represent. This opinion is focused in the LAG Member group who are closer to the operational aspects of

the programme. This has proved difficult for some individuals to balance and is a real threat to engagement going forward.

## Applicants’ Perspective

When asked if the LEADER approach added anything to the grant process, 83% of applicants responded positively. One re-occurring theme was it was just nice to have decisions made locally, *“Nice to know those making decisions about a local supply chain project were not in London.”* Some took this a step further by combining thoughts about local decisions and the LEADER approach, *“It is a holistic approach to the problems in rural areas leading to an improved quality of life for rural communities. Job opportunities and environmental improvements for the local community are just some of the results of having local people making the important decisions.”* There was an overwhelming feeling in the responses of being comfortable with the approach as reflected by one applicant’s comment, *“It is tailor made to meet local needs.”*

## LAG Members’ Perspective

When LAG members were asked how well they thought the process supported the LEADER approach, 70% of responses were broadly supportive that LEADER worked in practice and

***“The LAG management group is clearly made up of stakeholders with an interest in and knowledge of the local area, with leadership and representation from the private sector. As a result it is clearly able to articulate the needs of the local area.”*** LAG Member

20% supported the wider philosophy of the bottom-up approach. The remaining 10% remained neutral in their response. The majority of LAG members have been involved from the beginning of the programme and have a sense of ownership over the process of application approval, so it is to be expected that comments would be varied.

LAG Members had 3 main standpoints: Pure LEADER is in conflict with the programme having so many layers of bureaucracy as explained in the following comments, *“May be 'bottom up' but absolutely mired with regulation from DEFRA and EEDA”* and *“The rigid constraints of the Leader assessment process and the dead hand of the EEDA/DEFRA representative at meetings resulted in a top down process that ultimately became totally frustrating for private sector committee members.”* The second standpoint acknowledges some of the more local level issues like the importance of generating LAG ownership and private sector engagement. Comments included, *“Insufficient time in development period to do this properly, but operation of scheme generally seemed to work along these lines and LAG overall appeared to feel it had ownership of programme.”* and *“The bottom-up approach is admirable, however the reality is that we usually struggle to get real private sector businesses on board – the meetings are too long in my opinion for people to be able to afford time away from their day job.”* The third, most popular position was a confident surety that LEADER was delivering well; *“The Leader approach was perfect; it enabled small businesses to shape the future of the area.”*

## ***Analysis of Roles and Staff Performance***

It is important to evaluate administrative functions from all perspectives to judge performance and to highlight areas for improvement. We aimed to capture performance by looking at each function of the process in isolation as well as a whole. The programme has several layers of administrative process within it that have both infuriated and disillusioned some applicants. Despite this the results were extremely positive.

***“The process is poor but the people have been brilliant”.***  
***Tourism project, Brecks***

## ***Applicants’ Perspective***

The evaluation survey asked applicants four questions about practical support, from application, appraisal and claims through to overall service. The response was as follows:

- Application support. The rating by applicants reached 95% and was considered to be very good. Comments from those applicants that responded included: *“Off the scale”*; *“I had a lot of support which was very welcome especially when forms were being changed or revised during the application process”*; *“Could not have progressed without support from facilitator.”*
- Appraisals. This part of the process received a rating of 77% and was deemed good. Comments included: *“The questions were reasonable and thorough.”*

- Claims support. This scored 88% and was rated as very good. Comments include: *“Pat and Richard were very good. Even though my understanding was sometimes unclear they were very patient and supportive.”*; *“We needed lots of support and that was given”*; *“Had a change of officer but they were both good, the second maybe was more thorough than the first.”*
- Overall service. When all aspects are combined, applicants felt that the overall service was very good, receiving an 88% rating.

## **LAG Members’ Perspective**

This survey asked LAG members about the working relationship between the LAG and delivery

***“The delivery team do an excellent job coaching the applicants and advising the LAG Committee”. LAG Member***

teams, and they rated the relationship to be very good with a score of 80%.

Comments included: *“At facilitator level, very positive. At accountable body level, it improved dramatically with time”*; *“At times the bureaucracy seemed to get in the way. The facilitator was extremely good and drove the programme forward - DEFRA was a little ambiguous at times and not very consistent with their decisions - there were a few hiccups that could have been dealt with better.”*; *“very committed team”*.

## SOCIAL RETURN ON INVESTMENT AND 'HIDDEN EXTRAS'

Programme evaluations traditionally capture only hard outputs such as jobs created and number of businesses assisted. This approach does what is easiest for the evaluator but does not capture the full impact of the investment. This evaluation has highlighted that 80% of the 55 projects surveyed felt their projects realised impacts or outcomes that our processes had not captured. These impacts were varied, some easy to measure and some not, but all important in determining the real impact of LEADER funding. Two case studies have been highlighted to look deeper into what we are not capturing and its value.

### **Clinks Care Farm**

**Funding:** £50,000

**Project:**

*To enable a Care Farm to start up as a social enterprise that enables people with various mental health issues to access non-intensive farming practice with their wellbeing as the focus, not farm production. The project specifically funded a log cabin as a space for learning and basic amenities.*



[Clinks Care Farm](#) is run by husband and wife team, Doeke Dobma and Iris van Zon

The social enterprise has developed faster than expected and is now operating at full capacity giving higher than anticipated income and helping more people than it forecast. Clinks now contributes to the local supply chain and holds a pitch at Beccles Farmers' Market and are selling their home reared pork from the farm gate. Employment at the enterprise has exceeded projections and stands at 4.5 FTE. The employment aspect is interesting because as a working farm the holding only supported 0.5 FTE. Since the project closed 1 FTE has been created (£15,000 pa), 20 pigs pa are produced – (£2,400 pa in extra support for a local abattoir) and the farmers' market receives £240 pa in fees.

### Social Returns

Fourteen of sixty placements have returned to or entered employment for the first time. The first consequence is a relinquishing of benefit payment estimated at (14\*£50\*52weeks) £36,400. The second impact is the money now earned by the individuals estimated as low income, half time jobs to give a realistic projection (14\*£7500 per annum) £105,000. The net impact of this part of what Clinks does is £141,400 per annum (based on 1 year's trading experience)

Evidence tells us that all individuals progress at Clinks and leads to a conclusion that if all 60 placements need one less occupational health appointment, this can save the NHS approximately 60 x £50 = £3000 per annum. Reduced reliance on prescription drugs is another impact but without knowing an average value this is difficult to measure.

Clinks have 10 regular volunteers who contribute 4 hours each per week which equates to a value of at least £10,400 per annum.

Other, more difficult to measure benefits include, planting ½ acre of woodland with a local school, feeding quality produce into the local supply chain, educating vulnerable groups how to cook, and the value of respite for families while a loved one is at the Care Farm. The changes in people's lives are perhaps the most difficult to measure and the most important; one example is a placement at Clinks who was on 2:1 ratio of supervision when first attending. One supervisor was the father. This in itself had a benefit in that the mother at home could find some part time work for the first time in years. The placement progressed really well and is now on 1:1 supervision that is not the father. The father now works at Clinks, the first job he has been able to have in years. The farm has turned around the lives of 3 people, reducing their reliance on benefits and enabling them to rebuild confidence and self-esteem.

From a grant of £50,000 this project has achieved the 3.5 FTEs it said it would plus one additional job, returning an annual measurable impact in excess of the grant value; this equates to excellent value for money. By looking a little further, the hidden extras and easy to measure social returns highlight that there is an additional impact of **£172,440** per annum that we are not capturing. Other important impacts have also been highlighted that are more difficult to put values on but are very real and significant. The whole value of what we are not capturing for this project in economic, environmental and social terms is massive.

## **Fielding Cottage Cheese**

**Funding:** £29,169

### **Project:**

*To grow a micro-enterprise through providing a purpose built cheese making facility, pasteuriser and milk bowser.*



Sam Steggle, Owner of [Fielding Cottage Cheese](#)

Fielding Cottage is a successful micro-enterprise that is expanding fast. The business has created 1 FTE above projections to date with a conservative estimate of an additional £15k per annum benefit. The business keeps and rears male kids for meat when previously they were slaughtered at a cost to the business. This rearing for meat not only gives the business an additional income stream but also realises £3k per annum for a local abattoir and £6k per annum for a local butcher.

A new product line has been developed with another local business: goats' milk soap and body lotion. That business hopes to generate £2k per annum through sales of the product. This totals an additional **£26k** per annum of direct value that our process does not capture.

### Social Returns

In addition 500 people attended this year's "Kids meet Kids" day, and the owner takes two school assemblies at disadvantaged schools, reaching in excess of 500 children. The purpose is to educate children where their food comes from. The value of educating children about food cannot be underestimated; it supports local supply chains and has long term health benefits too. By the business going further than its direct relationship with customers a social return is created.

# AREAS OF CONCERN AND LESSONS LEARNT AS HIGHLIGHTED BY THE SURVEYS AND OPERATIONAL EXPERIENCE

From the graphs in the survey summary section it is clear to see which aspects of the programme have performed well and those that have performed less well. Overall the surveys have shown quite a positive picture but there are some aspects that need highlighting.

Both groups highlighted promotion and finding information about the programme as being an issue. Even though the surveys rated the three qualifying questions as “satisfactory”, they only just fell into this bracket. The applicant group rated this issue as their second priority under the “what one thing would you change” question. The hidden extras and social return on investment sections has highlighted the fact that we are not capturing enough of the impacts of funded projects.

Running the programme has thrown up some operational issues; the main points are summarised with possible solutions. The points come from reoccurring comments or issues from LAG members, applicants and delivery staff.

## Survey Highlights

Area needing attention	Improvement suggestion
LAG Members have a “poor” understanding of LEADER	Training course for LAG members
Applicants rated the user friendliness of the forms as “poor” – 56% applicants identified the complexity of the forms as the one thing that they would change.	Feed in ideas at an early stage of form development  Propose electronic / paperless applications
Promotion of the programme could have been better and faster	Earlier and more effective promotion of the programme and funding available Clearer messages about the LAG and its functions Effective and dynamic website
Measuring the real impact of LEADER	More focus on outcomes and benchmarking those outcomes. Better post project monitoring timescales to enable the economic, social and environmental multiplier effect of the funding to be explored.

## Operational Experience

Area needing attention	Improvement suggestion
During the initial set up of the action groups, there was concern over transparency of the recruitment process and confusion regarding the role and responsibility of LAG members.	Ensure a wide, inclusive and transparent process, ensuring enough time is taken.
Once a project is approved, the system is quite inflexible, requiring formal variations for any deviation from the original application. This is not user friendly for businesses, as costs and timescales are often open to change and review.	<p>Feed in to DEFRA at process development stage</p> <p>Seek out best practice from other EU funded programmes</p>
Average funding for the three Norfolk and Suffolk LAGs per project was £48,400 per project, supporting an observation from an application that the programme was more 'geared up' for larger organisations looking for sizeable funds	<p>Proportionate forms throughout the system</p> <p>Suggest to DEFRA a suite of forms to choose from and determined by grant request.</p>
Private sector involvement and incentives to keep them engaged was a challenge. No expenses were offered to cover members' attendance at meetings.	Expenses for LAG members should be included next time.
Issues regarding the authority of approval for funding of projects and whether this is the responsibility of the LAG, Accountable Body or DEFRA.	Communicate this to DEFRA ensuring that clear messaging is in place by the start of the next programme

## SWOT Analysis

The swot analysis below collates lessons for consideration in the next funding round:

<b>Strengths</b>	<b>Opportunities</b>
Committed LAG members	Access additional EU funds
Experience of members and staff	Achieve 100% coverage of Norfolk
Cross section of sectors represented	Long term projects: WV Identity, Brecks tourism
Relationships: between staff, LAG members and applicants	Feedback from members and applicants
Funded projects – advocates and ambassadors	Norfolk Rural Development Strategy
Transition funding	Consultation sessions
Good RDPE networks	Knowledge transfer through networks
	Reduce paper
	Promote LAGs as options for other solutions
	Transnational and Interterritorial Projects
	Evolve, refresh and strengthen LAGs
<b>Weaknesses</b>	<b>Threats</b>
Communications – complexity of message	Bank funding and loans
Stakeholder engagement	Government funding reviews
Language, acronyms, jargon	Bids unsuccessful
Complex system and rules	Change of government
Timing – EU and UK government decisions	Perception of “top down” in practice
Layers of accountability	Private sector disengagement
Paper heavy	Multi-fund administration becomes too daunting
Demand on LAG Member time	New programme is vastly different

## FUNDED PROJECTS BY LAG

The Brecks	Waveney Valley	Norfolk Coast and Broads
A R Wilson Ltd-Irrigation Scheme	Norfolk Polo Club	Hunstanton Sailing Club
Brecks Tourism - Area Promotion	Boudica Way	Barley to Beer - bi-LAG
Street Farm Grain Storage	Waveney and Chet Vineyard	Cranmer Conference Centre
'Swaffham in the Brecks'	Havensfield Free Range Eggs	Brays Cottage Expansion
Westacre Arts Foundation	Waveney Valley Aquaponics	Pretty Corner Woods
Nar Valley Trail Visitor Services	Barley to Beer - Bi-LAG	Dairy Herd Welfare
Castle Quail	Waveney Valley Farm Breaks	New Reservoir at Billockby Farm
Growing Fielding Cottage Cheese	St Mary's Priory Church, Bungay	Wells Maltings
Glamping Pods at West Stow	Fen Farm Dairies	Cheese Production
Lings Meadow Camping	Developing Goodies Farm Shop	JoC's Brewery
West Lexham Education Centre	Maisebrooke Farm Poultry Unit	Norfolk Saffron
It's a Wrap - Brecks by Rail	Waveney Valley Ice Cream	Restoration of the Wherry
Brecks Local Area Visitor Guides	Waveney Valley Identity Project 2	Iceni Sport Horse
Milbro Sports Extension Plan	The Angles Way Experience	Point Farm Barn Conversion
Bardwell Equestrian Centre	Eye – a Castle Connected	HBS Farms Brunstead
Wideham - Equestrian Centre	Hales Hall Barn upgrade	Deepen borehole at Catfield
Oxborough Fishing Lakes	Farm Salami	Davenport's Magic Kingdom
W&P Caley Water Management	Gabriels Garden	Little Ships
Project Bottle Top	Waveney Care Farm	The Dog House Kennels
Caston Organic Pub	Waveney Flowers	Mill Farm Eco-Barn
Greenbanks Hotel	Waveney River Guide	Broads Visitor Giving Initiative
Cranswick Norfolk	Improving Animal Welfare	Environmental Tourism
Ickburgh Reservoir	Clinks Care Farm	Griffon Area Partnerships
Church Farm District Heating	Wheatacre Hall Barns	Daisley's Wild Gardens

Dads Army - Marigold Tearooms	Feather Down Farm Days	Garratt Boiler
Fielding Cottage Cheeses	Local Heroes	Princes Cottage
Ash Farm Horse & Holiday	WV Event Yard	Efficient irrigation
	Metfield Pig Herd	Irrigation Improvements
	The Waveney Valley	Rain Water Harvesting
	Lodge Farm Holiday Cottages	Precision Farming
	Waveney Gallery	N N Food & Drink Lovers Fayre
	Conservation & Wildlife Gardens	PJ Spink Straw Briquettes
	Animal Welfare Fundenhall	Meat Cutting Plant
	Animal Welfare at Willow Farm	Electrification of Irrigation
	Grain Brewery Upgrade	Witton Lake fishing ponds
	Beccles Tourism Project	Oldfield Livery
	Waveney River Centre	Ditch & Son Efficient Irrigation
	Waveney Town Walks	Coronation Barn
	Chunky Chip Eco Firelighters	The Norfolk Brewhouse
	Hemp as growing medium	Truly Local Produce
	Tongs Lane Care Farm	Alpaca Fibre Mill
	The Penny Bun Bakehouse	Hall Farm Smokery
	Suffolk Guinea Fowl	Chapelfield Farm Reservoir
	Cutting Edge	Out of Season Marketing
	Cattle Hoof Trimming	Manor Farm Barn Conversion
	Animal Welfare at Cuidad Farm	N N Food & Drink Festivals
	Animal Welfare at Ellingham	Upgrading & Extending Irrigation
	Waveney Grain Seed	HBS Farms Irrigation upgrade
	Animal Welfare At Tharston	Eco & Business Training Centre
	Sisland Tithe Barn	Neatishead Sustainable irrigation
	Thornham Coach House Suffolk	Cherry Tree Farm
	Peachey's Preserves	Onion Store Bagthorpe Farm
		Strumpshaw Riding Centre

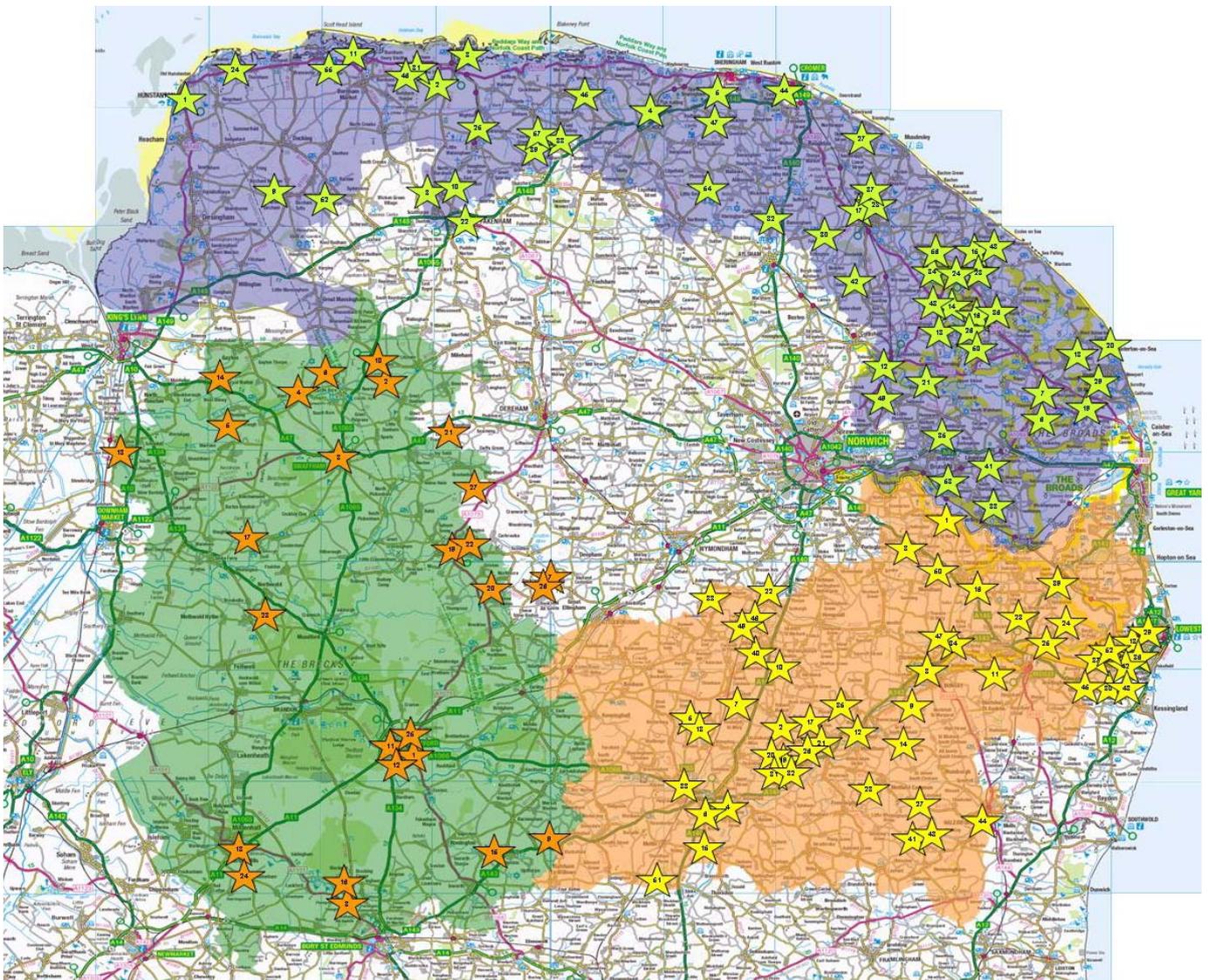
		Replacement of antique pump
		Irrigation Pump - Deepdale Farms
		Replacement of inefficient pump
		Efficient Irrigation at Hall Farm,

Case Studies can be viewed at:

[http://www.norfolk.gov.uk/Business/European\\_funding/NCC124653](http://www.norfolk.gov.uk/Business/European_funding/NCC124653)

## MAP OF FUNDED PROJECTS

Each star represents a funded project:



# THE FUTURE OF LEADER AND LAGs

While final programme details are not available from the EU and DEFRA at this time it is clear that the 'bottom up' approach and Local Action Groups will exist in the programme period 2014-2020. Local Action Groups will have to submit a Local Development Strategy and apply for funding. There will also be new opportunities in the next programmes for LAGs to explore multi-fund options. A successful LDS will be required to have a good fit with other local strategies, those of the New Anglia Local Enterprise Partnership and have national alignment.

In Norfolk the recently launched Norfolk Rural Strategy will provide a key link as Local Action Groups begin writing their LDS. A web link to this document and evidence can be found at: [http://www.norfolk.gov.uk/Business/Economic\\_intelligence/NCC126058](http://www.norfolk.gov.uk/Business/Economic_intelligence/NCC126058)

Norfolk County Council is looking to support LAG applications from new and existing groups following on from consultations in conjunction with the Rural Strategy consultations. A launch event is planned for November 6<sup>th</sup> 2013 which will be followed by LAG specific workshop events in December 2013. For information updates please see: [http://www.norfolk.gov.uk/Business/European\\_funding/NCC082051](http://www.norfolk.gov.uk/Business/European_funding/NCC082051)

## GLOSSARY

<p><b>ACCOUNTABLE BODY</b></p>	<p>The Accountable Body provides the administrative functions for the programme on behalf of the Local Action Group. This includes: Programme management, appraisal, monitoring, financial operation, communications and administrative support. Norfolk County Council is the acting Accountable Body for the current programme.</p>
<p><b>COMPREHENSIVE SPENDING REVIEW</b></p>	<p>A Comprehensive Spending Review is a governmental process carried out by HM Treasury to set firm expenditure limits and, through public service agreements, define the key improvements that the public can expect from these resources.</p> <p>The coalition government conducted a spending review for the years 2011/12 through to 2014/15. This review was driven by a desire to reduce government spending in order to cut the budget deficit.</p>
<p><b>EEDA - RURAL DEVELOPMENT AGENCY</b></p>	<p>The East of England Development Agency (EEDA) was a non-departmental public body and the regional development</p>

	<p>agency for the East of England region of England.</p> <p>Regional Development Agencies were abolished on 31 March 2012.</p>
<b>LEADER</b>	<p>The acronym 'LEADER' derives from the French words "<i>Liaison Entre Actions de Développement de l'Économie Rurale</i>" which means, 'Links between the rural economy and development actions'. The approach aims to enlist the energy and resources of people and bodies that could contribute to the rural development process by forming partnerships at a sub-regional level between the public, private and civil sectors.</p>
<b>LOCAL ACTION GROUP (LAG)</b>	<p>Local Action Groups are a key part of the 'bottom up' approach to the delivery of funding. They support the LEADER approach by decentralising decision making and funding powers to a local level. This partnership, supported by a delivery and administration team, then seeks projects to develop and fund, to deliver the overall aims and priorities for their respective area.</p>
<b>LOCAL DEVELOPMENT STRATEGY (LDS)</b>	<p>A Local Development Strategy is a document created through public consultation and participation, and represents the priorities for growth and improvements in a specific geographic area.</p>
<b>MEASURES</b>	<p>Measures are produced through the EU programme, and provide the definitions and guidelines for funding under a specific theme. For example: Diversification into non-agricultural activities, or encouragement of tourism activities.</p>
<b>RURAL DEVELOPMENT PROGRAMME FOR ENGLAND (RDPE)</b>	<p>The Rural Development Programme for England provides money for projects to improve agriculture, the environment and rural life.</p> <p>Funding goes to schemes to:</p> <ul style="list-style-type: none"> <li>• improve rural life and businesses</li> <li>• promote environmentally friendly ways of managing land</li> <li>• sustain existing and create new areas of woodlands</li> </ul>

## CURRENT CONTACT DETAILS

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