



The European  
Agricultural Fund  
for Rural  
Development:  
Europe investing in  
rural areas



## Rural Development Programme for England (2014 – 2020) LEADER Three year rolling Delivery Plan

|   |   |
|---|---|
| Name of Local Action Group (LAG)                                | Coast, Wolds, Wetlands & Waterways                        |
| Name of Accountable Body (AB)                                   | East Riding of Yorkshire Council                          |
| Date of LAG endorsement of this delivery plan                   | 24 <sup>th</sup> June 2015                                |
| Signature of LAG Chair (please also print name)                 | Graham Ward   |
| Three year period covered                                       | 2015/2016 (in detail)<br>2016/17 and 2017/18 (in outline) |
| Your total LEADER funding allocation notified by Defra in Euros | €2.653m   |

This Delivery Plan which comprises this form and the associated annexes is one of the key tasks LAGs have to undertake annually in order to meet the requirements of their funding agreement. The Plan must be agreed by the LAG and recorded in the minutes of the meeting before submission.

The LAG's Accountable Body must submit the first Delivery Plan on or before **31 July 2015** with the evidence of support for it from the LAG membership. The financial and output spreadsheets should be submitted by **30 June 2015** as these will form part of the Funding Agreement. LAG ABs must then submit an updated Delivery Plan by **15 April** each subsequent year to the Rural Payments Agency. The submission of the Delivery Plan alongside a signed Annual Attestation certificate from the Accountable Body will form the Annual Attestation required as part of the formal delegation arrangements.

Your completed Delivery Plan must be submitted in electronic format and you must send a signed hard copy to the address notified to you by the Rural Payments Agency. This Delivery Plan includes the accompanying financial spreadsheet for completion. Please note that several questions require the submission of supporting documents and these are summarised at the back of this form.

We will use the information in this form, the financial spreadsheet and any supporting information to establish a formal offer agreement and to carry out an appraisal of progress. On receipt of a satisfactory Delivery Plan, we will issue the Accountable Body with a letter of Delegated Authority giving the LAG and Accountable Body the authority to proceed with their plans to develop and approve projects (as outlined in the LEADER Operations Manual) for one year.

The LAG will not be able to make any new investment decisions or recommend claims without a valid and updated letter of Delegated Authority. We aim to issue these by 31<sup>st</sup> August 2015 in year 1 and 30th April in subsequent years. You should therefore plan your decision making meetings accordingly.

### FOR Rural Payments Agency USE ONLY

Date Received – Electronic Copy

Date Received – Hard copy signed delivery plan

## 1. Review of Progress (not required year 1) since the last report

1.1 Date of previous 3 year Delivery Plan

1.2 Please outline any LAG wide research or evaluations undertaken during the preceding period

1.3 Please summarise actual progress against intended delivery in the last period.

## 2. Investment Plans

2.1 Have there been any changes to the long term objectives and priorities as set out in the LDS?

There have been no significant changes to the CWWW LAG area or the SWOT included in our LDS that would require changes to be made to the long term objectives and priorities for action via our programme of activities included in the LDS.

2.2 Please describe the calls for projects that will be issued in the next 12 months or summarise the type of activity that you will be prioritising

This was covered in our LDS and the relevant extract is replicated below.

'The LAG will build on previous programme experience and issue calls for projects in year 1 that will help to deliver support, research and mapping that supports delivery of the programme of activity. As a result of this approach, it is anticipated that more of the 30% indirect economic growth budget will be committed early in the programme whilst allowing sufficient development time for the new direct economic growth areas of the programme. Direct investment in business is a new area for the CWWW LAG and whilst recent

experience of other funds has shown a strong demand for direct business support locally, the six specific Defra priorities coupled with the programme requirement for sustainable job creation will mean that eligibility may be restricted and the development of projects may require additional support and time before they are deemed investment ready. For these reasons, the LAG anticipates that more of the 70% direct economic growth investments will take place from year two onwards'

This expressed method of operating has been reviewed and the LAG in conjunction with the 2 LEP calls for projects that cover our LEADER area (see attached appendix 8 for synergy) and in conjunction with Defra/RPA training for the new programme. The LAG would therefore like to continue with the methodology expressed in the LDS. The LEP will be issuing a call for projects in September 2015 for *Support for investment for public use in recreational infrastructure, tourist information and small scale tourism infrastructure*. The LAG hopes to launch the CWWW programme by that time in order to capitalise on publicity and avoid duplication. Further targeted calls for LAG projects will be issued in subsequent years of the programme to ensure that outputs and any gaps in the LDS are filled. Such calls will include specific project requirements in terms of spend dates and jobs created. As indeed will the initial open call for projects.

2.3 In headline terms only, what kind of activity do you intend to support/calls do you intend to issue for the following 2 years?

Our LDS states that our CWWW LEADER programme will link to and complement the Local Economic Strategies, the wider RDPE programme and the LEP EU Structural and Investment Strategies by focusing on the small, localized niche markets with a strong desire to develop such areas of investment to a stage where they can engage more fully with wider support. Our LDS shows the relationship and synergies between these wider programmes and the CWWW programme of activity.

The LAG met on 3<sup>rd</sup> March 2015 to discuss and agree the approach for delivery of the 6 priorities. The LAG agreed to maintain its desire to have a full open call for projects in year 1 with targeted calls to fill gaps in the proposed activities from year 2 onwards. The LAG conducted a full in depth analysis of how each priority area within our programme of activity would be targeted. The ideas generated from this meeting have been incorporated into our communications and publicity strategy (appendix 9).

The targeted calls in year 2 onwards may be issued in line with national or LEP calls for projects in order to ensure lack of duplication and that programmes are not fragmented.

The CWWW LAG therefore plans to support activity across all 6 Defra priorities during the following 2 years.

### **Before answering sections 3 and 4 you will need to complete the financial and output spreadsheet**

Your programme allocation is in Euros (€) and will be subject to change over the programming period, depending on the relevant exchange rate. We will assist you in resource planning to enable you to complete the three year rolling plan each year.

### **3. Budget profile**

LEADER groups should manage and profile budgets carefully to avoid too much spend falling to the end of the programming period. The spend target within the RDPE Programme document performance framework is for 30% of the budget to be spent by 2018 so you should ensure that your profile reflects this target.

### 3.1 Please explain your initial budget profile and the rationale for this.

The rationale for our original budget profile takes into account

1. The pipeline of project ideas submitted as a result of the extensive consultation exercise undertaken to develop the LDS and included in the LDS.
2. The areas of investment that were new to CWWW area having a high level of latent demand resulted in themes 1 and 2 having higher profiles.
3. The CWWW area is one of the least wooded in England, which has resulted in theme 6 having the lowest profile.
4. Tourism, continues to be high economic growth potential for our area and has therefore been profiled with a high level of budget.
5. Rural Services and Heritage and Culture are areas where the LAG has had extensive previous experience and we felt that although there will be significant demand, the SWOT and research indicated that maximum local economic benefit would be derived where existing activity could be built upon in order to stimulate new areas of economic activity.. It is anticipated that these 2 themes will therefore utilize the majority of the 30% indirect economic growth budget and have slightly lower budgets profiled in order to achieve the 70% direct economic growth requirement from the other 4 themes.

Our spend profile for year 1 has been reduced from the original profile submitted to reflect the later than anticipated start date.

The spend profile for the final year has been reduced to reflect the budget awarded. The overall length of the programme has been reduced in order to ensure an M & A spend of 18% maximum over the life of the programme.

Our revised budget profile also conforms to the additional Defra requirement of at least 30% spend during 2015/16 and 17 (this equates to £580k of project spend which excludes M & A).

Further note. The LAG approved a revised project spend profile at a meeting on 24<sup>th</sup> June 2015. However, upon further advice from DEFRA/RPA the project spend profile for year one has been removed and profiled into year two because of a further later than anticipated start date. The LAG delegated final approval of the delivery plan to the Coordination & Scrutiny Group and this group has approved this final revision to the project spend profile on the understanding that funding cannot be rolled over from one year to the next, but that funding can be pulled forward should our projects be able to spend in this financial year.

### 3.2 Please highlight any significant change in the budget profile from previously submitted 3 Year Delivery Plan (year 2 onwards).

NA

## 4. Milestones and Output profile

4.1 Please highlight any change in the profiled outputs from the submitted Local Development Strategy (year 1) or previously submitted 3 Year Delivery Plan (year 2 onwards) and explain the reasons for the change.

The LAG has reduced the number of outputs projected in line with the budget allocation.

Additional output requirements have been received from Defra and a template has been completed to show the anticipated numbers for these new outputs. In addition, the CWWW

LAG is keen to pursue the use of additional measures under the CLLD/LEADER measure 19 and will develop outputs in line with the additional measures used and will include these in subsequent delivery plans.

The milestones template has been completed with information available prior to the LAG meeting on 24<sup>th</sup> June where this document and attachments have been reviewed. The dates on the milestones for year 1 are therefore subject to confirmation of National Programme launch date and contracting with the East Riding of Yorkshire Council accountable body.

4.2 Please highlight any changes in the profiled milestones from your previously submitted Delivery Plan (year 2 onwards)

**NA**

**5. Accountable Body Arrangements**

### 5.1 Separation of Duties

Listed below are the key tasks associated with a project delivery. Please complete the table indicating who will be responsible for each task ensuring that the separation of duties requirements will be met.

You must provide this information even if the arrangements are the same as those reported in your LDS or previous delivery plan. Do ensure that all sections are addressed. If staff are not yet appointed include in the 'name' column 'vacancy 1' or 'vacancy 2' etc. to identify differing roles.

| Task  | Name(s)                  | Organisation           | Proportion of FTE time spent on task |
|---|--------------------------|------------------------|--------------------------------------|
| Project development (advising prospective applicants on how to submit an application) | Vacancy 1                | ERYC (LAG Staff)       | 33%                                  |
|   | LAG Coordinator          | ERYC (LAG Staff)       | 25%                                  |
| Appraising outline application including scoring                                      | LAG Coordinator          | ERYC (LAG Staff)       | 10%                                  |
|   | Vacancy 1                | ERYC (LAG Staff)       | 10%                                  |
| Outline application decisions   | LAG staff                | ERYC (LAG Staff)       | 5%                                   |
| Appraising full applications  | Rural Programmes Manager | ERYC (Acct body staff) | 10%max                               |
| Full application decisions  | DMB                      | LAG                    | Voluntary                            |
| Signing funding agreements to project beneficiaries                                   | ERYC Finance (Head Of)   | ERYC (Acct body staff) | 1% max                               |
| Processing of project claims including checking and recommending                      | Vacancy 2                | ERYC (Acct body staff) | 80%                                  |
| Final check off before sending to RPA   | ERYC Finance Manager     | ERYC (Acct Body staff) | 5%max                                |
| Authorising claims for payment  | Rural Payments Agency    |                        |                                      |
| Undertaking once in a lifetime Inspections  | Vacancy 2                | ERYC (Acct body staff) | 15%                                  |
| Please explain if these arrangements include 'buddying' with other LEADER groups      | No buddying arrangements |                        |                                      |

### 5.2 Organogram

Using information from question 5.1 please provide an organogram showing the above information and taking the following in to account;

- the journey of a project application from development to final payment including all persons involved in either processing or authorizing
- an indication of line management and reporting arrangements
- an indication as to office location of those working on the programme

This could be in the form of a separate document annexed to this delivery plan if necessary.

Please find attached appendices 2 and 3 that depict :- The progress of an application through to signing of contracts and:- An organogram indicating the persons involved, their location and reporting arrangements.

LAG staff who deliver Outreach, Animation and LAG facilitation functions are located in a rural outreach office in Driffield and all accountable body functions and activities are located in the East Riding of Yorkshire Council headquarters in Beverley.

### 5.3 Conflict of Interest

LEADER groups must maintain a Register of Interest for all persons involved in processing an application (and LAG partnership members – see Q6.6). Whilst this must be updated when a change in interest arises, we expect a copy to be submitted with your annual Delivery Plan.

Please explain how the Accountable Body will manage any conflict of interest issues relating to individual projects, including what records will be kept and how they will be updated? (Please note that DORA will also have specific entries relating to 'Conflicts of Interest')

ERYC require Employee Development Reviews to be completed every six months. At the start of the programme, all ERYC staff involved in processing an application will be required to complete the Register of Interest. This information will be reviewed for correctness at each six monthly EDR.

In addition, administrative procedures will be completed by LAG staff comprising.

1. The initial compilation of the required register of interest via forms to be completed by all accountable body staff involved and by each LAG member.
2. The addition of standing items to agendas for all LAG and DMB meetings as follows  
2.1 Declarations of Interest to be recorded for the minutes. 2.2 Mandatory maximum public sector split. 2.3 Additional thematic representation split. Such information will be recorded in the minutes of the meetings.
3. LAG staff will prepare a sign-in sheet for each LAG and DMB meeting. The addition of a column on the sheet at each meeting requesting any updates to the register of interest will be added as a prompt for members to update the register, should any change have occurred since the last meeting. This includes LAG staff and LAG members.
4. As part of the annual delivery plan preparation, staff and LAG members will be asked to re-sign the register and date it to confirm that no changes have occurred or to update the register as necessary. This will include LAG and ERYC staff involved with processing of applications.

The Register of Interest completed as at 24<sup>th</sup> June 2015 is attached as appendix 4. Further additions to this register will be added at the next Decision Making training meeting scheduled for 5<sup>th</sup> August 2015.

#### **5.4 Changes to Accountable Body arrangements**

Please highlight any intended alteration to staffing or structures since you submitted your LDS (for year 1) or the previous Three Year Delivery Plan (year 2 onwards). You must include any differences between the answers to questions 4.2 and 4.3 which you gave in the last Delivery Plan

There are no planned alteration to staffing or structures since the submission of the LDS

#### **5.5 Recruitment**

Identify plans for recruiting staff (if necessary) including the methods of recruitment and the selection process.

ERYC Accountable Body staff concerned with Programme Finance and the Rural Programmes Manager are already in post as is the Rural Programmes Coordinator.

Recruitment of the Programme Support Officer (Finance & Monitoring) will be completed from month 4 of the live programme. The post will be advertised externally via the ERYC standard recruitment procedures. The post will be situated within the accountable body based in County Hall Beverley.

Recruitment of the part time Programme Support Officer (Animation and Programme Delivery Support) will be advertised externally as soon as authority to do so has been received from Defra with a view to as early a start date as possible. The vacancy will be advertised externally and will follow the full ERYC recruitment procedures. In the interim, a temporary 3 month Programme Officer will be recruited to support preparation for the launch of the programme to cover August, September and October until the external recruitment can be completed.

Interviews for staff will be conducted via an interview panel using the ERYC competency based recruitment and selection procedures.



**5.6 LEADER Delivery Team training**

Please complete the following register of training (not including LAG members). The register needs to capture the people, their role and the relevant courses attended in the previous review period, together with planned courses for the forthcoming year.

The RPA will provide training on compliant processes and procedures including the use of DORA (Database of Online RDP Applications) for reporting purposes.

**a) Training completed to date**

| <b>Name</b>                                       | <b>Role</b>  | <b>Name of course</b>  | <b>Date of course</b>      | <b>Delivered by</b>           |
|---|--|--|----------------------------|-------------------------------|
| Tom Rutherford<br>Dee Mitchell<br>Nicola Duggleby | ERYC Rural Programmes Manager<br>LAG Coordinator<br>ERYC Programme Officer     | The 4 Schemes of the RDP & Governance                          | 15 <sup>th</sup> May 2015  | RPA                           |
| Tom Rutherford<br>Dee Mitchell<br>Nicola Duggleby | ERYC Rural Programmes Manager<br>LAG Coordinator<br>ERYC Programme Officer     | Business Process   | 10 <sup>th</sup> June 2015 | RPA                           |
| Tom Rutherford<br>Dee Mitchell<br>Susan Denness   | ERYC Rural Programmes Manager<br>LAG Coordinator<br>ERYC Programme Coordinator | Irregularities, Fraud, Audits, Reporting & Document Management | 1 <sup>st</sup> July 2015  | RPA                           |
| Tom Rutherford<br>Dee Mitchell<br>Nicola Duggleby | ERYC Rural Programmes Manager<br>LAG Coordinator<br>ERYC Programme Officer     | Records Management Systems                                     | May 2015                   | ERYC mandatory staff training |

| <b>b) Planned training for the upcoming year</b>   |  |  |                       |                          |
|--|--|--|-----------------------|--------------------------|
| <b>Name</b>  | <b>Role</b>                            | <b>Name of course</b>                              | <b>Date of course</b> | <b>Delivered by</b>      |
| Dee Mitchell   | LAG Coordinator                        | Digital/social Media                               | July - Sept 2015      | On the job training      |
| Tom Rutherford & Dee Mitchell  | Accountable Body Rep & LAG Coordinator | ERYC Competency based recruitment                  | Aug/Sept2015          | ERYC                     |
| Vacancy 1 & 2  | Programme Officers                     | Full programme Induction                           | Winter 2015           | Existing programme staff |
| Tom Rutherford, Dee Mitchell, Vacancy 1 & 2  | Accountable Body & programme Staff     | ERYC Grant Manual Guidance Training                | September 2015        | ERYC                     |
| Tom Rutherford, Dee Mitchell Vacancy 1, Vacancy 2  | Accountable Body & programme Staff     | Defra/RPA training on appraisals, claims, DORA etc | Not yet known         | RPA/DEFRA                |
| <b>c) Further training requirements; please describe any further staff training requirements</b>   |  |  |                       |                          |
| <p>The ERYC accountable body operate a system of 6 monthly staff reviews (EDRs) where training requirements for the forthcoming period are discussed and agreed.</p> <p>This will be completed for new and existing staff. Training provided by the ERYC is at no cost to the programme, however, where more specialist skills or knowledge are identified, external training providers will be sourced.</p> |  |  |                       |                          |

### **5.7 Risk Management and Issue Resolution**

a) Do you have Business Continuity arrangements in place to prepare for a potential emergency or crisis? We would expect the plan to identify:

- the critical functions and activities of the team
- an analysis of the risks to the team
- a prioritised and timetabled checklist in preparation for an emergency situation
- the key roles, responsibilities and contacts to respond to an emergency.

The CWWW LAG programme is managed by the East Riding of Yorkshire Council (ERYC)

|   |  |
|---|--|
| <p>who acts as accountable body. The accountable body has systems and procedures in place covering risk management and issue resolution. Guidance on programme specific requirements is awaited from Defra/RPA to ensure that current ERYC accountable body plans are fit for purpose. Appendix 5 is a copy of the ERYC Emergency Planning and Business Continuity Policy 2013 – 2016. In addition, a copy of the full strategy 2013 – 2016 is available via the ERYC website. The Rural Programmes team is part of the Regeneration and Funding section within the Economic Development Directorate of the ERYC and as such complies with all ERYC policy and strategies concerning business continuity.</p>   |  |
| <p>b) Do you have a Risk Management Strategy; a corporate approach to managing risks to the programme?</p>  |  |
| <p>c) Please provide a summary of how you capture and actively manage/mitigate risks</p>  |  |
| <p>The CWWW LAG programme is managed by the East Riding of Yorkshire Council (ERYC) who acts as accountable body. The accountable body has systems and procedures in place covering risk management and mitigation. A copy of the full ERYC Risk Management Strategy 2014 is available on the ERYC website which covers risk governance framework and risk management process. A copy of the ERYC Risk management Strategy is attached as appendix 6.</p> <p>Senior ERYC Management decides what is an acceptable level of risk and will make this judgment based on their professional expertise and knowledge of their business. It will also be influenced by what the business can afford both in taking action to reduce the risks (mitigation) and the ability to bear the impact of a risk if it was to happen. The ERYC accountable body is fully represented on the CWWW LAG in this capacity both as a voting member and in a number of non-voting advisory roles as shown on the LAG membership list below.</p>  |  |
| <p>d) Do you have procedural mechanisms to resolve issues, changes to the programme, strategy and delivery mechanisms? How do you capture and actively manage/mitigate programme issues?</p>  |  |
| <p>In addition to the LAG, sub groups of the LAG include Decision Making Board (DMB), Coordination &amp; Scrutiny Group (CSG), Governance and Communications the operating remits for these sub groups are outlined in the CWWW Governance document (appendix 7) and described elsewhere in this delivery plan. In summary, the CSG is tasked with the strategic overview of the CWWW programme and as specified in the Governance document, in particular:-</p> <ul style="list-style-type: none"> <li>• The direction and scope of LAG activity and its relationships with external partners especially with the LEPs and the CLLD initiative.</li> <li>• Overview and Scrutiny – Monitoring and reviewing the performance of the LAG and its programme, including identification of gaps and direction for annual plans.</li> <li>• The complaints process.</li> </ul> <p>This sub group will therefore be the body responsible for strategy and delivery mechanisms. In order to support the CSG, officers from the ERYC and Ryedale District Council support this group with professional expertise.</p> |  |

e) Are you accredited or aligned to ISO 27001 standards? Please provide details. If you are accredited please provide a copy of your current certificate.

The CWWW LAG programme is managed by the East Riding of Yorkshire Council (ERYC) who acts as accountable body. The ERYC is not accredited to ISO 27001 but this is the framework that the ERYC use to underpin and implement the controls and policy's in regard to our Information Security Framework.

The ERYC are certified to connect to the Public Services Network (PSN). To connect to the PSN, the ERYC has to complete and pass a Code of Connection (CoCo) and have an annual independent IT Health Check undertaken. The PSN CoCo is also based on the ISO 27001 principles.

## 6. Partnership information

### 6.1 LAG structure

Please describe the LAG structure including the proposed arrangements for making project decisions and how the strategic overview will be managed. For example some LAGs may use a dedicated approval panel. How will this be appointed? How will you maintain the public/private split? How will quorum be achieved?

The CWWW LAG is made up of a maximum of 40 members (+ or -20%) covering a split of public, private and voluntary sector interests across the 6 Defra priorities. There is also a wider LAG of other interested partners in rural development. The LAG operates with a number of sub groups including a Decision Making Board, Communications and Coordination & Scrutiny Groups. The LDS included an overview of the LAG structure, Decision Making Board, other sub groups and gender balance. It covered the introduction of the Coordination & Scrutiny Group mentioned above to manage strategic overview. This is covered in more detail in section 5.7 d. LAG terms of reference and operating procedures are covered in the LAG Governance document which is appended to this delivery plan (no 7). The governance document was adopted by the LAG in October 2014. Appointments were made for LAG Chair, Vice Chair, DMB and CSG at the LAG meeting in October 2014 in anticipation of a January 2015 start. LAG members also completed a personal profile in order to assess skills and any training requirements. The governance document will be reviewed as stated in its operating procedures when the national operating manual is available from Defra and any amendments (such as the new Defra requirements for a thematic representation split to be evidenced at meetings) will be incorporated. The revised Governance Document will be sent to the next LAG meeting on 21<sup>st</sup> October 2015 for approval. It was also agreed at the LAG meeting on 24<sup>th</sup> June that the Governance sub group re-convene in September 2015 to fully review the Governance document in light of any further Defra/RPD programme operating requirements including e.g.:- further additions/revisions concerning written procedures and where quorum is not met will be developed and included in the document, along with the Defra requirement for the Register of Interest to be compiled and the procedure for updating e register as described earlier in this document.

### 6.2 LAG Membership

| Please list the LAG members (include all members during the reporting period or part of the period) – add rows as necessary |   |                                   |  |  |
|---|---|-----------------------------------|--|--|
| Name  | Organisation  | LEADER priority theme(s) covered* | Role on the LAG**                              | Public, Private or Third Sector          |
| Mike Bisby  | Federation of Small Business (FSB)  | 2                                 | LAG member<br>DMB member                       | Private                                  |
| Melanie Bonney-Kane   | Coast & Vale Voluntary Action   | 2, 3, 4, 5                        | LAG member<br>CSG member<br>Cooperation member | Third                                    |
| John Brown  | East Riding of Yorkshire Rural Partnership  | 1,2,3,4,5 & 6                     | LAG member<br>CSG member<br>Comms member       | Public/Private /Third Sector Partnership |
| Susan Oliver  | Humber & Wolds Rural Community Council, East Riding Voluntary Action/Rural Action Yorkshire                           | 2, 3, 4, 5                        | LAG member<br>DMB member                       | Third                                    |
| Andy Burton   | Independent Agricultural Business   | 1,2                               | LAG member                                     | Private                                  |
| Keith Clarkson  | The RSPB  | 5                                 | LAG member                                     | Third                                    |
| Jane Crossley   | East Riding Market Towns Network  | 3,4                               | LAG member<br>Cooperation member               | Public/Private Partnership               |
| Jeanette Dawson   | Bishop Burton College   | 1,2                               | LAG member<br>CSG member                       | Public                                   |
| Agnetha Dobson  | Independent Rural Business  | 2                                 | LAG member                                     | Private                                  |
| Lucinda Douglas   | NFU   | 1, 2, 4, 6                        | LAG Vice Chair<br>LAG member<br>DMB member     | Private/third sector Partnership         |
| Cllr Jane Evison  | East Riding of Yorkshire Council elected member & portfolio holder for Economic Development, Tourism and Rural Issues | 1, 2, 3, 4, 5 & 6                 | LAG member<br>DMB member                       | Public                                   |
| James Farrar/Andrew Leeming   | North Yorkshire County Council  | 1, 2, 3, 4, 5 & 6                 | LAG member                                     | Public                                   |
| James Farrar/Andrew Leeming   | York, North Yorkshire & East Riding LEP   | 1, 2, 3, 4, 5 & 6                 | LAG member                                     | Public/Private partnership               |
| John Gatenby  | East Riding of Yorkshire &  | 4,5                               | LAG member                                     | Public/Private Forum                     |

|                                |  |                   |  |   |
|--------------------------------|--|-------------------|--|---|
|                                | Kingston Upon Hull Joint Local Access Forum        |                   |  |   |
| Judy Illing                    | Women in Rural Enterprise (WIRE)                   | 2                 | LAG member                                     | Private                                   |
| Paula Gouldthorpe              | University of Hull Knowledge Exchange              | 2,                | LAG member<br>Cooperation member<br>CSG member | Public                                    |
| Andy Gray                      | Visit Hull & East Yorkshire (VHEY)                 | 3                 | LAG member                                     | Public/Private Partnership                |
| Arther Hodgson (Chair of FLAG) | Fisheries Local Action Group (FLAG)                | 2, 3,             | LAG member                                     | Public/ Private Partnership               |
| Malcolm Hodgson                | Yorkshire Wolds Way National Trail Partnership     | 3, 5              | LAG member                                     | Public                                    |
| Rose Horsepool                 | East Riding Artists (ERA)                          | 2, 5              | LAG member                                     | Private                                   |
| Rebecca Jenkins                | East Riding Cultural Partnership                   | 5                 | LAG member                                     | Public/Private/Third Sector Partnership   |
| Mike Johnson                   | Hornsea District Lions Club                        | 4,5               | LAG member                                     | Third                                     |
| Kevin Kendall                  | Independent Rural Education Business               | 1, 2              | LAG member<br>DMB member                       | Private                                   |
| Stephen King                   | Independent Agricultural Business                  | 1, 2              | LAG member<br>CSG member                       | Private                                   |
| Tom Mason                      | George F White                                     | 1, 2, 6           | LAG member                                     | Private                                   |
| Bill Miller                    | Farmer/Landowner                                   | 1, 2              | LAG member                                     | Private                                   |
| Peter Murphy                   | Groundwork North Yorkshire                         | 4,5               | LAG member<br>DMB member                       | Third                                     |
| Jill Pearson                   | Federation of Young Farmers Clubs – East Yorkshire | 1, 2, 6           | LAG member                                     | Private                                   |
| Jeremy Pickles                 | North & East Yorkshire Waterways Partnership       | 3,5               | LAG member                                     | Public/Private/Third sector partnership   |
| John Reeve                     | Ryedale Over 50's Forum                            | 4                 | LAG member<br>DMB member                       | Third                                     |
| Pauline Reeve                  | Malton & Norton Area Partnership                   | 2, 3, 4, 5        | LAG member<br>DMB member                       | Public/Private / Third Sector Partnership |
| Stephen Robinson               | The HEYwoods Partnership                           | 6                 | LAG member<br>DMB member                       | Public/Private Partnership                |
| Tom Rutherford                 | East Riding of Yorkshire Council                   | 1, 2, 3, 4, 5 & 6 | LAG member<br>DMB<br>accountable body          | Public                                    |

|  |   |                    |  |   |
|--|---|--------------------|--|---|
|  |   |                    | representative   |   |
| Terry Smithson   | Yorkshire Wildlife Trust                          | 5                  | LAG member<br>CSG member   | Third                                   |
| Edward Sweeting  | EastRiding of Yorkshire Council Business Services | 1, 2               | LAG member<br>Comms member   | Public                                  |
| David Tite   | Driffield Agricultural Society                    | 1, 2, 3, 5         | LAG member   | Private                                 |
| James Trowsdale  | Humber LEP  | 1, 2, 3, 4, 5, & 6 | LAG member   | Public/Private Partnership              |
| Colin Walker   | East Riding of Yorkshire Council                  | 1, 2, 3, 4, 5, & 6 | Non-voting advisory LAG member   | Public                                  |
| Howard Wallis/Jos Holmes/Cllr Evans? Cllr Jainu-Deen   | Ryedale Distract Council                          | 1, 2, 3, 4, 5 & 6  | LAG member<br>DMB member<br>CSG member   | Public                                  |
| Graham Ward  | East Riding Local Food network                    | 1, 2, 3, 4, 5      | LAG Chair<br>LAG member<br>CSG member  | Private                                 |
| Claire Watts   | East Riding of Yorkshire Council                  | 1, 2, 3, 4, 5 & 6  | Non-voting advisory LAG member<br>CSG member<br>Substitute Accountable body representative | Public                                  |
| Cllr Kay West  | East Riding Community Partnerships                | 4, 5               | LAG member<br>DMB member<br>Comms member   | Public/Private/Third sector partnership |
| Dorothy Fairburn (temp) until local rep recruited  | Country Land and Business Association             | 1, 2, 3, 6         | LAG member   | Private                                 |
| Awaiting named representative  | East Riding Archaeology (ERAS)                    | 5                  | LAG member   | Third                                   |
| *Farm Productivity, Business Development, Tourism, Culture & Heritage, Rural Services, Forestry<br>**Include decision making roles (i.e. chair, vice chair, executive/approvals panel member)  |   |                    |  |   |
| <b>6.3 LAG Training</b>  |   |                    |  |   |
| Please identify any intended LAG training to be undertaken over the next year relevant to the delivery of LEADER.  |   |                    |  |   |
| Below is an extract from the LDS that shows the training actions required over the first year of delivery.<br>'Throughout the LDS development process, and during the first year of delivery, the LAG will undertake a series of capacity building and training events covering: |   |                    |  |   |

- LAG membership roles and responsibilities;
- Delivering economic outputs;
- Governance;
- Communications strategy;
- Project assessment;
- Impact mapping and SROI.

In addition, the membership of the LAG has been examined and will be reviewed against information collected in a Personal Profile to identify skills and knowledge, gaps or significant overlaps in LAG structure and identify further training needs. LAG members and staff are encouraged to attend EU, national, area wide and local seminars workshops and events that disseminate best practice and broaden knowledge of sustainable rural development and the wider RDPE programme'.

Some aspects of this training have already been delivered for example - An overview of LEADER session was delivered to new LAG members in September 2014. Delivering economic outputs was partially covered in the summer 2014 LAG meeting.

The Decision Making Board had an initial training session in December 2014 in anticipation of an early 2015 start date. Further training sessions have taken place in 2015 focusing on how the DMB will operate. A final training session is planned for August 2015 when we hope to have the application form and applicant guidance as well as programme guide.

LAG meetings, as part of an ongoing learning process, incorporate elements of programme specific training. The LAG meeting on 24<sup>th</sup> June 2015 included the known new programme requirements and rules. Feedback forms are collected after each LAG meeting that request information on what further knowledge and training LAG members require. The next LAG meeting planned for 21<sup>st</sup> October 2015 will focus on eligibility and process issues.

The LAG member training requirements collected as part the process of completing LAG member profiles will be incorporated into LAG meetings or separate training sessions as soon the final programme details are known in order to ensure the training is relevant to the new programme. In addition, as part of the annual delivery plan, LAG members are asked to review their training/knowledge and make recommendations/suggestions for further training/knowledge to be delivered.

#### **6.4 Terms of Reference**

Please provide a copy of your most up to date Terms of Reference that are in place which should include the split of responsibilities between the LAG and the AB. A template for what the TOR should include can be found in the operating manual.

The terms of reference for the LAG operating procedures are included in the LAG governance document attached to this document.

#### **6.5 Engagement with LEPs**

Please summarise the arrangements that are in place to engage with the LEPs in your area. What has been the level of any LEP engagement/involvement of the LEADER activities and



approval process?

The CWWW area is covered by 2 LEPs.

1. Humber LEP - LAG staff regularly attend officer group meetings to keep abreast of Humber LEP activity. As shown on the attached table (appendix 8), the Humber LEP EAFRD expenditure is programmed against broadband and will not roll out until 2016 so at this stage there is no potential to overlap.
2. The Chair of the CWWW LAG sits on the York, North Yorks & East Riding LEP EUSIF sub committee representing the 3 LEADER areas covered by this LEP.

In addition, staff from the 3 LEADER areas meet regularly with representatives from the LEP along with representatives from all the local authorities covered by the LEP area to share information and plan activities.

The York, North Yorks & East Riding LEP are planning to commence calls for EAFRD activity from June 2015. However, as the attached table shows, when the LEADER sub measures are mapped against the EAFRD growth programme measures and YNYER's plans, the only overlapping measure is 7.5. As we know there is likely to be a strong demand for small scale tourism infrastructure funds this is unlikely to be a major problem, but it will be important to clear the distinction between LEADER and LEP funding. This links in with the CWWW approach to an open call for project as soon as the programme is launched. The distinction could be through the scale of funding available e.g. CWWW could focus on small grants while the LEP focusses on larger grants, or it could be about the capacity of the group applying for funding e.g. CWWW could focus on new organisations that have not had EAFRD funding before, whilst those that have, perhaps through the last LEADER programme, could be directed to the LEP funding.

Both LEPS are members of the CWWW LAG and so receive the regular LAG briefing notes and information sent to LAG members and both LEPs supplied letters of endorsement to the CWWW LDS.

## 6.6 Conflict of Interest

LEADER groups must maintain a conflict of interest register for LAG partnership members (and for staff – see Q5.3).

Please explain how the LAG will manage the conflict of interest for meetings including what records will be kept and how they will be updated?

The LAG have developed and adopted a governance document which is attached as appendix 7. This document explains the operating procedures for declarations of interest (called conflict of interest by Defra). The exact wording covering this is shown below.

'Members have a joint interest in the implementation of all projects in the programme but, from time to time, will need to take part in discussions on issues and projects in which they have a **direct or indirect** interest. Members having a direct financial interest or organisational link to issues or projects under discussion shall declare their interest at the commencement of the item. All such interests shall be minuted. Direct Declaring members shall take no part in the discussion, unless invited by the Chairperson. Direct Declaring interest Members will not be entitled to vote'.

In addition. Administrative procedures will be completed by LAG staff comprising.

1. The initial compilation of the required register of interest via forms to be completed by all LAG and accountable body staff involved and by each LAG member.
2. The addition of standing items to agendas for all LAG and DMB meetings as follows

- 2.1 Declarations of Interest to be recorded for the minutes. 2.2 Mandatory maximum public sector split. 2.3 Additional thematic representation split. Such information will be recorded in the minutes of the meetings.
3. LAG staff will prepare a sign in sheet for each LAG and DMB meeting. The addition of a column on the sheet at each meeting requesting any updates to conflicts of interest will be added as a prompt for members to update the register, should any change have occurred since the last meeting.
  4. As part of the annual delivery plan preparation, staff and LAG members will be asked to resign the register and date it to confirm that no changes have occurred or to update the register as necessary.

**6.7 Meetings** Please list the dates of project decision making meetings that are scheduled for the next year - if not yet arranged identify the frequency of the meetings.

A proposed meeting schedule for 2015 was developed and agreed by the LAG in October 2014. This annual document includes LAG, Wider LAG, AGM, Decision Making and Coordination and Scrutiny group meetings. The LAG governance document contains the operating procedures, including frequency of meetings for each of the groups mentioned. But in summary

LAG meetings at least 3 per year. From year 2 onwards these meetings will be rotated around the CWWW area so as to incorporate visits to funded projects/presentations from projects.

Wider LAG meets annually incorporating the AGM and any elections required.

Decision Making meets bi-monthly and more frequently should the need arise.

Coordination and Scrutiny Group meets 3 times per year.

The annual meetings schedule for 2015 has been reviewed in light of the later than anticipated start date and is available to all LAG members. In future this information, along with any deadlines for calls for projects will be available on our website.

## 7. Communication, Co-operation and Engagement

### 7.1 Publicity

Please explain your arrangements in the next 12 months for publicising the programme and how any associated costs will be met. Please also explain how your publicity will be targeted both geographically and thematically including how you intent to engage with hard to reach beneficiaries.

A sub group of the LAG has developed a Communications and Publicity Strategy (appendix 9) along with an annual action plan (appendix 10) of awareness raising and communication events for the first year. The strategy and action plan were presented to the LAG meeting on 24<sup>th</sup> June 2015 for approval and to include as part of this delivery plan. The annual action plan will be monitored for target group penetration via the monitoring system set up in the strategy via regular meetings of the communications sub group. An annual action plan with recommendations will be submitted to the full LAG each year to ensure that programme targets are met. Because our LAG membership is made up of a good cross section of members covering the Defra priorities for funding, LAG members are able to fulfill their role in promoting the programme to the harder to reach groups both geographically and thematically. Our LAG membership is also made up of members representing partnerships that have significant contacts that would potentially be interested in the programme. Examples are the Federation of Small Business, Driffield Agricultural Society, The East Riding Rural Partnership, Visit Hull and East Yorkshire, Malton &

Norton Partnership etc.

In addition, to ensure value for money and efficiencies and in line with the digital by default government agenda, the strategy incorporates a number of new ways of communicating via digital and social media. The ERYC as accountable body has approved a business plan to enable social media accounts to be set up for the CWWW LAG thus ensuring a broad spread of communication and awareness raising methods. These methods include traditional face to face such as existing meetings, events and shows, traditional press and media releases as well as building a new network via social media.

All the costs associated with publicity will be met through the programme RCA cost budget.

## 7.2 Cooperation

What are the LAG plans for co-operation and networking with regional partners, other projects / programmes of activity and other Local Action Groups?

### Cooperation Projects -The CWWW LDS stated

'Five key areas of activity have been identified in our area that would benefit from cooperation activity either within the UK or with other EU partners. These are:

- **Networking and sharing best practice:** farmers/young farmers seeking to develop precision farming (e.g. drone) techniques to improve productivity.
- **Youth Enterprise:** a project to link local colleges and universities and develop models of working that can develop pathways for young entrepreneurs to start up enterprises, access rural markets and help to retain skilled young people in rural areas.
- **Vibrant Small (Market) Towns:** activity that enables entrepreneurs to develop and share innovative activity aimed at developing vibrant towns and economic renewal and make best use of empty space.
- **Cycle Tourism:** building on the economic success of the Way of the Roses coast to coast cycle route, a project aiming to develop cycling routes that encourage overseas visitors from the port of Hull to stay in key sites in the CWWW Area and working with the North Yorkshire LAG areas to encouraging cycle tourism throughout Yorkshire, building on the Grand Depart of the Tour de France from Yorkshire.
  - **Local Produce:** building on the success of the East Yorkshire Local Food Network, a project to work with other LAG partners seeking to develop local produce branding and the development of heritage produce, recipes and menus for local businesses.

In addition to the local opportunities identified above, the LAG is keen to explore further opportunities for cooperation as a result of the UKRN event in Cardiff in 2013, LAG network meetings in 2014 and further opportunities for cooperation across the EU as potential projects are posted on the UK and EU cooperation websites throughout the life of the programme'.

A Cooperation sub group of the LAG has been formed to further develop the ideas stated in the LDS. Activity to date has included the drafting of an outline precision farming project that would include transnational partners and a new opportunity identified around the development of a new canoe trail from Liverpool to Goole that runs through at least 5 England LAG areas. The LAG are awaiting guidance on cooperation projects and would like seek advise from Defra at the earliest opportunity to take forward the two ideas being developed.

### Networking with Regional Partners, other projects/programmes of activity and other Local Action Groups

The Communications & Publicity Strategy developed by the LAG sets out categories of target audiences that includes the required list by Defra (above) amongst others relevant to the CWWW LAG. Activities to be carried out that meet these requirements have been built into the annual action plan, but good examples are

1. Creating a database of media and PR contacts so that press releases can be sent to all the relevant organisations.
2. Developing a standard presentation about our programme that can be used at all local partnership meetings, events business and farming forums.
3. We have adopted the central government objective of 'digital by default' throughout the strategy and are therefore focussing of engagement with a number of relevant organisations via social media platforms and sharing knowledge and information via the use of case studies, photographs, and videos.
4. The CWWW LAG would however like to produce a leaflet that describes who we are, what we can fund and where and how to get in contact with us and will provide a pdf proof for Defra/RPA to approve the costs of printing.

## 8. Monitoring and Evaluation

- a) Identify any on-going monitoring and evaluation arrangements you have
- Frequency and method of reporting progress to the LAG partnership.
  - Any evaluation arrangements you have in place for the programme
  - Monitoring and evaluation that you have in place to assess trends in project irregularities etc.

As part of the LDS development process the transition LAG took into account all the actions and recommendations from the evaluation completed on the previous LEADER programme in order to ensure that best practice was continued and improvements to operating procedures actioned. A mid-term evaluation of the new LEADER programme will be undertaken in line with any guidance issued by Defra/RPA to ensure continuous improvement and as a check point against other external factors that may come into play.

The Communications and publicity sub group meet at least two times a year to review activity and monitor the annual action plan. A formal review will be presented at the annual LAG planning meeting for consideration by the full LAG in order to assess targeted initiatives and their successful penetration in the desired activities.

The range of Financial Management Information reports submitted to the DMB will ensure that they have the information in order to monitor against programme spend, outputs and targets. The DMB meet every 2 months or more frequently if needed and the dates are planned annually in advance to ensure that quorum can be achieved for decision making. The information contained within the Financial Management Information reports will be drawn from a mixture of sources such as DORA and the ERYC financial management systems in order to ensure accuracy and authenticity.

The CSG have the role of ensuring that the programme delivers to the overall CWWW programme priorities and ensures that the LAG operates with other key partners and initiatives. The CSG meets at least 3 times each year and feeds their information into the annual LAG planning meeting.

Progress against programme delivery will be reported at each full LAG meeting and the annual planning meeting will review past activity against previous plans in order to ensure future plans meet programme requirements. This process is completed via papers sent to LAG members to review before meetings and via discussions, workshops and presentations at meetings. Full LAG meetings are held at least 3 times per year and from year 2 onwards

are rotated around the CWWW area to also take into account local project activity that can be presented to the LAG or incorporate project visits. These meetings will also agree the format and timing of any targeted calls for projects that will ensure programme priorities are met.

Prior to the LAG meeting on 24<sup>th</sup> June 2015 LAG members were sent a draft of this delivery plan at that date along with the Communications & Publicity Strategy and Annual Action Plan. At the LAG meeting these documents were reviewed and approved, subject to the comments and amendments made by LAG members at the meeting. A copy of the minutes of this meeting are attached as appendix 12 and LAG members comments have been incorporated into the final versions of these documents. The LAG also gave approval for delegated sign off responsibility to members of the CSG and LAG vice chair. This document also incorporates these final comments. Appendix 14 lists the members of the CSG and LAG vice chair and contains their approval of this delivery plan on behalf of the LAG.

Accountable body representatives, LAG staff and LAG Chair meet annually with the RPA/Defra to formally review progress against delivery plans and will agree actions to ensure that the CWWW programme delivers the required outcomes and outputs. The ERYC as accountable body undertake regular inspections and internal audits of externally funded programmes to ensure that systems and operating procedures comply with their requirements. A report is produced after an internal inspection or audit that LAG staff must action or procedures updated to ensure compliance.

The Economic Development section of the ERYC has developed a full programme management system based on years of skills and experience of managing external funding (appendix 11). The ERYC accountable body staff will fully adhere to this management system and will incorporate the use of forms and materials developed by Defra/RPA specific to this programme so as to ensure that monitoring, management and audit requirements of the EU, Defra, RPA, National Audit Office and the ERYC are fully met.

The ERYC accountable body claims and monitoring staff will be fully trained in all aspects of DORA, fraud and irregularities checking and awareness of audit and monitoring requirements. This post is due to commence 4 months after the launch of the CWWW programme when full training will be provided by the accountable body. This post sits within County Hall Beverley amongst staff completing similar functions on other programmes to ensure consistent application of criteria and share knowledge and experience of financial management of projects and monitoring.

b) How will the results of any monitoring and evaluation be used?

Progress against programme targets will be reported at each LAG meeting, giving members the opportunity to suggest additional actions.

Each year one LAG meeting is dedicated to annual planning where the delivery plan for the following year including communication activity to address gaps will be discussed and agreed. The LAG also completes self-evaluation forms to identify any further training needs for members.

The DMB uses the information provided in the Financial Management Information report to ensure decisions can be made based on amount of funding available, outputs required and fit with the CWWW local priorities. The Financial Management Information report also comments on projects progress so as to bring any requests for variations to the attention of the DMB for action.

The CSG is a new group set up to ensure that the strategic overview function is actioned as

well to ensure that linkages with key partners is developed and maintained such as ongoing working with LEPs to coordinate activity. The CSG will also closely monitor the LDS programme of activity to ensure that gaps are being addressed.

As a result of any issues or concerns resulting from ERYC accountable body audits and monitoring visits to projects, information will be fed through to LAG staff and the LAG. LAG staff will review systems and procedures to ensure that continuous improvements can be made and will report such activity to the LAG or relevant sub group (DMB, CSG or Comms etc).

Such information will also be included in the next annual delivery plan where appropriate. Information from the Publicity and Communications monitoring will be used to direct future activity to ensure that programme objectives and outputs are met.

The ERYC accountable body staff produce information for ERYC corporate management and will ensure that any changes to ERYC policy and procedures affecting the LAG and delivery of the LDS are communicated to the LAG and to Defra/RPA.

c) How will progress be monitored to ensure that at least 70% of all projects deliver direct economic growth, and that the remaining 30% make a contribution to rural economic growth?

LAG and Accountable body staff will develop a comprehensive Financial Management Information Report that is submitted to DMB meetings. This information shows the full programme context in which decisions on projects will need to be made. The information includes

- budgets and claims by priority
- amounts to allocate by priority
- outputs achieved and outstanding by priority
- 70% and 30% split allocated and remaining
- Projects progress reports and requests for variations and claims to date
- A schedule of monitoring visits to be completed and any issues arising from completed monitoring

The Financial Management Information Report builds on the best practice from previous programmes to enable effective decision making by the DMB and will incorporate new and additional information specific to the new programme such as the 70/30% split. During targeted calls for projects, the call will make it clear on the requirements of projects concerning direct economic growth, jobs or indirect economic growth.

In addition, the ERYC accountable body will incorporate such checks as necessary throughout the claims and monitoring processes to ensure that the 70/30% split is being managed and monitored by the LAG.

### Supporting documents checklist

Where applicable, please submit the following documents with this 3 Year Delivery Plan

| Document                    | Supporting Notes   | LEADER group comments                   |
|-----------------------------|--|---|
| Terms of Reference for LAGs | RPA do have a standard terms of reference document available to assist | Appendix 7 CWWW LAG Governance document |

|   |                       |                          |
|---|-----------------------|--------------------------|
| Budget Profile  | See spreadsheet       |                          |
| Output profile  | See spreadsheet       |                          |
| Milestones  | See spreadsheet       |                          |
| Register of Interest  | See attached template | Appendix 4               |
| Asset register  | See attached template | Nil Entry<br>Appendix 13 |
| Organogram  | Attached              | Appendices 2 & 3         |
| ERYC Emergency Planning & Business Continuity Policy 2013 -2016 |                       | Appendix 5               |
| ERYC Risk Management Strategy                                   |                       | Appendix 6               |
| LEADER & LEP EAFRD sub measures                                 |                       | Appendix 8               |
| CWWW Communications & Publicity Strategy                        |                       | Appendix 9               |
| CWWW Annual Comms Action Plan                                   |                       | Appendix 10              |
| ERYC Economic Development Programme management Systems          |                       | Appendix 11              |
| LAG meeting minutes 24 <sup>th</sup> June 2015                  |                       | Appendix 12              |

|   |  |             |
|---|--|-------------|
| Coordination & Scrutiny Group approval 24 <sup>th</sup> July 2015 |  | Appendix 14 |
|---|--|-------------|