



New LEADER Approach Northumberland Uplands Local Action Group



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

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 Application Process: Expressions of Interest

- 5.1 The Expression of Interest form will be freely available to download from the Northumberland Uplands LEADER website, www.nuleader.eu.
- 5.2 All Expressions of Interest will be initially submitted to the Local Action Group Co-ordinator.
- 5.3 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.
- 5.4 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.
- 5.5 All projects must complete the Expression of Interest form.

6.0 Application Process: Technical Appraisals

- 6.1 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.
- 6.2 Applicants are required to complete the full Application Form.
- 6.3 Upon receipt, Application Forms will be submitted to Northumberland Strategic Partnership for technical appraisals.
- 6.4 All technical appraisals undertaken at Northumberland Strategic Partnership must be completed within 28 days.

- 6.5 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.
- 6.6 All applications which are deemed eligible for support will be passed to the Local Action Group, via the Local Action Group Co-ordinator.

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

- 7.1 All funding decisions will be made by the Northumberland Uplands Local Action Group, in fair, impartial, and democratic manner.
- 7.2 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.
- 7.2 In accordance with the workings of the Northumberland Uplands Local Action Group, members are asked to declare any direct or indirect personal interests (including financial) in relation to items on the agenda for the meeting and shall disclose the nature of those interests to the meeting.
- 7.3 The Northumberland Uplands Local Action Group will decide whether those interests merit exclusion from the funding decision, with the Chair reserving the right to make final judgement.
- 7.4 In the event of a conflicting declared interest, the member should leave the room for the duration of the time while the project is considered. The member will be invited back once the discussions are complete, and notified of the outcome. The member may be required to answer any questions arising, in order for a judgement to be made.
- 7.5 With the exception of the Chair, or acting Chair, who do not have any voting rights, all members are entitled to one vote.
- 7.6 Where voting is required to determine the scope of funding offered, decisions will be made democratically.
- 7.7 In the event of a tied decision, the Chair will have the casting vote to determine the outcome.

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

- 8.1 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.
- 8.2 Once the Application Form is received, it will be immediately passed to Northumberland Strategic Partnership for technical appraisals.
- 8.3 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.
- 8.4 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
- 8.5 In accordance with the workings of the Northumberland Uplands Local Action Group, members are asked to declare any direct or indirect personal interests (including financial) in relation to items on the agenda to the Local Action Group Co-ordinator, and shall disclose the nature of those interests to the Local Action Group Co-ordinator.
- 8.6 The Local Action Group Co-ordinator will decide whether those interests merit exclusion from the funding decision.
- 8.7 In the event of a 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. This may not be the Chair.
- 8.8 All members are entitled to one vote.

- 8.9 Where voting is required to determine the scope of funding offered, decisions will be made democratically.
- 8.10 In the event of a tied decision, the Local Action Group Co-ordinator will have the casting vote to determine the outcome.
- 8.11 The Local Action Group will be notified of the approved Fast-Track Small Grants at the subsequent Local Action Group meeting.
- 8.12 The funding decisions for the Fast-Track Small Grants Scheme will normally be made electronically.

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

- 9.1 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.
- 9.2 Any request for an increased grant between £1,001 and £5,000, will be considered under the Fast-Track Small Grants Scheme.
- 9.3 Any request for sums over £5,000 will be considered under the Main Grants Scheme.

10.0 Roles of Local Action Group Members

- 10.1 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.
- 10.2 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.
- 10.3 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.

10.4 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.

10.5 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.

10.6 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.

10.7 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.

10.8 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.

- 10.9 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.
- 10.10 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.
- 10.11 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.
- 10.12 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.
- 11.0 Northumberland Uplands Local Action Executive Group**
- 11.1 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.
- 11.2 The Northumberland Uplands Local Action Executive Group will solely consist of Local Action Group representation and the Local Action Group Co-ordinator.
- 11.3 The Northumberland Uplands Local Action Executive Group will meet in-between Local Action Group meetings.
- 11.4 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.
- 11.5 Discretionary membership will be reviewed annually, and will be take turns with other interested Local Action Group members.
- 12.0 Northumberland Uplands Partner Support Group**
- 12.1 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.
- 12.2 The Partner Support Group will meet biannually, facilitated by the Lead Partner.
- 12.3 Wherever necessary, recommendations will be made to the Chair, for consideration at Local Action Group meetings.

13.0 Northumberland Uplands Project Appeals Panel

13.1 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.

13.2 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

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

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

14.0 Finances

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

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

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

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

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

15.0 Special General Meetings

15.1 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.

16.0 Alterations to the Constitution

16.1 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 alternation requires the approval of two-thirds of those present and voting at the meeting.

17.0 Dissolution

17.1 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

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 any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that best serves 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



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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

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SIGNATORIES

By signing the Northumberland Uplands Local Action Group:

- **CONSTITUTION**
- **EQUAL OPPORTUNITIES POLICY**
- **STATEMENT OF CULTURE & VALUES**

I agree to the rules therein, and understand that in the event of non-compliance, membership may be terminated. **Date of Signatories: 08/10/2008 (unless otherwise stated).**

LOCAL ACTION GROUP

Adelle Rowe	Anna Charlton	Anne Lowrie	Anthony Murray	David Clubb
Elizabeth Rowark	Elizabeth Stewart	Heather Hunter	James Cookson	James Saunby
Johnny Wilson	Marie Whitehead	Mathew Atkinson	Mike Murray	Michael Nixon
Norman Dunn	Paul Nicoll	Phil Biggs	Richard Walton	Roger Miket
Roger Wilson	Stuart Moss	Vincent Milburn		

PUBLIC SECTOR PARTNERS

Stuart Evans	Tom Burston	Michael Patterson		
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