

**Rural Development Programme for England
2011-12**

Delivery Plan

Programme Area: LEADER

Northumberland Uplands Local Action Group

Section 1: Review of Higher Level Objectives and Strategic Priorities

In reviewing your Higher Level Objectives and completing table 1.1 and 1.2, consider the factors listed in the Delivery Plan Guidance page 6.

Table 1.1 Only relevant to Leader Partnerships

If your Local Development Strategy has been revised, please provide a brief summary of the changes that have been made and why.

NB: Please ensure that a copy of your revised LDS is appended to your Delivery Plan submission

Table 1.1 Brief Summary of Changes to Local Delivery Strategy (Approximately 200 words)

No changes to Northumberland Uplands Local Action Group's Local Development Strategy (LDS) are being proposed as part of this second phase delivery plan.

During the first phase of the implementation of the LDS much successful progress has been made but there is still much to do if the strategy is to be implemented in full and targets achieved. Areas for improvement are:

- 1 **Capacity building** of the LAG – so that the LAG will be a longer term learning body able to deliver Leader and other programmes and projects in a way that is effective, efficient and offers value for money.
- 2 **Addressing identified gaps** (Annex 1 – Gap Analysis) in attainment of our delivery targets:
 - Young people and enterprise
 - Businesses using bio-energy
 - Sustainable farming and forestry
 - Jobs and skills provision

NULAG will continue to build its networks that will facilitate innovative, integrated and cooperative approaches to meeting local needs that are a hallmark of the Leader approach and fully embrace the *spirit* of the Leader approach.

Sustainable communities of place (places where people want to live and work both now and in the future) enmesh and engage with an array of communities of interest and of belonging that stretch far beyond their geographical boundaries. Effective networks are an absolutely vital component for the development of sustainable communities.

This delivery plan comes at a time of particular uncertainty about the future but also at a time of opportunity. The delivery plan detailed below adheres to the current European and DEFRA Leader guidance and that of our managing authority, accountable body and lead partner. By its adherence to subsidiarity and localism and all the principles of Leader it also enables us to take advantage of opportunities identified in the Coalition Document: Our Programme for Government, DEFRA's Structural Reform Plan and the Big Society Agenda, including the Big Society Network.

Table 1.2

Please identify your programme areas **overarching aim** and the supporting **Higher Level Objectives**. Where applicable please indicate where **changes** have been made.

Table 1.2

Aim: Promote sustainable growth in the Northumberland Uplands by delivering the Local Development Strategy through embracing the principles of the Leader approach.

HLOs:

1. Support micro-enterprise development;
2. Support the development of the wood bio-energy market;
3. Assist communities to become more sustainable;
4. Support sustainable farming and forestry;
5. Develop tourism and recreation based on the area's cultural and natural assets

No changes are being proposed to NULAG's High Level Objectives.

HLO3 SP2 has changed from '*Improve access to services especially for life-long learning*' to '*Improve access to services and encourage and support community networking*'. This change was proposed by NULAG because networking is a fundamental principle within Leader and it is recognised that there is a lot of potential value in linking up successful projects with each other and with other groups and organisations in order to share lessons and new ideas. NULAG members have successfully linked up projects in phase one and will aim to continue this work practise. NULAG also recognise that there is other funding available to support life-long learning activities outside RDPE.

This delivery plan takes into account the results of our own review carried out in June 2010 (see Annex 1) and the opportunities identified in the mid-term evaluation carried out by Genecon (increased consideration of strategic issues, avoidance of duplication, clearer eligibility criteria, increased pro-activity and enhanced collaboration).

The successes of phase one will be built upon by implementing the following work proposals:

- **LAG Capacity Building**
- **Collaborative Approach** (See Annex 2 for further information)
- **Research Proposal** (See Annex 3 for full information)

These proposals will assist NULAG to achieve their High-Level Objectives. NULAG considers these proposals will increase the value for money of RDPE investment, not least because they will use the full principles of the Leader Approach to realise the best possible

development projects across our Leader area. For example, the innovative Collaborative Approach has the potential to cut down on the amount of time spent on supporting processes such as issuing contracts and paying claims.

With regard to the economic context within which we have been asked to plan, NULAG believes that the option to take a more strategic and proactive approach to developing project ideas presents value for money as it will allow the proposed activities to take place at the same time as leaving a longer-term developmental legacy within the LAG itself.

NULAG also considers that these proposals fit very closely with the mid-term evaluation's recommendations. Specifically these activities are designed to be 'proactive', 'creative' and 'innovative' and will ensure that NULAG's decision making remains strategic and aligned with the Local Development Strategy and with other wider strategic aims. The Collaborative Approach will allow 'experienced organisations and individuals to engage with RDPE and impart their knowledge on the projects emerging'.

Section 2: Delivering Higher Level Objectives

2.1 For each HLO indicate the **Strategic Priorities** and **proposed activities** that will be delivered to realise the strategic priorities.

While projects are demand driven the LAG can consider methods of attracting activity they would like to see e.g.

Commissioning

NB: Where key words are central to the meaning of the objective for instance 'green tourism' or 'hard to reach' please define the meaning.

NB: While it is acknowledged that Leader is cross cutting across RDPE, Leader investment should not duplicate existing activity available within mainstream RDPE e.g. Land skills training, micro enterprise support in the NEEIC or Business and Community Assets funding.

Table 2.1

HLO 1: *Support Micro-Enterprise Development*

Strategic Priorities:

SP1 – Extend the participation of young people in business

SP2 – Stimulate entrepreneurial activity

SP3 – Encourage businesses to maximise the advantages of the cultural and natural environmental qualities of the area

SP4 – Improve access to training and supporting services

Proposed Activities to deliver all 5 High Level Objectives

- Stimulate integrated activities by using a Collaborative Approach (Annex 2) to design projects
- Act on proposals from NULAG's Partner Support Group (see Annex 4)
- Integrate evaluation and assessment ideas into project activities in order to provide locally responsive information to

project managers and decision-makers (see Annex 3 – Research Proposal)

HLO 2: *Support the development of the wood bio-energy market*

Strategic Priorities:

SP1 – Grow the supply side of the biomass market in a sustainable manner

SP2 – Develop demand for biomass through clusters and networks

SP3 – Address severe issues of fuel poverty

SP4 – Raise awareness of the advantages of wood biomass throughout businesses and households

HLO 3: *Assist Communities to become more sustainable*

Strategic Priorities:

SP1 – Support capacity building and knowledge sharing

SP2 – Improve access to services and encourage and support community networking

SP3 – Promote greater appreciation and celebration of the area's natural and cultural environment

HLO 4: *Support Sustainable Farming and Forestry*

Strategic Priorities:

SP1 – Support skills development and intermediate labour market initiatives

SP2 – Add value to local projects

SP3 – Assist diversification

SP4 – Enhance and protect the natural and cultural assets

SP5 – Encourage young people to enter farming and forestry business sectors

HLO 5: *Develop Tourism and Recreation based on the areas cultural and natural assets*

Strategic Priorities:

SP1 – Raise tourism businesses net income

SP2 – Support initiatives to promote local distinctiveness

SP3 – Assist tourism businesses to realise the potential of natural and cultural assets

SP4 – Develop business networks and cluster development

SP5 – Generate improved access to recreational opportunities

2.2 All activity funded through the RDPE must be allocated against a measure and fit within the eligibility criteria of this measure. For descriptions of measures see Programme Guidance Chapter 5 at <http://www.rdpnortheast.co.uk/page/deliveryplan.cfm>

Please demonstrate which measures your HLO will be delivered through in table 2.2.

Guidance Example: *HLO 1 = Measure 313 Encouragement of Tourism activities*

Table 2.2

Higher Level Objectives	Measures HLOs will be delivered through:
	<p><u>Measures in Use</u> A cross-cutting approach to the development of successful Leader projects has been embraced by NULAG. Local members of the LAG recognise that livelihood choices in deep rural areas are not governed by simple definitions of economic development. It is no surprise that Leader projects reflect this reality. The Leader approach encourages 'multi-sectoral and integrated actions' Projects approved in Phase 1 have, on average, delivered against 4 strategic priorities, across all multiple high-level objectives. Projects in each High-Level Objective could potentially deliver against any of the measures in use in the Rural Development Programme for England.</p>
HLO 1	111, 114, 121, 122, 123, 124, 125, 311, 312, 313, 321, 331, 41, 421, 431
HLO 2	111, 114, 121, 122, 123, 124, 125, 311, 312, 313, 321, 331, 41, 421, 431
HLO 3	111, 114, 121, 122, 123, 124, 125, 311, 312, 313, 321, 331, 41, 421, 431
HLO 4	111, 114, 121, 122, 123, 124, 125, 311, 312, 313, 321, 331, 41, 421, 431
HLO 5	111, 114, 121, 122, 123, 124, 125, 311, 312, 313, 321, 331, 41, 421, 431

Section 3: Measuring Impact

In this section please identify anticipated **outputs, outcomes and milestones** that will be achieved and delivered in realising your HLO, in tables below. As far as possible make these, **Specific Measurable Achievable Realistic and Time specific (SMART)**

3.1 In table 3.1 please identify key milestones for your programme area (Leader LAG, Land skills etc.):

3.2 In table 3.2 please indicate forecast outputs that your programme area will deliver

3.3 In table 3.3, please list forecast outcomes that will be achieved through the delivery of your HLOs. Please ensure that these are SMART. Example provided below

Table 3.1 Key Milestones	Date
Hold first round of collaborative working group meetings	April 2011
First round of LAG projects approved at LAG meeting	May 2011
Research proposal embedded in project design phase	July 2011
Second round of LAG projects approved at LAG meeting	July 2011
6 Monthly Performance meeting with ONE	July 2011
Third round of LAG projects approved by LAG	September 2011
Fourth round of LAG projects approved by LAG	November 2011
Annual General Meetings	December 2011
6 Monthly Performance meeting	January 2012
Complete arrangements for the first UK Rural Parliament (see Annex 5)	March 2012
Shared Learning Activities	May 2011, August 2011, November 2011, February 2012

Table 3.2 Key Performance Indicators and Outputs	11/12 Q1	11/12 Q2	11/12 Q3	11/12 Q4		Total
Number of Businesses supported		5	5	5		15
Number of FTE jobs created		2	2	2		6
Businesses using bio-energy		1	1	1		3
Community and business networks supported		3	3	3		9
Young people benefitting from advice and training		25	25	25		75
Number of FTE jobs safe guarded		-	-	-		0
Number of individuals Benefiting						
Number of additional day visitors						
Number of additional overnight stays						
£ Match funding leverage: Private		60,000	60,000	60,000		180,000
£ Match funding leverage: Public						
Training Outputs:						
Number of training days delivered		25	25	25		75
Estimated number of recipients who will be:						
• Micro businesses						
• Non Profit Organisations						
• Public organisations						
• Individual Farms						
• Other						
Number of participants who complete training activity						
Number of participants expected to apply newly acquired skills in practice						

Table 3.3 Forecast Outcomes	Date
HLO 1 = <i>Support Micro-Enterprise Development</i>	
Outcome: Increase in the number of new micro-business start-ups	'Business Needs Survey' NNPA Annual Monitoring Review 2012
HLO 2= <i>Support the development of the wood bio-energy market</i>	
Outcome: Increase in awareness and exploitation of biomass opportunities	'Business Needs Survey and Household Survey' NNPA Annual Monitoring Review 2012
HLO 3= <i>Assist Communities to become more sustainable</i>	
Outcome: Reduction in number of economically active without qualifications	National Census 2011
HLO 4= <i>Support Sustainable Farming and Forestry</i>	
Outcome: Change in numbers employed in farming and forestry	Evidence Base for Leader in Northumberland Uplands 2011
HLO 5= <i>Develop Tourism and Recreation based on the areas cultural and natural assets</i>	
Outcome: Trend change in income of tourism businesses	'Tourism Business Survey' NNPA 2011

Section 4: Finance

To ensure consistency across the programme a template in table **4.1** has been prepared that we would like you to complete.

Whilst One North East acknowledges that much of the information provided will be subject to confirmation, it will be the basis upon which the next round of funding Business Cases are developed.

Further finance details are included in Annex 6.

Table 4.1

Table 4.1 Forecast Expenditure against RDPE Measures¹		11/12 Q1 (£)	11/12 Q2 (£)	11 /12 Q3 (£)	11/12 Q4 (£)	Total
111	Vocational Training and information actions	5,000	5,000	5,000	5,000	20,000
114	Use of advisory services by farmers and forest holders	5,000	5,000	5,000	5,000	20,000
121	Modernisation of agricultural buildings	5,000	5,000	5,000	5,000	20,000
122	Improving the economic value of forests	5,000	5,000	5,000	5,000	20,000
123	Adding value to agricultural and forestry products	5,000	5,000	5,000	5,000	20,000
124	Co-operation for development of new products, processes and technologies	5,000	5,000	5,000	5,000	20,000
125	Infrastructure related to the development and adaptation of agriculture and forestry	5,000	5,000	5,000	5,000	20,000
311	Farm diversification into non agricultural activities	5,000	5,000	5,000	5,000	20,000
312	Business creation and development	5,000	5,000	5,000	5,000	20,000
313	Tourism	5,000	5,000	5,000	5,000	20,000
321	Basic services	61,500	61,500	61,500	61,500	246,000
331	Training & support to facilitate economic activity	5,000	5,000	5,000	5,000	20,000
41	Implementation of Local Development	3,000	3,000	3,000	3,000	12,000

¹ For measure descriptions see Programme Guidance Chapter 5 at: <http://www.rdpnortheast.co.uk/page/deliveryplan.cfm>

Table 4.1 Forecast Expenditure against RDPE Measures¹		11/12 Q1 (£)	11/12 Q2 (£)	11 /12 Q3 (£)	11/12 Q4 (£)	Total
	Strategies					
421	Implementing cooperation projects	2,417	2,417	2,016	1,220	8,070
431	Running costs, acquisition of skills and animation	26,333	26,333	25,932	28,332	106,930
	Total Contribution	148,250	148,250	147,448	149,052	593,000

Table 4.2 Forecast Administrative Costs * RDI & Lantra see guidance note		11/12 Q1 (£)	11/12 Q2 (£)	11/12 Q3 (£)	11/12 Q4 (£)	Total
	Staff costs	10,300	10,300	10,300	10,300	41,200
	Staff On costs (e.g., NI, pension)	3,250	3,250	3,250	3,450	13,200
	Staff Overheads	-	-	-	1,700	1,700
	Leader: Marketing and publicity £2K max	200	200	200	200	800
	LAG/ Staff training and development	4,500	4,500	4,100	4,600	17,700
	Accountable Body costs for programme managing (paying claims; technical appraisal ²)	3,583	3,583	3,582	3,582	14,330
	Lead Partner Costs (Finance staff, Project Management, ICT and Web, Strategic Support)	4,500	4,500	4,500	4,500	18,000
	Total Administration Costs³	26,333	26,333	25,932	28,332	106,930
		11/12 Q1	11/12 Q2	11/12 Q3	11/12 Q4	
Overall LEADER expenditure						
4.3	Match funding sources	11/12 Q1 (£)	11/12 Q2 (£)	11/12 Q3 (£)	11/12 Q4 (£)	Total
	RDPE funding	143,750	143,750	143,750	143,750	575,000
	Private sector funding		60,000	60,000	60,000	180,000
	<u>Leader only:</u> Other Public sector funding (in-kind)	4,500	4,500	4,500	4,500	18,000
	Total Project Costs	148,250	208,250	208,250	208,250	773,000

² One NorthEast expects that LEADER partnerships will include a reasonable administration fee for SRPs. This will be something for each LAG to discuss and negotiate as appropriate.

³ This amount should equal the total funding allocated on table 4.1 under measure 431

Table 4.4 Leader Detailed Staff Costs:

Table 4.4: Detailed Staff Costs				
<i>Role</i>	<i>Hours worked</i>	<i>Salary</i>	<i>On costs</i>	<i>Overheads</i>
<i>LAG Coordinator</i>	<i>FTE</i>	<i>29,200</i>	<i>10,100</i>	<i>925</i>
<i>LAG Support Officer</i>	<i>22</i>	<i>12,000</i>	<i>3,100</i>	<i>775</i>

Section 5: Governance

In table **5.1** please provide a narrative that explains the management and governance arrangements, including the following:

- project management and accountability, Please
- roles and responsibilities of LAGs, lead bodies, panels, lead project officers, chairs and accountable body
- Organisational structure including key contact details
- Customer Journey identifying agreed delivery protocols between other delivery partners in the programme

NB: *Please append relevant Terms of Reference and diagrams that support your narrative

Table 5.1

Table 5.1 Governance:

Please note that all governance information and diagrams are contained in the NULAG Constitution (*draft 2nd ed.* - Annex 7) and Local Development Strategy documents.

The Northumberland Uplands Local Action Group (NULAG) aims to build truly embedded means of delivering bottom-up rural development by using the Leader Approach. This means:

1. NULAG is constituted to be controlled by local business people and local community animators. NULAG takes all decisions on project funding and the direction in which Leader funds are used. NULAG is responsible for the effective delivery of the agreed Local Development Strategy and for joined-up strategic working across regional boundaries e.g. with Scotland and Cumbria.
2. Defined roles have been agreed and documented for the Local Action Group. These roles include for a Chair; Vice-Chair; Sector Leads e.g. agriculture; and geographical leads based around the emerging community forums e.g. Coquetdale.
3. NULAG agrees all policy and the strategic direction of the Northumberland Uplands Local Action Group.
4. The Northumberland Uplands covers nearly 1,000miles² of remote countryside. This means that old systems of decision making via centralised meetings are not practical. NULAG will utilise the benefits of new technology to overcome geographical barriers. All Expressions of Interest will be electronic and supported by clear advice on the website www.nuleader.eu
5. This enables the Local Action Group Co-ordinator to e-mail Expressions of Interest to the NULAG sector and geographical leads and also to relevant partners to help develop, direct and add value to these outline expressions of interest.
6. Because of the reduction in funding it is expected that competition for available Leader funds will be even greater. As a result only the very best projects implementing our LDF embracing the Leader method will be developed. Some will need developing alongside other initiatives to

offer better value for money. Whilst many Expressions of Interest will be directed to other delivery programmes and organisations. This is a sign of success as it will create an outcome of stimulating enterprise and activity and produce a more local first stop shop service in the deep rural areas.

7. Project development from Expression of Interest to an actual Leader project application will be facilitated by the Local Action Group Co-ordinator. Specialist advice and support will be provided by the existing on-the-ground community and business support partners such as local authority community and economic development staff, training providers such as Northumberland College, sector specialists such as Forestry Commission. The use of the existing partners' staff is key to embedding the Leader way of working in these permanent organisations' delivery arms.

Note – the costs incurred by partners in supporting and developing Leader projects will be borne by the public sector lead partners.

8. NULAG will also look to work with sub-regional partners to develop third sector support structures such as the emerging network of development trusts to create truly local community based support and advice.

9. A Leader project proposal is developed with necessary checks and inputs with NCC and ONE and the completed application is checked by both NCC and ONE to ensure that the detailed application is consistent with EU and national Rural Development Programme rules and regulations.

10. The Local Action Group Co-ordinator brings together the specialist advice on project applications from the public sector lead partners (7 above) and NULAG sector and geographical leads (5 above), once ONE and NCC have checked the compliance rules and regulations (9 above), to produce a project appraisal. NULAG then make funding decisions.

11. NULAG issue project approval and rejection letters to the applicant with copies to the partner(s) responsible for assisting in the project delivery including those providing match funding and other resources. NCC who will then issue a Leader grant offer letter and claim forms.

12. Claims are made to Defra (Rural Payments Agency) via One NorthEast via Northumberland County Council for the draw down of programme funds. NCC's draw down of programme funds is made up from project applicants claims made by the project applicant being assisted by the Local Action Group Co-ordinator if necessary. The lead partner will make quarterly claims for all other eligible expenditure incurred by NULAG.

NULAG has asked Northumberland National Park Authority to act as the lead partner. The lead partner roles include:

- a.** Employing the Local Action Group Co-ordinator;
- b.** Employing dedicated administrative support;
- c.** Providing executive director support to NULAG for governance and strategic support;
- d.** Facilitating the set-up of NULAG and development of draft strategies, delivery plans and financial planning.
- e.** Appointing, remunerating and supporting the development of NULAG members;
- f.** Establishing an effective communication plan including the provision of modern communication technologies to support NULAG including dedicated website and secure intranet;
- g.** Securing logistically effective office accommodation and meeting facilities;
- h.** Establishing a robust and productive support mechanism of local delivery partners throughout the period of the Leader programme – including the transition process around local government review; and

- i. Establishing a spatial performance management system and information system framework (including project documentation) which meets legislative requirements (e.g. Data Protection Act), partner information needs and informs NULAG as to progress and the resulting learning lessons.

Note – Legally the lead partner is responsible for all staffing matters; governance issues e.g. complaints and appeals; compliance with data protection and freedom of information.

In table 5.2 please complete the Risk Register table (see example in guidance):

Note that in table 5.2 abbreviations are: H = High, M = Medium, L + Low I = Impact, L = Likelihood

Table 5.2		Risk Register Table				
Risk Title	Cause & Effect	Inherent Risk Rating	Controls/ Mitigations	Residual Risk Rating	Contingency Risk	Actions
1. Break in business as with scale and level of ambition of NULAG being heavily reduced	<p>Causes</p> <p>A. Delivery Plan for 2011/12 onwards is delayed. B. Technical advice arrives late. C. Technical advice is too restrictive. D. Local Action Group activity causes applicants to be unable to progress applications in a timely manner.</p> <p>Effect</p> <p>Innovative and small scale projects are unable to progress through the appraisal system and resources are allocated to lower risk / bog-standard applications from the better resourced applicants / 'usual suspects'. Loss of capacity within the LAG as membership provided by community and private sector wanes. Reduced chance that the legacy will be meaningful and sustainable</p>	I:H L:H Primary Risk	<p>A. Re-arrange workloads to ensure LAG Co-ordinator is able to prepare and submit a business as usual delivery plan. B. Feedback issues of lateness of technical appraisals to One North East to ensure they are enabled to resolve issues. C. Allocate the LAG technical admin officer to help the applicants address real technical appraisal issues and challenge (with the council's contract manager) unnecessary restrictions on innovation. D1. Ensure substitute LAG members are able to help applicants at Expression of Interest Stage. D2. Maintain an active cadre of LAG members with a range of skills. D3 Use public sector local staff to assist applicants where gaps and bottlenecks exist. D4. Phase the financing to enable effective and challenging work to be maintained</p>	I:M L:M		
2. RDPE Funds are not fully spent	<p>Causes</p> <p>A. Too few applications. B. Applicants are put-off by low support and high challenge of the process.</p> <p>Effects</p>	I:M L:L	<p>A. Ensure NULAG work is well promoted through media and partners. B. Ensure NULAG is equipped to provide high support to mitigate very difficult / challenging process for applying for LEADER</p>	I:M L:L		<p>A.1 Maintain current levels of promotion through media – with NULAG always having final sign-off. A.2 Maintain website and upgrade in timely manner in 2011. A.3 Ensure partner resources are used to promote LEADER. Aim to ensure</p>

Table 5.2		Risk Register Table			
Risk Title	Cause & Effect	Inherent Risk Rating	Controls/ Mitigations	Residual Risk Rating	Actions
	<p>A. Low numbers of Expressions of interest</p> <p>B. Reduced numbers of expressions of interest become approved projects</p>		<p>funding.</p>		<p>both planning authorities notify LEADER of business applications in the LEADER area.</p> <p>B.1 Maintain current level of technical support to mitigate high challenge at technical appraisal and contract stages.</p> <p>B.2 Ensure NULAG members or partners support project applicants through the 10 stages of gaining LEADER funding</p> <p>B.3 Encourage Managing Authority to share contract and technical appraisal tasks on cross-boundary projects</p>
<p>3. Hard to deliver objectives are not met</p>	<p>Causes</p> <p>A. The need to spend funds on time leads to easy to address issues being supported at expense of hard to address issues</p> <p>B. Many applicants, especially hard to reach groups – e.g. youth – are less able to complete the application process</p> <p>C. Lack of awareness of gaps / specific needs</p>	<p>I:M L:H</p>	<p>A.1 Use the proposed collaborative initiative in areas/with client groups which have proved hard to address.</p> <p>A.2 Develop collaborative projects based on best practice which reduce the burden of the current process.</p> <p>A.3 Undertake ongoing evaluation and research plus seek intelligence and advice from partners to identify gaps and opportunities. Monitor key areas and key groups.</p>	<p>I:M L:M</p>	<p>A.1 Develop area based initiatives</p> <p>A.2 Develop high level objective based initiatives</p> <p>A.3 Develop client group (e.g. youth) specific initiatives</p> <p>B.1 Apply best practice of collaborative projects from rest of UK/EU.</p> <p>B.2 Create collaborative arrangements which reduce bureaucracy and lever-in matched funds</p> <p>B.3 Create collaborative arrangements which produce long-lasting enhanced capacity in a particular area/sector/client group.</p>

Table 5.2		Risk Register Table			
Risk Title	Cause & Effect	Inherent Risk Rating	Controls/ Mitigations	Residual Risk Rating	Actions
	<p>Effects</p> <p>A. Some delivery plan objectives are over achieved and other high level objectives are very poorly addressed</p> <p>B. Some (more resourced and capable) sectors / parts of society are virtually excluded from receipt of LEADER funds.</p> <p>C. LAG is unaware of missed opportunities and areas of real need.</p>				<p>C.1 Use knowledge of Partner Support Group to identify areas of need and opportunities</p> <p>C.2 Develop a programme of ongoing research to build a strong support and legacy to the LEADER programme</p> <p>C.3 Quarterly reporting to NULAG on geographical, high level objective and recipient groups to identify areas of need/gaps and effectiveness of actions.</p>
<p>4. The LEADER approach is not fully realised and NULAG remains a grant approving body and fails to become a bottom-up approach to building capacity in rural development</p>	<p>Causes</p> <p>A. ONE focus on tying-up the existing programme and have little time to improve practical workings in phase II</p> <p>B. Accountable body focuses on administrative and financial matters</p> <p>C. Regional, LEP and national changes disrupt the move to enable bottom-up capacity building/ongoing legacy</p> <p>D. Lack of Public Sector partners focus on enabling and delegating to Local Action Groups</p> <p>E. Unsecure legal status of the Local Action Group</p> <p>Effects</p> <p>A. New ideas, new processes and new partnering arrangements are stymied.</p> <p>B. NULAG fails to develop a wider role or legacy as envisaged</p> <p>C. The bottom-up approach is lost in</p>	I:H L:H	<p>A.1 Develop horizontal partnering arrangements</p> <p>A.2 Investigate different vertical arrangements with partners</p> <p>B.1 Develop links with community and economic development services of the council</p> <p>B.2 Reduce financial / audit / contract burdens</p> <p>B.3 Assist in finding lower cost solutions for delivering LEADER</p> <p>C.1 Progress the bottom-up approach by other avenues</p> <p>D.1 Start to explore with one or two public / voluntary sector partners first.</p> <p>E.1 NULAG to define its new role in rural development capacity and establish an appropriate format, constitution and legal status</p>	I:H L: M	<p>A.1 Work with other LAGs and rural networks</p> <p>A.2 Engage ONE to discuss the future of LEADER and the ways in which LAGs can build and maintain rural development capacity at the most local level. Request ONE to engage Defra on this topic and to interpret their priorities</p> <p>B.1 Engage with the local delivery services of the council for community and economic development</p> <p>B.2 Work with ONE and Council to review the technical processes to become more streamlined and cost effective.</p> <p>B.3 Work with other LAGs to establish best practice and improve the working arrangements for the future.</p> <p>C.1 Develop the bottom-up approach using different approaches including linkages to national bodies like Natural England.</p> <p>C.2 NULAG to develop own initiatives which raise the profile and worth of bottom-up rural development processes like LEADER</p> <p>D.1 Work with the National Park for NULAG</p>

Table 5.2 Risk Register Table					
Risk Title	Cause & Effect	Inherent Risk Rating	Controls/ Mitigations	Residual Risk Rating	Actions
	<p>the wider administrative changes</p> <p>D. NULAG is not used in wider rural development role as envisaged in LEADER framework</p> <p>E. NULAG is unable to take a full and effective role in wider rural development</p>				<p>to take a more active role in Action Area delivery.</p> <p>D.2 Work with the Community Foundation and Sustainable Development Fund for NULAG to take a more active role. NULAG to allocate time to develop their ideas on their roles, structure and legal status.</p>

In **Table 5.3** indicate how the following issues are **managed** and if and when these processes are subject to **review**:

- How conflicts of interest are managed
- How commercially sensitive information is handled (e.g. Confidentiality agreements)

Table 5.3

Table 5.3 Conflicts of Interest and Confidentiality:

Conflicts of interest are managed in accordance with the NULAG constitution (Annex 7).

Declared and agreed commercially sensitive information has not been handled by the Local Action Group to date. In such an unlikely event that this occurs the Local Action Group would take legal advice and take appropriate action, including, if necessary, entering into a confidentiality agreement.



Delivery Plan Annex I: Gap Analysis

Context of this report

After a successful first 15 months of deciding funding allocations (see first annual report) NULAG are keen to capitalise on the extra funding announced recently by ONE. They are also aware of the requirement to hit stated targets in their Delivery Plan.

A simple analysis of NULAG's Delivery Plan and its Local Development Strategy has identified the following five gaps. The propositions are intended to stimulate discussions within the LAG and with the Partner Support Group – so that we can move to close these gaps in the coming months. The challenge is to develop and approve projects that can deliver in the present financial year.

1. Young people and enterprise

Analysis: While we have run some projects focussing on young people, such as the Children's Countryside Day and the Wooler Youth Drop-In, we have not been able to support projects that introduce young people to specific enterprise activities.

The role young people play in our communities is discussed in detail in our Local Development Strategy. Young people were seen as 'under represented' in Leader+ and our analysis of the demography of the Uplands indicated that targeted support for young people between 20 and 34 would contribute to sustainable economic growth. We have so far been unable to support projects against our strategic priority of extending the participation of young people in business.

Proposition:

- Call for projects with a specific focus on 'extending the participation of young people in business'
- Call for projects that include study tours and exchange visits for young people that have an enterprise focus

2. Businesses using bio-energy

Analysis: NULAG's Local Development Strategy identified the potential to use more of the woodland resources across the Uplands and generate more value from this often undermanaged resource. We have already approved the NULogs project that provides integrated support to operators in the wood-fuel sector through technical training, marketing and business advice. However, there doesn't appear to be a clear link between our strategic priorities of stimulating supply and demand in this sector and our delivery plan target of getting 20 businesses to use bio-energy before March 2011. Projects already approved only account for 1 out of our target of 20.

Proposition:

- Call for projects that create focussed groups at a community level (including businesses and community groups) in order to stimulate the demand for bio-energy, help support the development of a sustainable local market and also look at issues of fuel poverty.

3. Sustainable farming and forestry

Analysis: The farming community are well represented on our Local Action Group. There is also a clear analysis of the roles the agriculture and forestry sectors plays in our economy and in our communities throughout our Local Development Strategy. 23.6% of local business employment is in these sectors. Despite this we have only received 8 expressions of interest (out of 104) from or on behalf of farmers – with one being approved so far. Consequently not many of the approved projects have had much of a focus on our high-level objective of sustainable farming and forestry and we have little focus on our strategic priorities within that objective.

Proposition:

- Specific and targeted calls are made for projects that link up the following strategic priorities from our objective to support sustainable farming and forestry:
 - Add value to local products
 - Assist diversification
 - Encourage young people to enter farming and forestry business sectors

4. Safeguarding jobs

Analysis: NULAG is applying the Leader approach to give out monies from the Rural Development Programme for England. There is an underlying economic focus to RDPE targets and 'safeguarding jobs' appears as one of our Delivery Plan targets. Since writing the Delivery Plan, it has become clear that it is notoriously difficult for project applicants to 'prove' they are safeguarding jobs. In order to do that, copies of 'at risk of redundancy' letters that have been sent to staff members have to be placed on file. It's a big step for employers to take to issue these letters and many choose not to. However, they cannot then report a 'safeguarded' job.

Proposition:

- We accept that the definition of a safeguarded job was clarified more than a year after our delivery plan was agreed, and that this target is unlikely to be met. We pay more attention to gap number 5.

5. Employment and skills provision... where do we add value?

Analysis: NULAG has supported projects that provide 'skills', such as through the TBTS project and the NULogs project. The Local Development Strategy indicates that people in employment in the Uplands do not have high levels of formal skills. A big focus of our 'sustainable communities' objective is on learning and skills provision. Our Delivery Plan target is simply for 'skill days' but that does not necessarily reflect the complex nature of how people gain skills in the Uplands and what new skills can do for them in terms of economic and social inclusion.

Proposition:

- More focus is put on our outcome measure in our Sustainable Communities objective. That reads; 'a reduction in the number of economically active without qualifications.' A call is made for projects that focus on getting people into employment or on people progressing whilst in employment through the gaining of new skills.



Delivery Plan Annex 2: Collaborative Approach

The gap analysis undertaken by NULAG and supported with expert advice from the Northumberland Uplands Partner Support Group has identified some areas where the Leader Approach has not made good progress, such as sustainable agriculture, biomass and encouraging young people in business. It also identified areas where a more geographic approach may be beneficial to create clusters of inter-related activity. Thematic or geographic clusters of activities has the potential to firmly embed the Leader Approach and move beyond just a programme of eclectic projects.

NULAG will utilise a strategic 'Collaborative Approach' in the second half of the RDPE programme to support clusters of activity in the areas identified by the Gap Analysis.

Using a Collaborative Approach to design and develop Leader projects would combine the existing expertise of LAG members with local people and other development professionals. Working together these individuals and organisations would design projects in specific sectors or locations with the aim of encouraging integrated projects that strengthen and build on one another. Examples could include multiple actions in the bio-mass sector that support individuals, suppliers and transporters; or activities in one community, designed by local participation that targets a suite of priorities. In Sweden these funds have been used effectively to enable young people to gain their first steps in shaping their business ideas.

The model does not mean delegating decisions on grants to a third party – rather it is designed to support more strategic investment and get more value out of the expertise that exists in the LAG

The European Regulations for Leader allow for this approach - it can be very effective in two ways:

- **Firstly**, a Collaborative Approach can reduce the amount of bureaucracy and risks associated with projects as they would combine activities that might normally be carried out across a number of individual contracts. The design phase of the project may take longer but by including groups of beneficiaries, development officers, sector experts and researchers in that design phase the subsequent set of approved activities would feed off one another and achieve more effective outcomes than single interventions. NULAG saw some good examples of this kind of working during their visit to Leader Linne in Sweden.
- **Secondly**, a Collaborative Project can enable the Local Action Group to effectively double-up its money by creating a matched funded project with another organisation for either a thematic and / or geographical approach. This has proved especially effective in the Cairngorms LEADER Local Action Group where national park funds and LEADER funds are matched as the project will set out to achieve multiple purposes meaning that strategic objectives from more than one funding programme can be achieved.

The application of this approach to RDPE projects will mean that activity plans will need to be fully developed as well as fully costed before it goes to the LAG for final decision. The approach will also need a time commitments from LAG members to get the design phase moving.

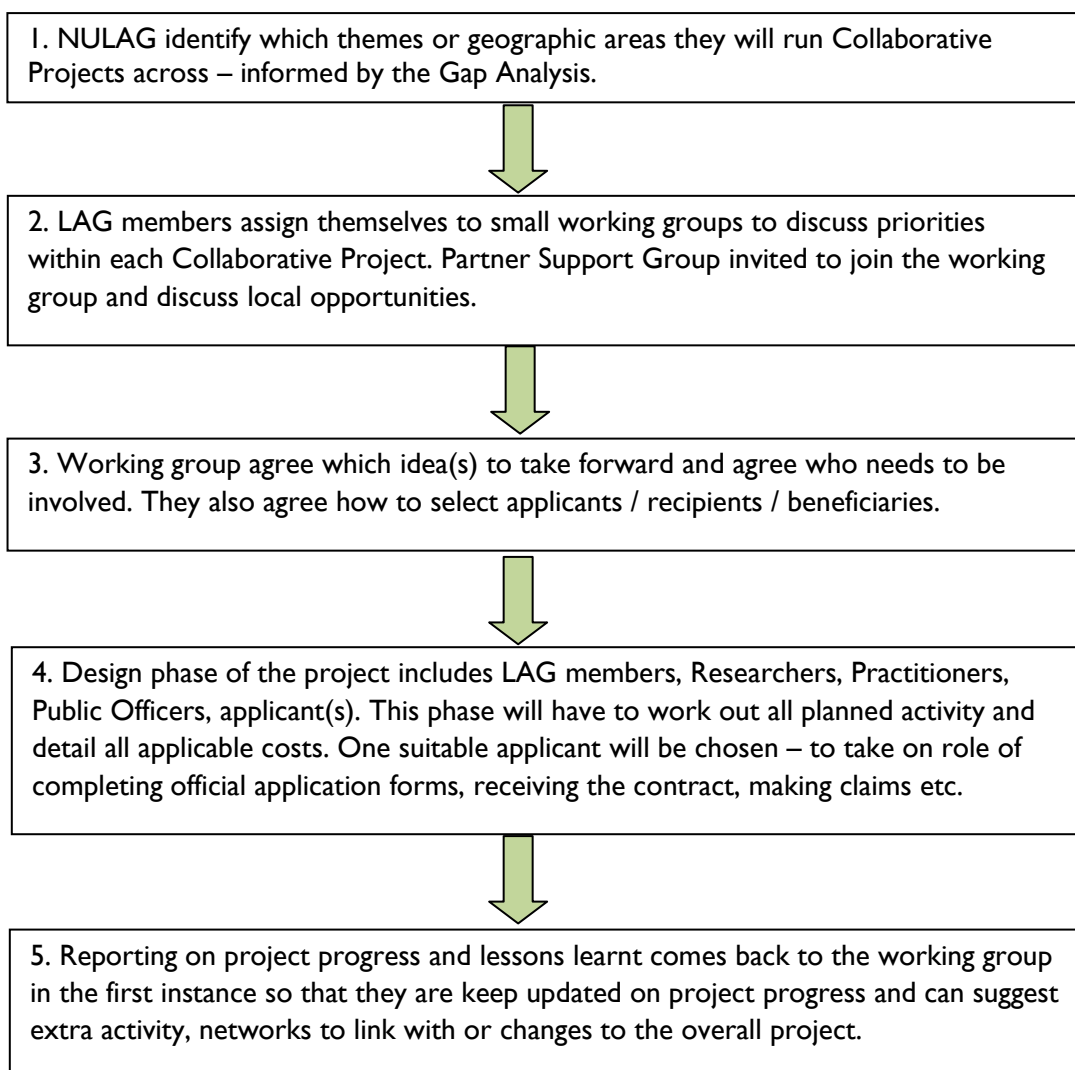
The development of collaborative projects – how much and in which priority and geographic areas – empowers the Local Action Group to better target its resources. To be effective the Local Action Group needs good intelligence about the area’s needs, what works in the area and what approaches are less effective. This intelligence could be provided partly by research partners as laid out in the Research Proposal. By ensuring an element of research is included in the approach the LAG can also monitor more qualitative and participative outcomes from the project, such as the social return on investment.

The model is based on the following:

Aim:

To deliver our local development strategy by supporting projects in strategic themes or geographical areas

To make the most of the skills and networks that already exist in the Local Action Group, to ensure that projects supported are of strategic development value.



Extra points:

Can the LAG appoint a project manager to pull together and coordinate the design phase – almost as a phase one of the project?

Expressions of interest are still received in the normal way but only considered every 6-8 weeks so that the very best EOIs are passed through to full application stage and so that enough time can be dedicated to the Collaborative Approach.



Delivery Plan Annex 3: Research Proposal

Innovative and iterative learning and completing the project cycle

Not least because it is good development practise but NULAG have encouraged ongoing assessment of projects that they have approved. This assessment shares lessons with others, encourages individual projects to build on successes and strengthens NULAGs decision-making process. (Ref. NULogs Evaluation & Bellingham Music Festival Impact Assessment)

At its heart Leader is an approach which aims to leave a rural area with more capacity at the end of each programme.

The European Commission define the Leader Approach as:

'it is a method of mobilising and delivering rural development in local rural communities, rather than a fixed set of measures to be implemented..... and becomes a sort of 'laboratory' for building local capabilities and for testing out new ways of meeting the needs of rural communities. '

http://ec.europa.eu/agriculture/rur/leaderplus/pdf/factsheet_en.pdf

Therefore we can conclude that to have a suite of successful projects can never mean a Leader programme has been a success. Often issues of spending approved funds, meeting deadlines and addressing important but seemingly detailed compliance rules can divert the attention of Leader groups from one of their fundamental tasks - finding-out what methods works and why it worked in their particular Leader area. These learning lessons must take account of the institutional, community, environmental and economic aspects of an area and the results will largely be specific to any one particular area. And like any good laboratory experiment the results need to be written-up using a robust framework, understandable and recognised by local businesses and communities as accurate.

In the second phase of delivery NULAG is proposing a **partnership based approach to include a research institution** as one of the Leader partners to provide amongst other aspects the robust framework, along with the LAG and public officers.

Learning and analytical work is not obviously built into the present delivery structure. NULAG propose that building in this 'learning' aspect will **make projects stronger** and will also support a more **strategic decision-making process** and **leave a lasting legacy**.

The whole evolution of rural development programmes and strategies is based on relevant analysis, in order to target support at specific local areas. Ongoing analysis and learning can only strengthen this approach – particularly in rural areas where community choices and household livelihood options are often complex and change often.

In order to capture a depth of understanding NULAG will ask the research partner(s) (selected through open means) to make use of different methods of **participatory appraisal**. Encouraging a local focus and participative approach can ensure that **needs are properly understood** and local energies are applied. This approach also enables the research to be tested in the locality to ensure it is perceived as being accurate and fair.

The model is based on seeing the Leader Partnership (Researchers, Practitioners, and Public Officers) as a **Local Rural Development Team**. The role of the researcher can be defined by the partnership but might usefully start by making a brief description of the local communities and their basic administrative and political structure. The researcher can then explore specific elements of

local need (such as defining the local role of the private/public/voluntary sectors); delivery of projects (how have problems been solved?); or even the principles of the Leader approach (what innovation is possible in this Leader area?).

The involvement of researchers in the Leader partnership, and a commitment to mainstreaming the principle of ongoing learning will also be targeted at individual LAG members themselves and is consistent with RDPE's guidance to LAGs in their programme document: *'There is also a desire to see LAGs develop their capacity so that they can deliver other programmes and projects within their area which fall outside the Rural Development Programme'*.

This proposal links in with the Leader principles of area-based strategies, innovation and cooperation and could also enable more effective networking. It also has the potential to feed into debates about Leader 2.0 ongoing in the Leader sub-committee at EU level and their thematic working groups.



Delivery Plan Annex 4: Partner Support Group

Providing strategic advice – Proactive engagement with partners

The **Local Development Strategy** and the first Delivery Plan provide a clear framework of what NULAG set out to achieve. NULAG have set up a **Partner Support Group** to help deliver the LDS.

The Group helps NULAG by:

1. analysing the performance and monitoring achievement;
2. identifying opportunities and challenges, which will affect delivery of the LDS;
3. advising on how best to align with regional and sub-regional strategies;
4. suggesting updates to the priorities and targets as progress is made.

The work of the Group is strategic and it is therefore envisaged that the members will continue to meet just twice per annum. Individual members still contact the LAG Co-ordinator regarding urgent opportunities which arise from time to time.

The following members have joined the group and provide **public, private and voluntary sector expertise** against each high-level objective in NULAG's delivery plan:

Member	Position	Organisation
Brendan Callaghan	Regional Director	Forestry Commission
Cameron Scott	Regeneration Manager	Northumberland County Council
Caroline Stewart	Deputy Chief Exec	Northumberland Tourism
Doug Gray	Regional Manager North East	English Food and Farming Partnership
Heather Hunter	Vice Chair	NULAG
Ian Hall	General Manager	Lilburn Estate
Kirsten Francis	Local Development Manager	Northumberland County Council
Neil Wilson	Asset Development Manager	Glendale Gateway Trust
Jane Hart	Senior Community Development Officer	Community Action Northumberland
Richard Pow	Regional Development Manager	Forestry Commission
Roger Wilson	Chair	NULAG
Stuart Evans	Director	Northumberland National Park

Meeting notes – June 2010

At the last meeting the Group reviewed the Gap Analysis, (conducted by NULAG during the same month – see Annex 2). The following suggestions were made to close the gaps identified:

Gap 1: Young People and Enterprise

- Contact Young Farmers groups at county and club level
- Fit into the Rural Employability Project, which includes Coquetdale Youth Project
- NCC's strategic review suggests 'enterprise' should sit with Children's services
- Find out about Haltwhistle Partnership's twinning arrangements
- Contact partnerships in rural communities such as Bellingham and Haltwhistle to see how rural businesses approach this issue

- Do apprentice schemes offer value? Look at the evaluation of the latest upland farming scheme

Gap 2: Businesses using bio-energy

- The New Heat project ran well and supported a number of businesses. What came out of that and what lessons were learnt?
- Can a district heating system be pursued as an exemplar?
- Encourage 'low carbon' applications, like a Community Challenge
- Pursue geographical or sectoral clusters
- Support visits to good examples so that ideas can be worked up
- There is space in the domestic market for NUALG – could link to issues such as fuel poverty
- Note – often have to combine wood burning with insulation

Gap 3: Sustainable Farming and Forestry

- Contact agricultural societies. It's difficult to get individual farmers involved and often the agric societies are more proactive
- Again, use the young farmers networks
- Contact larger estates
- Have a look at examples from other LAG areas (Cumbria for example)
- Other support may be available which is administered more quickly

Gap 4: Employment and Skills Provision

- Perhaps focus on social inclusion issues.
- Work with the private sector. What is not being done by the Rural Employability Project?
- What skills are needed in the renewable energy sector? Can you link up skill shortages and young people?
- What is the rural premium on skill provision? Check with Pat Beaumont



Delivery Plan Annex 5: Rural Parliament for the UK

Providing a Rural Voice

Introduction

We want to contribute something different to the ongoing dialogue on rural issues.

We are proposing a national event that gives a depth of understanding about what it means to live and work in rural areas, and brings local voices from across the country together in one place.

What do we want to achieve?

- A **participative** event - Providing the megaphone for people living and working in rural areas

Embracing the principles of 'participation' is really important. We should fearlessly facilitate an event that shapes its own agenda, rather than dictate the topics discussed. Whilst the main focus is the event, there will inevitably be a range of virtual networking opportunities to stimulate wide participation both pre and post parliament.

- A method to identify and debate rural issues and to **identify and achieve solutions**

Let's get different 'levels of actions' out of the event. Local actions can be taken home by participants and national actions can be taken onwards by policy makers.

- Participants **from rural life**

To get that depth of understanding of rural life we must have the people and communities who live and work there taking part in the event.

- **Supported** by rural networks, such as ACRE and CRC and policy makers in local/national arenas

Partners in large rural organisations and policy makers should be encouraged to be there, almost as audience members to listen and support or where appropriate take on the actions identified.

- **Locally** organised

The event should be welcoming and able to celebrate what is 'rural'. It should also be an event where people from all over the country can come and have space to raise their own local issues.

What outputs do we want?

We want the participants at the event to take away three **different levels of actions**:

1. What can you do when you go home?
2. What issues need to be raised with the first layer of local authority when you go home?
3. What needs to be raised at a national level?

We want the event to put the spotlight on rural issues and on the opportunities that exist in rural areas.

We want the policy makers and those with a focus on urban issues to have the opportunity to explore rural issues and establish networks and linkages.

Where has the idea of a Rural Parliament come from?

Northumberland Uplands Local Action Group is pushing the boundaries and principles of the **Leader Approach** – used across the EU to deliver rural development. Members of NULAG are on the group as private, voluntary individuals, rather than as representatives of organisations or companies. They bring with them their own expertise and networks but they are on the group because they are passionate about making a difference to life in rural Northumberland. Their links with other LAGs across the UK and Europe have inspired them to take on this proposal.

Where and when?

The logistics of the event will be planned and implemented after initial discussions with interested parties. The initial proposal is to hold the event in **rural Northumberland**, possibly in **June 2012** when the Olympic flame will be travelling round the country.

Delivery Plan Annex 6: Support Budget

2011 - 12

Overall Grant Allocation (£325,000 RDPE Core + £250,000 EERP Broadband) £ 575,000

Leader Support Budget at 20% of £325,000 and £23,930 Broadband £ 88,930

Detail of Leader Support Budget

		2011-12				
		Q1	Q2	Q3	Q4	Total
LAG Co-ordinator						
51010	Salary	7,300	7,300	7,300	7,300	29,200
51020	NI	500	500	500	500	2,000
51030	Pension	1,000	1,000	1,000	1,100	4,100
52035 /52045	Mileage/Subs	1,000	1,000	1,000	1,000	4,000
52010	Training				300	300
63023 /63036	ICT / mobile phone				300	300
	Total	9,800	9,800	9,800	10,500	39,900
LAG Support Officer						
51010	Salary	3,000	3,000	3,000	3,000	12,000
51020	NI	200	200	200	200	800
51030	Pension	400	400	400	500	1,700
52035 /52045	Mileage/Subs	150	150	150	150	600
52010	Training				200	200
63023 /63036	ICT / mobile phone				150	150
51070	Agency Support					0
	Total	3,750	3,750	3,750	4,200	15,450
Local Action Group						
61010	Allowances	1,000	1,000	1,000	1,000	4,000
61010	Specific Demands	400	400	400	400	1,600
61020	Mileage/Subs	1,200	1,200	1,000	1,000	4,400
61060	Transport	200	200	200	200	800
61070	Room Hire	700	700	500	500	2,400
	Total	3,500	3,500	3,100	3,100	13,200
LAG Communications & Learning						
72056	Marketing	200	200	200	200	800
73066	Training, External	1,000	1,000	1,000	1,000	4,000
73065	Research					0
	Total	1,200	1,200	1,200	1,200	4,800
Overall Eligible expenditure on LEADER capacity						73,350
NCC: Accountable Body Contribution						
73044	Programme Management	3,583	3,583	3,583	3,583	14,330
NNPA: Lead Partner Contribution						
	Office rent, IT support				1,250	1,250
Overall LEADER support expenditure		21,833	21,833	21,433	23,833	88,930



New LEADER Approach Northumberland Uplands Local Action Group



The European Agricultural Fund for Rural Development: Europe Investing in Rural Areas

Annex 7 Constitution

Lead Partner

Northumberland National Park Authority

Accountable Body

Department for Environment, Food and Rural Affairs

Managing Authority

ONE NorthEast with support from Northumberland Strategic Partnership

1.0 Group Name

1.1 The name of the Group is the **Northumberland Uplands Local Action Group**.

2.0 Aims and Objectives

2.1 The role of the Local Action Group will be:

- To deliver the Northumberland Uplands New LEADER Local Development Strategy, Northumberland Upwards
- To take a strategic overview of the progress of the overall programme towards its planned completion
- To consider and decide upon funding applications for grants, and discuss the relative merits in the fair, impartial and democratic manner
- To keep a financial overview of the implementation of the programme as a whole by activity and measure
- Facilitate shared learning across LEADER areas

2.2 All the members of the Local Action Group have a duty to further all the aims of Northumberland Upwards.

3.0 Membership

3.1 Membership of the Local Action Group is by appointment only, facilitated by the Lead Partner.

Selection will be based on skills, experience and expertise, in accordance with the Equal Opportunities Policy and the Nolan Principles of Public Life (page 8).

3.2 It is a condition of membership that members always conduct themselves in a reasonable manner at meetings or in premises used by the Local Action Group. A member may be suspended from the Local Action Group for failure to observe this, or for any other conduct not in line with the aims of the Local Action Group. Any member so suspended has the right of appeal, which will be considered by the Lead Partner. Suspensions can only take place when the Chair, Vice Chair, and Lead

Partner are in agreement that it is a necessary course of action. The Local Action Group will be notified at the subsequent meeting, with a full justification for the decision.

4.0 Functioning of the Northumberland Uplands Local Action Group

- 4.1 The business of the group will be conducted by elected members consisting of a Chair, a Vice Chair, Sector Lead Contacts, Geographical Contacts, Key Partner Lead Contacts and other critical positions as determined by the Northumberland Uplands Local Action Group.
- 4.2 The Chair shall conduct the meetings of the Local Action Group. If the Chair is absent, the Vice Chair will take over.
- 4.3 As far as possible, the composition of the committee will be representative of the area.
- 4.4 The Local Action Group shall meet at least on a quarterly basis per year.
- 4.5 All members shall be given 28 days notice of any Local Action Group meeting, by email, as organised by the Lead Partner.
- 4.6 Members and representatives of the Lead Partner or the Accountable Body or Managing Authority may attend meetings at any time. Any other partners may attend meetings by invitation only. Anyone attending a meeting who is not a full member of the Location Action Group will be present in an observatory role only, with no decision making rights.
- 4.7 The election appointment of committee members may only be carried out at full Local Action Group meetings.
- 4.8 Initially, Northumberland Uplands Local Action Group appointments are for one year, thereafter, appointment for the positions of e.g. Chair and Vice Chair etc will take place every two years. Where there is more than one candidate appointments will be made democratically, with each member having one vote.
- 4.9 Members who fail to attend three consecutive meetings will have their place on the Local Action Group terminated, unless there is extenuating circumstances which have been approved in advance by both the Chair and Vice Chair of the Local Action Group.
- 4.10 Northumberland Uplands Local Action Group members are not permitted to send a substitute in their place in the event of non-attendance.
- 4.11 Minutes of every Local Action Group meeting will be recorded by the Lead Partner, and approved/amended at the subsequent Local Action Group meeting. The minutes will include a full attendance list, the decisions undertaken, and the reasoning behind those decisions which were undertaken.
- 4.12 Due to his or her potential involvement with the Appeals Panel, the Chair of the meeting will not participate with either voting to support or reject any given project, or in determining the level of funding that will be offered.
- 4.12 The role of the Vice Chair is to deputise for the Chair whenever necessary.
- 4.13 If either the Chair or the Vice Chair resigns during the forthcoming year, elections for the interim period will take place at the subsequent Local Action Group meeting.

5.0 Conflicts of Interest

- 5.1 NULAG handles conflicts of interest in a slightly different way from many of its public sector partner organisations. In many organisations (particularly in public bodies) members must not be involved in decisions where they can further their own interests. However NULAG members inherently have some degree of interest, and are specifically involved in the Local Action Group in order to further these interests for the mutual benefit of the area, its communities and businesses. Individual members are chosen because of their expertise and 'interest' in a broad sense.

- 5.2 The members accept that interests exist, that they are beneficial to the work of NULAG, and that we should use the knowledge and expertise of our members to support our decision-making processes. However, we must also seek to deal with these interests openly. The usual protocols for a 'conflict of interest' have therefore been adapted to recognise the inherently different way that a partnership such as NULAG works.
- 5.3 We have therefore sought to develop a policy that balances efficiency with openness. All NULAG members must follow these conflict of interest procedures to ensure that they take decisions fairly.

5.3.1 **Definition**

A conflict of interest can arise when a member of NULAG or a close personal associate may gain (or be perceived potentially to gain) financial, commercial or personal advantage because of partnership business.

5.3.2 **Recording interests**

Members must provide a written statement detailing any financial or other interests they have that are relevant to the business of NULAG.

Members must also declare the interests of close personal associates, which they ought reasonably to be aware of – but only where the interests of this third party are directly relevant to NULAG business.

The secretariat for NULAG maintains a Declaration of Interest register (that is available on request).

5.3.3 **At meetings**

There is a standing item for "Declaration of Interests" on agendas for all meetings within each part of NULAG.

Members must declare an interest if they (or a close personal associate) may gain (or be perceived to gain) a financial, commercial or personal advantage because of partnership business. This declaration is recorded in the minutes. The member may stay in the meeting but cannot take part in any decision or vote. However, in order to ensure an informed debate the Chair may ask the member to give information.

If the Chair declares an interest then they must stand down for that item and the Deputy Chair takes over. If the Deputy Chair also declares an interest then another member of the group must Chair the meeting during that item.

In the case of virtual meetings (eg fast track applications) declarations of interests must be made to the Programme Coordinator. If upheld the programme coordinator will seek an alternative participant member who may not be the chair.

6.0 **Application Process: Expressions of Interest**

- 6.1 The Expression of Interest form will be freely available to download from the Northumberland Uplands LEADER website, www.nuleader.eu.
- 6.2 All Expressions of Interest will be initially submitted to the Local Action Group Co-ordinator.

- 6.3 The Local Action Group Co-ordinator will make the initial assessment about suitability for LEADER funding, and may consult with specific Local Action Group members about any given proposal.
- 6.4 Suitable projects will be invited to the full application stage; unsuitable projects will be advised on the reasons for this, and wherever possible, the Local Action Group Co-ordinator will attempt to find an alternative source of support.
- 6.5 All projects must complete the Expression of Interest form.

7.0 Application Process: Technical Appraisals

- 7.1 The Application Form for LEADER funding will only be available from the Local Action Group Co-ordinator, providing the Expression of Interest has been approved.
- 7.2 Applicants are required to complete the full Application Form.
- 7.3 Upon receipt, Application Forms will be submitted to Northumberland Strategic Partnership for technical appraisals.
- 7.4 All technical appraisals undertaken at Northumberland Strategic Partnership must be completed within 28 days.
- 7.5 The technical appraisals must solely focus on eligibility of the project for European support. Project recommendations must not be made to the applicants or the Local Action Group.
- 7.6 All applications which are deemed eligible for support will be passed to the Local Action Group, via the Local Action Group Co-ordinator.

8.0 Application Process: Main Grants Scheme (Greater than £5,001)

- 8.1 All funding decisions will be made by the Northumberland Uplands Local Action Group, in fair, impartial, and democratic manner.
- 8.2 A quorum will be reached if there is an attendance of at least seven Local Action Group members. The public sector representatives must never exceed 50% for grant decision making.
- 8.2 In accordance with the workings of the Northumberland Uplands Local Action Group, members are asked to declare any direct or indirect conflicts of interest and these will be dealt with in accordance with the policy described in section 5 above.
- 8.3 With the exception of the Chair, or acting Chair, who do not have any voting rights, all members are entitled to one vote.
- 8.4 Where voting is required to determine the scope of funding offered, decisions will be made democratically.
- 8.5 In the event of a tied decision, the Chair will have the casting vote to determine the outcome.

9.0 Application Process: Fast-Track Small Grants Scheme (Up to £5,000)

- 9.1 The Fast-Track Small Grants Scheme will aim to make funding decisions within 28 days of the receipt of the full Application Form, providing the project is eligible for support.
- 9.2 Once the Application Form is received, it will be immediately passed to Northumberland Strategic Partnership for technical appraisals.
- 9.3 A quorum will be reached if at least four Local Action Group members are available to make the funding-decision. The public sector representatives must never exceed 50% for grant decision making.
- 9.4 Providing the project is eligible, the Application Form will be electronically circulated by the Local Action Group Co-ordinator to:

- A local Geographical Contact to where the project is taking place.
- The Sector Lead Contact which is most relevant to the scope of the project.
- A Geographical Contact who is not local to the project location.
- The Communications Champion or the Vice Chair

9.5 In accordance with the policy on conflicts of interest (described in section 5 above) members must declare any personal or other interests to the Local Action Group Co-ordinator, who will decide whether those interests merit exclusion from the funding decision. In the event of a upheld declared interest the Local Action Group Co-ordinator will seek an alternative Local Action Group member to deputise in place of the member who declared an interest.

9.6 All members are entitled to one vote.

9.7 Where voting is required to determine the scope of funding offered, decisions will be made democratically.

9.8 In the event of a tied decision, the Local Action Group Co-ordinator will have the casting vote to determine the outcome.

9.9 The Local Action Group will be notified of the approved Fast-Track Small Grants at the subsequent Local Action Group meeting.

9.10 The funding decisions for the Fast-Track Small Grants Scheme will normally be made electronically.

10.0 Contingency Arrangements (For Costs Arising After The Grant Offer)

10.1 The Northumberland Uplands Local Action Group empowers the Local Action Group Co-ordinator to increase the value of any given grant by up to 10% of the project value. For all projects receiving support of over £10,000, the fixed amount of contingency is up to £1,000. Any increases in the grant offer up to this value does not need authorisation from any Local Action Group member.

10.2 Any request for an increased grant between £1,001 and £5,000, will be considered under the Fast-Track Small Grants Scheme.

10.3 Any request for sums over £5,000 will be considered under the Main Grants Scheme.

11.0 Roles of Local Action Group Members

11.1 All members of the Northumberland Uplands Local Action Group are required:

- To help with the delivery of the Local Development Strategy, *Northumberland Upwards*.
- To champion the remote Northumberland Uplands area and in particular to its businesses and communities.
- To advocate and promote the new LEADER approach as a method of sustainable development in the rural Northumberland Uplands area.

11.2 The Chair for the Northumberland Uplands Local Action Group has the principal role. The Chair is required:

- To represent the Local Action Group at various rural development meetings.
- To facilitate all meetings of the Local Action Group, in a fair, impartial, and democratic manner.
- To liaise with the Local Action Group Co-ordinator to discuss further details about individual applications where necessary.
- To represent to views of the Local Action Group on the Appeals Panel.

- To take action outside of the Local Action Group meeting where consent has been agreed, i.e. to authorise a funding decision when the applicants have satisfactorily provided any additional information requested by the Local Action Group.
 - To contribute to the Annual Report, by way of an introduction.
 - To contribute towards the overall line management of the Local Action Group Co-ordinator, in conjunction with the Lead Partner.
 - To attend meetings of the Northumberland Uplands Local Action Executive Group.
 - To liaise with all members of the Local Action Group.
- 11.3 The Vice Chair for the Northumberland Uplands Local Action Group is the second-in-command. The Vice Chair is required:
- To deputise for the Chair whenever required.
 - To contribute towards funding-decisions at Local Action Group meetings, when not deputising for the Chair.
 - To monitor the sector and geographical distribution of projects, and work with the Local Action Group Co-ordinator to ensure a balanced representation wherever feasible.
 - To attend meetings of the Northumberland Uplands Local Action Executive Group.
- 11.4 The Sector Lead Contacts for the Northumberland Uplands Local Action Group are required:
- To provide advice to potential applicants and the Local Action Group Co-ordinator on their particular field of interest. These projects can originate from anywhere across the Northumberland Uplands area.
 - To liaise with the Geographical Lead Contacts outside of the Local Action Group meetings, when projects fall within a particular area.
 - To contribute towards funding-decisions at Local Action Group meetings.
- 11.5 The Geographical Lead Contacts for the Northumberland Uplands Local Action Group are required:
- To provide advice to potential applicants and the Local Action Group Co-ordinator from their particular geographical location. These projects operate across all the themes of LEADER.
 - To liaise with the Sector Lead Contacts outside of the Local Action Group meetings, when projects fall within a particular area.
 - To contribute towards funding-decisions at Local Action Group meetings.
- 11.6 The Communications Champion for the Northumberland Uplands Local Action Group is required:
- To work with the Local Action Group Co-ordinator to increase the awareness of LEADER across the Northumberland Uplands area, and maintain that level of awareness at a high level for the duration of the New LEADER approach.
 - To monitor the geographical distribution of supported projects, and take relevant local publicity actions to ensure that under-represented areas are fully aware of LEADER.
 - To foster relationships with business and community partners to maximise the possibilities of LEADER.
 - To attend meetings of the Northumberland Uplands Local Action Executive Group.
 - To contribute towards funding-decisions at Local Action Group meetings.

11.7 The Youth Engagement Champion for the Northumberland Uplands Local Action Group is required:

- To engage LEADER with people aged under 25 years across the Northumberland Uplands area wherever possible
- To monitor the age distribution of supported projects, and take relevant local publicity actions to ensure that under-represented age groups are fully aware of LEADER.
- To work with the Local Action Group Co-ordinator to maximise the possibilities of LEADER to this age group.
- To contribute towards funding-decisions at Local Action Group meetings.

11.8 The Northumberland Uplands Estates Champion for the Northumberland Uplands Local Action Group is required:

- To engage LEADER with estates within the Northumberland Uplands area wherever possible.
- To monitor the number of estates supported projects, and take relevant actions to ensure that land owners are fully aware of LEADER.
- To work with the Local Action Group Co-ordinator to maximise the possibilities of LEADER to the land owners.
- To contribute towards funding-decisions at Local Action Group meetings.

11.9 The Link to Natural England role for the Northumberland Uplands Local Action Group is required:

- To offer specialist advice relating to Natural England.
- To foster the linkages between the LEADER areas in the region.
- To contribute towards funding-decisions at Local Action Group meetings.

11.10 The Link to the Scottish Borders role for the Northumberland Uplands Local Action Group is required:

- To offer specialist advice relating to cross-Border working.
- To foster the linkages between the neighbouring national LEADER areas.
- To contribute towards funding-decisions at Local Action Group meetings.

11.11 The Link to the Community Action Northumberland role for the Northumberland Uplands Local Action Group is required:

- To offer specialist advice relating to working with Community Action Northumberland.
- To contribute towards funding-decisions at Local Action Group meetings.

11.12 The Link to Northumberland Council role for the Northumberland Uplands Local Action Group is required:

- To offer specialist advice relating to working with Northumberland Council.
- To contribute towards funding-decisions at Local Action Group meetings.

12.0 Northumberland Uplands Local Action Executive Group

- 12.1 The Northumberland Uplands Local Action Executive Group will assist the delivery of Northumberland Upwards by discussing and debating the progress that is being made with LEADER, and the agenda for the forthcoming meeting. It is a non-decision-making body, in place to support the co-ordination and management of the Local Action Group.
- 12.2 The Northumberland Uplands Local Action Executive Group will solely consist of Local Action Group representation and the Local Action Group Co-ordinator.
- 12.3 The Northumberland Uplands Local Action Executive Group will meet in-between Local Action Group meetings.
- 12.4 The Northumberland Uplands Local Action Executive Group will draw membership as follows: the Chair, the Vice Chair, and the Communications Champion. The Chair, after issuing a call for interested parties, will decide at his or her discretion for two further representatives, one from the North of the Northumberland Uplands area, and one from the South of the Northumberland Uplands area.
- 12.5 Discretionary membership will be reviewed annually, and will be take turns with other interested Local Action Group members.

13.0 Northumberland Uplands Partner Support Group

- 13.1 The Northumberland Uplands Partner Support Group will assist the delivery of Northumberland Upwards by discussing and debating the progress that is being made with LEADER. It is a non-decision-making body, in place to support the co-ordination and management of the Local Action Group.
- 13.2 The Partner Support Group will meet biannually, facilitated by the Lead Partner.
- 13.3 Wherever necessary, recommendations will be made to the Chair, for consideration at Local Action Group meetings.

14.0 Northumberland Uplands Project Appeals Panel

14.1 The Northumberland Uplands Project Appeals Panel is in place to provide accountability to the Local Action Group, and a fair second hearing to any given proposed rejected project.

14.2 The Northumberland Uplands Project Appeals Panel will consist of:

- The non-voting Chair of the Local Action Group
- Two Directorial Representatives from the Lead Partner

14.3 Projects submitted for appeal will be considered in a fair, impartial, and democratic manner.

13.3 The decision of the Northumberland Uplands Project Appeals is final.

15.0 Finances

15.1 All project and administrative budgets shall be agreed by the Local Action Group in partnership with the Lead Partner and the Managing Authority.

15.2 Members are eligible to claim basic travel allowances to and from meetings at a rate of £0.40p per mile.

15.3 Members are requested to complete timesheets to detail expenses occurred.

15.4 Other out-of-pocket expenses may also be claimed for, providing they are eligible for support under European Union guidelines.

15.5 Members who attend meetings as part of their paid employment are ineligible to claim any allowance.

16.0 Special General Meetings

16.1 The Chair or Vice Chair must call a Special Meeting at the request of a majority of the Local Action Group, or on receipt of a written request by at least five members of the Local Action Group. The Chair must give at least 28 days notice of the Special General Meeting to all members, which shall take place within 56 days of the request.

17.0 Alterations to the Constitution

17.1 Any proposal to alter this Constitution must be submitted to the Chair, not less than ten working days before the next Local Action Group meeting, at which it is to be considered. Any alteration requires the approval of two-thirds of those present and voting at the meeting.

18.0 Dissolution

18.1 The Northumberland Uplands Local Action Group can propose that the Group be dissolved at any time. The remaining members must give at 14 days notice to all remaining members. For the sole purpose of dissolution, a quorum need not apply and the Group may be dissolved by two-thirds majority of those present.

CONSTITUTION: VERSION HISTORY

08/10/2008	First Edition
23/03/2011	Draft second edition

THE NOLAN PRINCIPLES

THE SEVEN PRINCIPLES OF PUBLIC LIFE

Selflessness

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits to themselves, their family, or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be seen as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare and private relating to their public duties and to take steps to resolve any conflicts arising in a way that the public interest.

Leadership

Holders of public office should promote and support these principles by leadership and example.



New LEADER Approach Northumberland Uplands Local Action Group



The European Agricultural Fund for Rural Development: Europe Investing in Rural Areas

EQUAL OPPORTUNITIES POLICY

Introduction

Northumberland Uplands is a remote rural area with a rich cultural and natural heritage. The businesses and communities in this area suffer a number of social and economic problems which the Northumberland Uplands Local Action Group aims to address through partnership working in delivering Northumberland Upwards, the Local Development Strategy for the area.

Improvements will focus on initiatives which enhance the community, business and the environment and address issues of equality including geographical equality e.g. in accessing services such as employment training.

Northumberland Upwards sets out not only what actions we and our partners need to take. The Northumberland Uplands Local Action Group needs to influence decisions taken elsewhere that affect the Northumberland Uplands and its communities and businesses.

Northumberland Uplands Local Action Group aims to promote equality of opportunity; and aims, in its provision of service and its enabling role, to be inclusive of all members of society. The key role of the Northumberland Uplands Local Action Group is to promote initiatives and finance projects which improve the economic, social and environmental fabric of the Northumberland Uplands

Equality in Delivery of Services

Northumberland Uplands Local Action Group aims to ensure that services are accessible to all and appropriate to the differing needs of all sections of the community. This means that the Northumberland Uplands Local Action Group will aim to:

- Provide appropriate, accessible and effective services and facilities to all sections of the community without prejudice or bias.
- Provide clear information about our services in a variety of formats on request.
- Identify group representatives of local communities and businesses within the Northumberland Uplands and strive to work in partnership through consultation with and involvement of these groups in decisions we make.
- Ensure reasonable actions are taken where special needs are identified.
- Achieve consistency in Northumberland Uplands Local Action Group's approach to equality in the delivery of our services.
- Act promptly and appropriately if we receive any complaints about the way we provide services by ensuring that complaints / appeals are dealt with sensitively and fairly.
- Ensure that all members understand what equality in service provision means.
- Monitor the provision of services against targets.
- Ensure that contractors, suppliers, volunteers and partners are aware of the Northumberland Uplands Local Action Group's position on equality and understand their obligation to provide services that are in line with that position.
- Promote equality of opportunity.

Monitoring

The Northumberland Uplands Local Action Group Vice-Chair is the member champion for equalities to reinforce the message that the Northumberland Uplands Local Action Group is committed to the equalities agenda and to ensure that other members are engaged.

The Director of Corporate Services will direct the equalities work.

Northumberland Uplands Local Action Group will review performance on equality in delivery of services.

Northumberland Uplands Local Action Group will monitor and provide information about provision and use of services. Indicators will measure how the service is being across the equality “strands”: age, disability, gender, race, religion/belief and sexual orientation. The use and impact of services will be monitored to:

- Improve service take up.
- Identify gaps in services.
- Better target resources to meet needs.
- Feed equality data analysis into the corporate planning process.
- Demonstrate continuous improvement.

Equality in Membership / Employment

Northumberland Uplands Local Action Group is committed to ensuring that we provide equality of opportunity in all employment related issues.

Northumberland Uplands Local Action Group will:

- Only consider applicants for the Local Action Group Co-ordinator position, and any other related LEADER employment positions arising, on the basis of their relevant experience, qualifications and skills.
- Aim to engage with a Local Action Group that is representative of the population of Northumberland Uplands and its environs.
- Consider disabled applicants in line with a guaranteed interview scheme i.e. shortlist and offer an interview opportunity to all disabled applicants who meet the essential criteria for a post; and consider them on their abilities. The Northumberland Uplands Local Action Group will take all measures possible to make reasonable adjustments where appropriate in order to provide employment / membership to disabled applicants who meet the essential requirements and prove to be the best candidate.

Members of Northumberland Uplands Local Action Group

Northumberland Uplands Local Action Group will:

- Ensure that all members receive fair and equal treatment.
- Ensure appointments to positions are made and appropriate training offered on the basis of aptitude and ability.
- Encourage and help all members to reach their full potential.
- Ensure that Northumberland Uplands Local Action Group is free from discrimination and harassment and act promptly on any complaints of discrimination or harassment in an appropriate manner.
- Wherever possible, make reasonable adjustments and retain, in suitable roles, members who become disabled.
- Ensure that Northumberland Uplands Local Action Group members are aware of their personal responsibility to follow and support the equality policy.

Monitoring

Northumberland Uplands Local Action Group will, where practicable, monitor applications for support and member profiles - age, disability, gender, race, religion/belief and sexual orientation.

Complaints

Any prospective member wishing to raise a complaint about any aspect of the selection procedure should raise their complaint with the Appointing Officer. Any prospective project applicant wishing to raise a complaint in relation to discrimination about grant awarding procedure should raise their complaint with the Lead Partner. In both cases they should do so as soon as possible after the circumstances leading to the complaint have arisen, and in any case by not later than 20 days after an appointment has been made. An investigation will then be conducted.

They should do so as soon as possible after the circumstances leading to the complaint have arisen, and in any case by not later than 20 days after an appointment has been made. An investigation will then be conducted.

Note: appeals against the decision Northumberland Uplands Local Action Group is relation to provision of support are managed under a separate process which looks at the effectiveness of the decision making process and not at issues of discrimination.

Fairness and Equality for All

Northumberland Uplands Local Action Group is committed to equal opportunities and action to ensure that our members and the people we serve are not discriminated against on the basis of their:

- Age.
- Disability.
- Employment status.
- Ethnic or national origins, race or colour.
- Marital status.
- Religious or political beliefs.
- Responsibilities for children or dependents.
- Gender/gender reassignment.
- Sexual orientation.
- Social and economic status.
- Unrelated criminal convictions.

EQUAL OPPORTUNITIES POLICY: VERSION HISTORY

08/10/2008	First Edition



New LEADER Approach Northumberland Uplands Local Action Group



The European Agricultural Fund for Rural Development: Europe Investing in Rural Areas

STATEMENT OF CULTURE & VALUES

Our Aim

The Northumberland Uplands Local Action Group aims to achieve consistency in good practice and eradicate negative behaviours to helping the Northumberland Uplands achieve its full potential.

The Building Blocks

- The Northumberland Uplands Local Action Group will lead on delivering its Culture and Values
- The Chair and Vice Chair will facilitate its implementation.
- All Northumberland Uplands Local Action Group members will exhibit the Culture and Values and we will challenge and support each other in doing so.
- The Lead Partner will act as an effective guardian of our Culture and Values.

Our Values

In Northumberland Uplands Local Action Group Values are:

- Respect for each other.
- Equality.
- Collaborative and supportive working.
- Trust and empowerment.
- Communicating and Acting.
- Strong, clear and inspiring leadership.

Our Culture

In order to address these values and to achieve its aims the Northumberland Uplands Local Action Group will adopt a Culture which

- Is open to and embraces change.
- Actively supports personal and organisational learning and development.
- Values innovation and achievement over systems.
- Recognises and celebrates achievements.
- Learns from what we do within a “no blame” culture, with performance management and review contributing positively to our learning.
- Has open and honest communications where information is freely shared, feedback given and actions explained.
- Where non-adherence to our Culture and Values is challenged and inappropriate behaviours are not tolerated.

Skills, Attitudes and Behaviours

The above Culture and Values will guide our relationships with each other and our partners. They will drive the behaviours which we will all be expected to exhibit, and will need to be supported by appropriate training.

Positive Behaviours: To be Displayed

Open and approachable.
Listening, communicating and acting.
Respectful and polite.
Consideration, understanding and empathy.
Supportive, encouraging and empowering of others.
Personal and corporate integrity.
Motivating and leading by example.

Negative Behaviours: To Be Removed

Dismissive, dogmatic or closed.
Aggression and bullying.
Undermining or manipulative.
Self-serving.

Implementing Our Culture and Values

The Northumberland Uplands Local Action Group Culture and Values will be led by the Chair and the Vice Chair of the Northumberland Uplands Local Action Group. However, all members will be expected to exhibit the Culture and Values. The Northumberland Uplands Local Action Group must ensure that the Culture and Values are reflected in everything the Northumberland Uplands Local Action Group does. The Northumberland Uplands Local Action Group will ensure these are embedded in all our practices.

Induction

The Culture and Values of the Northumberland Uplands Local Action Group will become an integral part of the induction scheme for new members and will be communicated to our partners.

Challenge

By challenging each other when any member does not see the Culture and Values being adhered the Northumberland Uplands Local Action Group can achieve greater and lasting consistency.

The Northumberland Uplands Local Action Group proposes that through challenge non-adherence can be nipped in the bud. In the first instance members advocate that they take the non-adherence ‘to the source’, that is the individual or group involved. For this to work members must be both ‘open to challenge’ and ‘must challenge in a positive way’.

Where this approach is not appropriate or has not been successful a process will be put in place (outside of current grievance and disciplinary procedures) to allow the matter to be addressed in a more formal way.

STATEMENT OF CULTURE & VALUES: VERSION HISTORY

08/10/2008	First Edition