



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



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

Name of Local Action Group (LAG)	Coast to Coast Local Action Group
Name of Accountable Body (AB)	Cornwall Development Company
Date of LAG endorsement of this delivery plan	16 th July 2015
Signature of LAG Chair (please also print name)	Jonathan McCulloch
Three year period covered	2015/2016 (in detail) 2016/17 and 2017/18 (in outline)
Your total LEADER funding allocation notified by Defra in Euros	€ 1,758,000

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

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

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

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

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

FOR Rural Payments Agency USE ONLY

Date Received – Electronic Copy

Date Received – Hard copy signed delivery plan

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

1.1 Date of previous 3 year Delivery Plan

N/A

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

As this is the first delivery plan its activities are based on the consultation activity that informed the C2CLAG Local Development Strategy submission as well as further discussions by C2CLAG since their LDS submission to take into account emerging detail on wider RDP implementation.

In subsequent years the annual delivery plan will be set in the context of the overall Local Development Strategy which will be reviewed by C2CLAG annually to ensure that it remains fit for purpose and to ensure that it takes into account activity and priorities that have already been delivered in the preceding 12 months.

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

N/A

2. Investment Plans

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

There has been no change to the long term objectives and priorities set out in the C2CLAG LDS.

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

In line with guidance received and discussions held with the RPA at our initial training session C2CLAG will publish its 2015/16 delivery plan in September 2015 and by doing so it will invite projects to come forward that will deliver any of its identified themes and priorities rather than invite specific projects or activities. By doing this the communication message is greatly simplified and unnecessary delays can be avoided.

The annual delivery plan will identify the 6 broad priorities, the indicative EAFRD allocations for each priority and the expected commitment profile (see table below).

LEADER group name	Coast to Coast Local Action Group						
Accountable Body name	Cornwall Development Company						
	Programme Expenditure (€)						
LEADER Priority	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	Total
Support for Increasing Farm Productivity	€ -	€ 43,246.80	€ 86,493.60	€ 100,909.20	€ 57,662.40		€ 288,312.00
Support for Micro and Small Enterprises including Farm Diversification	€ -	€ 86,493.60	€ 172,987.20	€ 201,818.40	€ 115,324.80		€ 576,624.00
Support for Rural Tourism	€ -	€ 32,435.10	€ 64,870.20	€ 75,681.90	€ 43,246.80		€ 216,234.00
Support for Culture & Heritage activities	€ -	€ 21,623.40	€ 43,246.80	€ 50,454.60	€ 28,831.20		€ 144,156.00
Provision of Rural Services	€ -	€ 21,623.40	€ 43,246.80	€ 50,454.60	€ 28,831.20		€ 144,156.00
Support for increasing Forestry Productivity	€ -	€ 10,811.70	€ 21,623.40	€ 25,227.30	€ 14,415.60		€ 72,078.00
Total	€ -	€ 216,234.00	€ 432,468.00	€ 504,546.00	€ 288,312.00	€ -	€ 1,441,560.00

The table above represents actual spend as opposed to commitment.

At all times priority will be given to projects that deliver growth as a primary output although consideration will also be given to projects that deliver growth as a secondary output as long as this can be proven and measured.

In 2015/16 activity will primarily take the form of grants to businesses/organisations that are classified as small and micro businesses (under 50 FTE's) and grants issued will range from a minimum of £2,500 to a normal maximum threshold of £35,000. However, larger grants will also be considered on a case by case basis where no duplication of activity planned under the EAFRD Growth Programme, Countryside Productivity and Countryside Stewardship can be demonstrated.

In subsequent years the annual delivery plan will be published within 4 weeks of being approved by the RPA.

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

As the intention is to publish the annual delivery plan rather than call for specific activity or projects activity for 2016/17 and 2017/18 will depend on what has been contracted in 2015/16. As it is unlikely that all the funds allocated to the 6 priority areas will be fully committed in 2015/16 it is likely that the 2016/17 delivery plan will also invite activity across all 6 priority areas.

However, in 2017/18 consideration will be given to what has been supported in the preceding delivery plan periods and the budget allocations that remain against each priority area. It is highly likely therefore that activity in this period will be more targeted with the delivery seeking to encourage projects to come forward to deliver identified gaps in LDS delivery or new priorities that emerge over the delivery period.

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

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

3. Budget profile

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

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

Our initial budget profile for 2015/16 has been based on our assumption that delivery will begin in September 2015 and we have also built in time to allow the Outline Application and Full Application process to operate. Our Coordinator will also be new in post in September 2015 so it will also take them time to “bed in”.

We therefore do not feel that many projects will be submitted, appraised and contracted before January 2016 at the earliest. On this basis we therefore estimate that 5% of our overall budget will be committed in this period and the only spend is likely to be RC&A costs.

From April 2016 to Oct 2018 we see a gradual increase in commitment per quarter with our busiest period predicted to be between April 2017 to September 2018 as by that time three delivery plans will have been published and our Coordinator will have been in post for the majority of their contract. Our profile indicates a 30% spend by the end of the 2018/19 financial year.

From October 2018 until the end of Dec 2019 we have predicted a slight decline in commitment levels as currently the contract for our coordinator expires in September 2018. From September 2019 onwards we have predicted no commitment to reflect the fact that we would aim for our entire budget to be committed by the end of September 2019 and we will have no coordinator in post at that time. We currently predict that our budget will be fully spent by the end of September March 2020.

All our assumptions are based on previous experience from past RDPE delivery (Local Action and Rural Business Improvement Scheme) and on how many projects we can physically deal with at appraisal, monitoring and claim stage whilst remaining within the 18% RC&A threshold.

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

N/A

4. Milestones and Output profile

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

The initial difference in profiled outputs between those submitted in our LDS and those contained in this delivery plan is due the fact that we have been awarded 16% less EAFRD than we requested in our LDS. We have therefore reduced our output predictions by 16% to reflect this change. The second difference between the outputs contained within our submitted LDS and those contained in our delivery plan is due being supplied the output definitions for which evidence will need to be collected. Our outputs can be seen in the table below:-

LEADER group name	Coast to Coast Local Action Group						
Accountable Body name	Cornwall Development Company						
	Programme Outputs						
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020	Total
Support for Increasing Farm Productivity							
<i>No. of Projects</i>	0	1	2	3	2	0	8
<i>No. of Businesses or Holdings Benefitting</i>	0	1	2	3	2	0	8
<i>No. of Jobs Created</i>	0	1	1	1	1	0	4
Support for Micro and Small Enterprises and Farm Diversification							
<i>No. of Projects</i>	0	3	7	8	5	0	23
<i>No. of Businesses or Holdings Benefitting</i>	0	3	7	8	5	0	23
<i>No. of Jobs Created</i>	0	5	12	14	8	0	39
Support for Rural Tourism							
<i>No. of Projects</i>	0	0	2	2	1	0	5
<i>No. of Jobs Created</i>	0	0	2	2	1	0	5
Provision of Rural Services							
<i>No. of Projects</i>	0	1	1	2	1	0	5
<i>No. of Businesses Benefitting</i>	0	1	1	2	1	0	5
<i>Jobs Created</i>	0	0	1	1	1	0	3
Support for Cultural and Heritage Activity							
<i>No. of Projects</i>	0	1	1	1	1	0	4
<i>No. of Businesses Benefitting</i>	0	0	0	1	1	0	2
<i>Jobs Created</i>	0	0	1	1	0	0	2
Support for Increasing Forestry Productivity							
<i>No. of Projects</i>	0	0	1	1	0	0	2
<i>No. of Businesses or Holdings Benefitting</i>	0	0	1	1	0	0	2
<i>Jobs Created</i>	0	0	0	0	1	0	1

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

As this is our first delivery plan there are no changes to report.

5. Accountable Body Arrangements

5.1 Separation of Duties

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

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

Task	Name(s)	Organisation	Proportion of FTE time spent on task
Project development (advising prospective applicants on how to submit an application)	<ul style="list-style-type: none"> C2CLAG Coordinator , Rural Delivery Manager 	Cornwall Development Company	80% 5%
Appraising outline application including scoring	<ul style="list-style-type: none"> C2CLAG Coordinator (Programme and Funds Services (PFS)) 	Cornwall Development Company	10% Will depend on volume of applications
Outline application decisions	<ul style="list-style-type: none"> C2CLAG Coordinator/Accountable Body LAG members/CDC if appraised 	Cornwall Development Company & C2CLAG	10% Will depend on volume of applications
Appraising full applications	<ul style="list-style-type: none"> PFS 	Cornwall Development Company	Will depend on volume of applications
Full application decisions	<ul style="list-style-type: none"> LAG members 	C2CLAG	Will depend on volume of applications
Signing funding agreements to project beneficiaries	<ul style="list-style-type: none"> Head of Corporate Services 	Cornwall Development Company	Will depend on volume of applications
Processing of project claims including checking and recommending	<ul style="list-style-type: none"> PFS 	Cornwall Development Company	Will depend on volume of applications
Final check off before sending to RPA	<ul style="list-style-type: none"> Finance/PFS 	Cornwall Development Company	Will depend on volume of applications
Authorising claims for payment	Rural Payments Agency		
Undertaking once in a lifetime Inspections	<ul style="list-style-type: none"> PFS 	Cornwall Development Company	Will depend on volume of applications
Please explain if these arrangements include 'buddying' with other LEADER groups	C2CLAG is working in partnership with the other 3 LEADER groups in Cornwall and are using the same accountable body in order to reduce costs. A dedicated Coordinator will be appointed for the C2CLAG area but it is expected that they will work as part of a wider team with a degree of cross LAG working. However, all staff time will be attributed to each LAG individually.		

5.2 Organogram

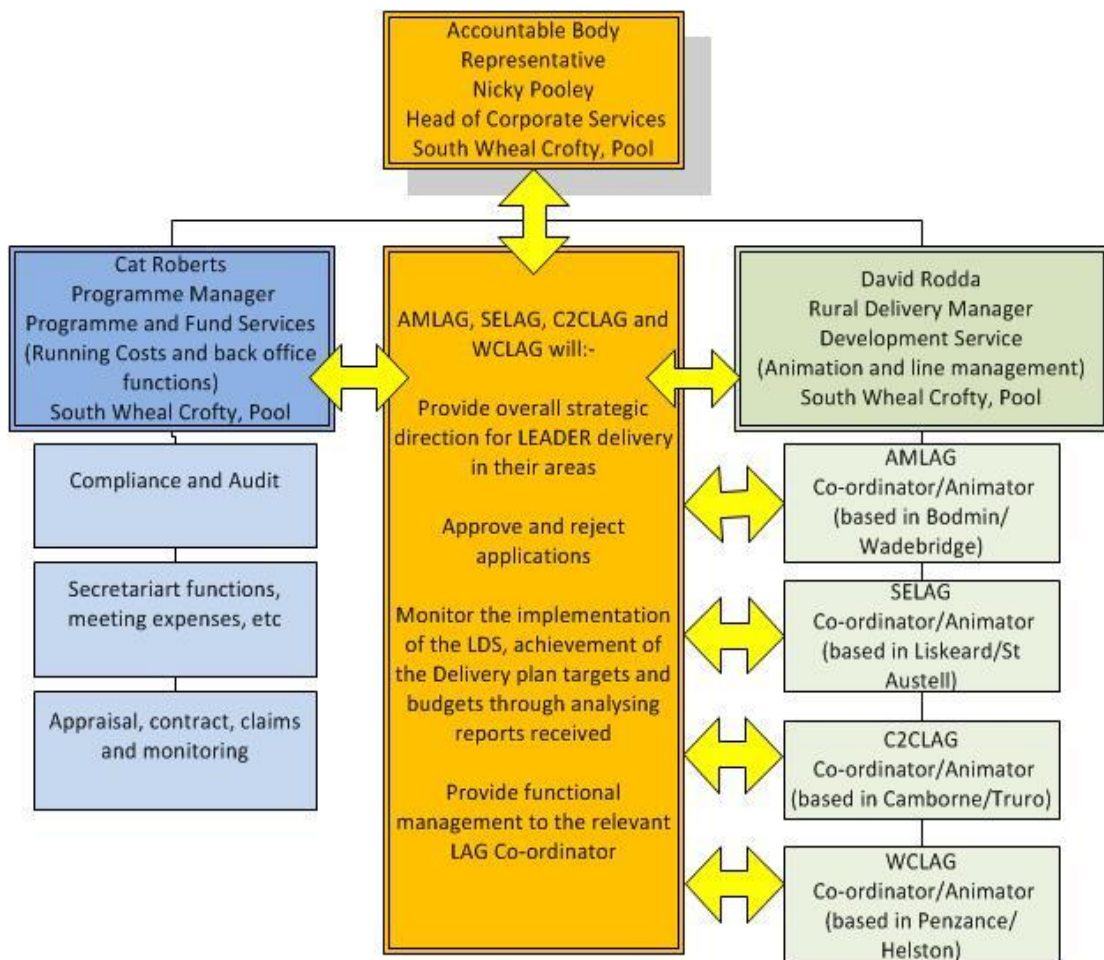
Using information from question 5.1 please provide an organogram showing the above information and taking the following in to account;

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

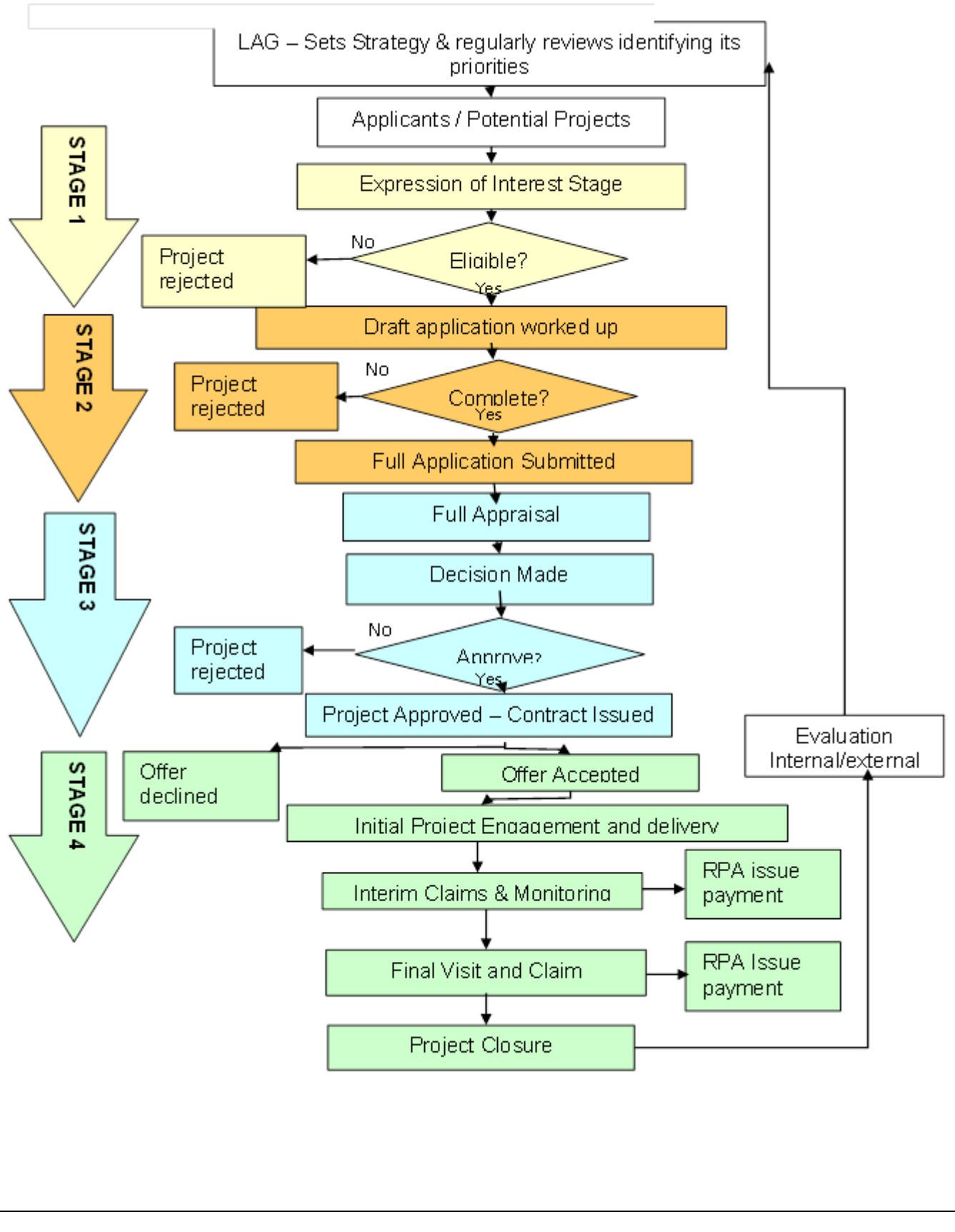
This could be in the form of a separate document annexed to this delivery plan if necessary.

A suggested management and reporting structure was included in the C2CLAG LDS. However, in order to reflect the further information we have received about the processes involved, the budget allocations and internal changes at CDC we have updated it below but it should be noted that this is subject to change though once the processes have been finalised, the training completed and staff are in post.

Management structure 2015/16



Proposed Customer Journey – subject to change following issue of LEADER Operational Manual and training



5.3 Conflict of Interest

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

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

RDPE 2014-2020 LEADER GUIDANCE NOTE GN102 outlines the requirements of each LAG and Accountable Body with regard to ensuring that Conflicts of Interest do not occur.

A conflict of interest arises when an individual's other interests could give rise to real or perceived bias in relation to a decision they are asked to take on the LEADER programme. Conflicts of interest exist when either:

- There is a potential financial or measurable benefit either directly to the individual, or indirectly through a connected individual or organisation; or
- A person's duty to the LAG may compete with a duty or loyalty they owe to another organisation or person.

We recognise that conflicts of interest can arise at any stage in the life-cycle of an application or project, not simply in the decision to award public funds. We will ensure that the risk of conflicts of interest is addressed at all stages, including:

- Assessing an application for eligibility for programme funds
- Approving a project application
- Supporting or sponsoring a project through the application process
- Appraising a project application
- Making a decision on an application, whether or not grant is awarded
- Recommending payment of a project claim
- Authorising payment of a project claim
- Agreeing any variations to an approved project
- Conducting project inspections, and
- Quality controlling, quality assuring or monitoring checks on any of the above functions

CDC will ensure that anyone involved in the programme is fully conversant with the Code of Conduct and Conflict of Interest Policy. Each member of C2CLAG and any CDC employees involved in delivery will be asked to complete a Register of Interest when they join the LAG/CDC. This is required to be kept up to date by individual members and reviewed formally at least annually. Declaration of interest must be made at each meeting or in the event a conflict exists. Where notified a register of declared interests will be updated at all relevant stages.

5.4 Changes to Accountable Body arrangements

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

The management structure identified in 5.2 above is a more detailed version of the one submitted in our LDS and takes into account the proposed separation of duties between the functions included in “running costs” and “animation”.

5.5 Recruitment

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

Our proposed delivery structure includes the use of existing staff at CDC (on a time spent basis) and new staff (LAG Project Co-ordinators) as this delivers the most cost effective and timely way of setting up our delivery structures. The existing staff at CDC bring with them a long and detailed knowledge of managing EAFRD funds and the new staff can be recruited to deliver a very specific remit.

The four LAGs in Cornwall have run a joint recruitment process for their project Coordinators and placed a joint advert for the four posts. The advertisement itself was placed in The West Briton, Cornish Guardian, The Cornishman and the Western Morning News (print and online versions) for two weeks during late April and early May 2015. It was also placed on the recruitment pages of Cornwall Council and the CDC and LAG members were asked to circulate it through their contacts. The deadline for applications was the 28th of May 2015 and 49 applications were received.

These applications were checked by CDC staff and any that did not fulfil the essential requirements of the job description were discounted. Following this sift 26 applications were considered by two shortlisting panels consisting of LAG members from all four LAGs and CDC staff. From this process 12 applicants were shortlisted for interview. One dropped out at the last minute which meant that 11 candidates were interviewed on the 16th of June 2015.

The interview itself involved representatives from all four LAGs and CDC staff and consisted of the following:-

- A short presentation to two technical panels on the following subjects:-
 - Farming, food and rural business
 - Communications
- A formal interview (by LAG chairs and CDC Rural Delivery Manager)

Scores from the above were collated and the interview panel made the final decision. Four “preferred candidates” have been selected with two “reserve” candidates also selected just in case any of the “preferred candidates” do not take up the offer of employment.

The “preferred candidates” have been informed that they have been successful but formal job offers cannot be made until our contracts with the RPA have been signed. We hope that the candidates will be in post by September 2015.

5.6 LEADER Delivery Team training

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

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

a) Training completed to date

Name	Role	Name of course	Date of course	Delivered by
	Programme Manager	LEADER Training Sessions 1, 2 and 3	17 th June 2015	RPA
	Rural Delivery Manager	LEADER Training Sessions 1, 2 and 3	17 th June 2015	RPA
	LAG Members	LEADER Training session 2	16th July 2015	RPA

b) Planned training for the upcoming year

Name	Role	Name of course	Date of course	Delivered by
Relevant CDC staff and LAG members	Project development, appraisal and approval,	LEADER Training Sessions 1, 2 and 3	TBC	TBC
Relevant CDC staff	Claims, monitoring, document retention, audit, fraud, appraisal, etc	LEADER Training sessions 4, 5 and 6, DORA, Inspections and Claims Processes	TBC	TBC

c) Further training requirements; please describe any further staff training requirements

Regular updates on changes to wider EAFRD delivery framework, policy changes, etc.

5.7 Risk Management and Issue Resolution

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

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

One of the reasons for choosing CDC as our Accountable Body is their ability to ensure Business Continuity should a key member of the team leave, fall ill or be incapacitated in any way. Throughout CDC's staff there is a wide range and depth of experience that can be drawn from if necessary.

Furthermore by working with the other three LAGs in Cornwall we have the ability to share staff and draw down additional staff time from CDC when required to cater for busy periods. As we only pay for the "Running Costs" time spent working on C2CLAG activity we can draw on extra resource when required and no resource when necessary. This helps to mitigate costs.

Risk analysis at CDC is formalised in a process that encompasses both project risks and corporate risks. Risk registers are kept under constant review and updated as required. Increased risks are escalated to senior management on a monthly basis or sooner if required. The risk register for LEADER delivery can be seen in 5.7c below and within this the risks are shared between the Rural Delivery Manager and the Programme Manager and the broad division of responsibility is as follows:-

- Rural Delivery Manager – line management involving LEADER Co-ordinators (e.g. lone working, performance, etc), lack of interest in LEADER funding and managing project pipeline and alignment with wider EAFRD and EU Growth Programme delivery
- Programme Manager – LEADER contracting with RPA, managing staff allocations for back office functions, contract updates and variations with the RPA, claims audit and monitoring
- Both have a shared responsibility for maintaining excellent working relationships with the LAG chair and wider membership

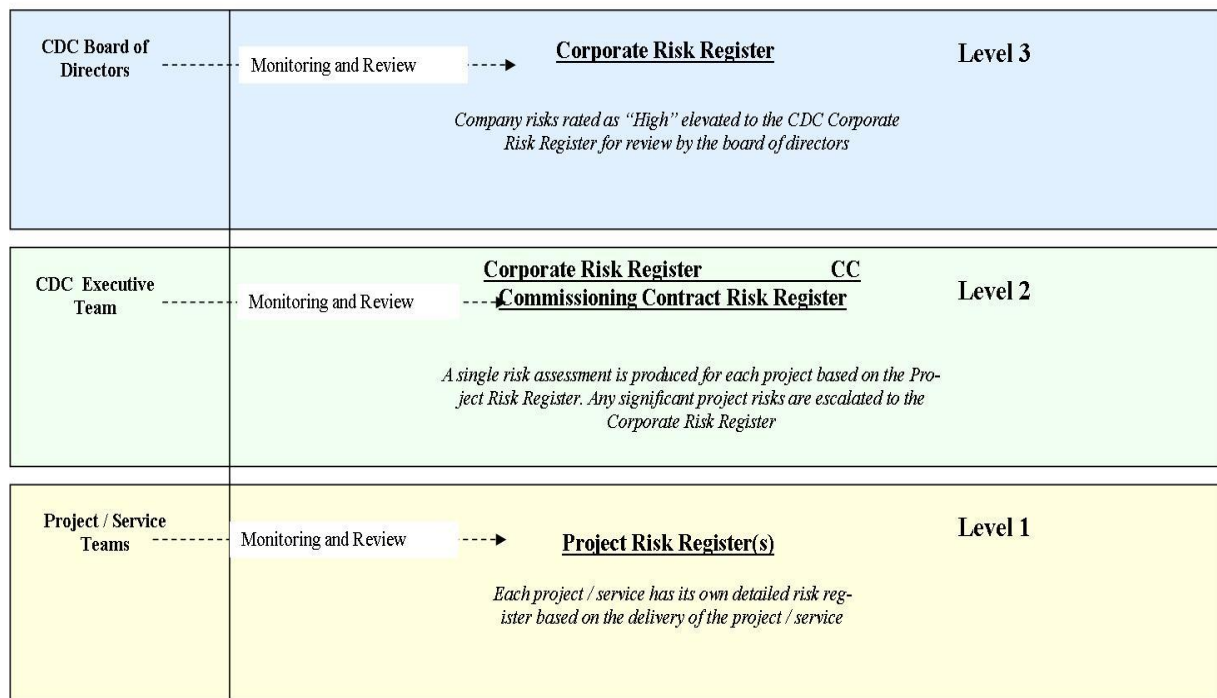
Risks will also be discussed at the regular LAG chairs meeting (all four LAGs).

b) Do you have a Risk Management Strategy; a corporate approach to managing risks to the programme?	Yes
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c) Please provide a summary of how you capture and actively manage/mitigate risks

Risk management (identification and mitigation measures) within the Accountable Body (CDC) is a continuous process which runs throughout the organisation corporately and in programme and project delivery.

Each project and programme has its own Risk Register which is reviewed on an ongoing basis during the project or programme lifetime. These risk registers are the basis for feeding into, via Senior Management Team, a Corporate Risk Register and a Contract Risk Register. The Risk Register is reviewed monthly by CDC’s Executive Team and following this a bi-monthly report on risk is fed into the Board of Directors. In addition the Contract Risk Register is the means of reporting risk to Cornwall Council directly and identified issues can then be escalated where necessary.



All projects/services have a risk assessment which is appropriate to the scale and complexity of the project/service. Each project is allocated a Project Lead who is responsible for ensuring that risks all risks are identified, collated, appropriately managed and reported. The updating of the project risk register is a continuous process with reporting deadlines in terms of LAG meetings and CDC senior management meetings.

Each individual risk is assessed for likelihood of the risk occurring and the impact the risk. The risks are scored using a five by five matrix – see *the standard CDC risk scoring guidelines below.*

Probability	Interpretation	Impact Score	Interpretation
1	Very unlikely in the next 12 months	1	No significant impact
2	Unlikely in the next 12 months	2	Minor disruption to delivery, reputational issues managed internally within CDC
3	Medium in the next 12 months	3	Small financial loss to CDC and/or modest reputational damage (localised exposure – sub regional)
4	Very likely in the next 12 months	4	Modest financial loss CDC and/or significant reputational damage - regional exposure resulting in disruption to ongoing service delivery
5	Certainty in the next 12 months	5	Very significant financial loss to CDC and/or very significant reputational damage - national exposure or with the potential to permanently undermine the credibility of CDC with repercussions for the ongoing viability of key services or the company as a whole

The risk likelihood score is then multiplied by the risk impact score to give the overall gross risk score.

The project lead will then proceed as follows:

- Identify Mitigating Actions
- Calculate Net Risk by re considering the probability and impact scores taking into account any mitigating actions (see below for risk status summary)
- Report Gross Risk, Mitigating Actions & Net Risk to individual LAG boards and CDC senior management
- Undertake Mitigating Actions – identify timeframes
- Review, re-calculate & re-report regularly

Mitigated Risk Score	Risk Status
1-4	Low
5-11	Medium
12+	High

The current risk register for LEADER delivery is attached.

d) Do you have procedural mechanisms to resolve issues, changes to the programme, strategy and delivery mechanisms? How do you capture and actively manage/mitigate programme issues?

The staff members responsible for the risks identified above are responsible for monitoring them, reporting them and resolving them if possible and they review the above register on an on-going basis and at least once a month. Other staff members involved with delivery are also tasked to identify any changes to these risks or identify any new risks on a monthly basis as well so that the risk register remains a “live” document.

If the risks cannot be resolved at manager level then a process exists to escalate them to senior management at CDC and/or the LAG if required. Depending on the nature of the risk any change would also be reported to the LAG chair/LAG members as they may be able to assist with managing/mitigating the relevant risk.

If there are any changes at programme level (RPA/DEFRA) the impact of these would be considered in terms of the likely impact on the delivery of the annual delivery plan for C2CLAG and the relevant action would be taken. C2CLAG will update their LDS on an annual basis and again the impact of any changes in risk will be considered. Likewise any changes to delivery mechanisms will be assessed for their likely impact on delivery. For all of these potential changes mitigation measures will be discussed with C2CLAG and the Accountable Body and enacted as soon as possible in order to keep disruption to an absolute minimum.

Any changes at programme level are captured through on-going liaison with our RPA desk officer and email communications. Minor changes are dealt with at manager level, major changes will require LAG/Accountable Body approval and possibly contract revisions following discussions and agreement with the RPA. Mitigation measures depend on the severity of any change.

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

Information is at the centre of our business and it is important that the Company handles and manages information effectively. Information security applies to everyone in the Company and they have a duty to ensure that information is handled fairly, safely and securely. We are not accredited to ISO 27001 but our following policies combine to make up our information security policies:

- Email Policy
- Internet Policy
- Software Control Policy
- Social Media Policy
- Removable Media Policy
- Mobile Device Policy
- Information Storage Policy
- Computer Access and Usage Policy
- Data Protection Policy
- Freedom of Information Policy
- Code of Conduct

For information our IT systems are provided via Cornwall Council and we are required to adhere to their information security arrangements and they provide a number of IT audit services on our behalf.

6. Partnership information

6.1 LAG structure

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

The strategic overview is enshrined in our LDS which will be reviewed on an annual basis. Our annual delivery plan will then provide more detail on this and the LAG will set the strategic focus for this delivery plan. Regular reports on progress will be received at each

LAG meeting and any changes will be agreed by the LAG and the Accountable Body before they are implemented.

The outline decision making process is outlined in section 5.2 above and C2CLAG intend for the entire LAG to be involved in making project decisions. We do not propose to have a dedicated project approval panel at this stage although we may review that position as we progress through our delivery phase. Our constitution also outlines how C2CLAG will manage our affairs and this is attached.

6.2 LAG Membership

Please list the LAG members (include all members during the reporting period or part of the period) – add rows as necessary

Name	Organisation	LEADER priority theme(s) covered*	Role on the LAG**	Public, Private or Third Sector
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See copy of separate members list

6.3 LAG Training

Please identify any intended LAG training to be undertaken over the next year relevant to the delivery of LEADER.

We are awaiting dates for the RPA training events and that is likely to be the major training activity in 2015/16. As not all LAG members will be able to attend the training events we do plan to hold short training sessions as part of each LAG meeting in order to disseminate the RPA training to the LAG members.

6.4 Terms of Reference

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

A copy of the Partnership Agreement and Terms of Reference and Constitution of the Group are annexed to this delivery plan.

6.5 Engagement with LEPs

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

During the transition period between RDPE and the new Rural Development Programme the existing RDPE Local Action Groups joined forces with our LEP and other partners to create the CLLD and LEADER Working Group who have overseen the work on LEADER to date. This included both financial and officer support which has enabled a wider and more

integrated consultation and LDS development process.

The LEP's EU Structural and Investment Fund (ESIF) and emerging Integrated Territorial Investment Strategy (ITI) indicates how LEADER can link and contribute towards its overall priorities. Our LDS has been set in the context of these strategic priorities in addition to the six DEFRA LEADER/RDP priorities.

As a continuation of the links between LEADER delivery and the work of the LEP from 2015 onwards the chair of our LAG will join the chairs from the other LAGs in Cornwall to form an overarching LEADER Co-ordination Board that will share lessons learned, discuss joint activity, etc. A representative of the LEADER Co-ordination Board will also have a place on the relevant ITI decision making group in order to ensure synergy with wider EU programme delivery.

The LEP is not expected to be involved in individual project decision making process.

6.6 Conflict of Interest

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

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

In line with guidance received from the RPA a code of conduct/conflict of interest policy (the Code) has been adopted by the C2CLAG

All members of the LAG and officers involved in delivery have agreed and signed up to the Code. All involved also complete a Register of Interests form, which is formally reviewed at least annually, where all main interests are recorded.

Declarations of interest are a standing item on meeting agendas.

At each stage of the application and decision making processes, declarations of interest are made in accordance with the Code. All declared interests are recorded on project documentation and minutes (where relevant) and also on the Register of Declared interests.

A copy of the current agreed Code of Conduct and Conflict of Interest Policy for the Coast to Coast Local Action Group is annexed to this delivery plan.

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

The next meetings are scheduled for:-

- 15th of September 2015
- 30th October 2015
- 30th November 2015

7. Communication, Co-operation and Engagement

7.1 Publicity

Please explain your arrangements in the next 12 months for publicising the programme and

how any associated costs will be met. Please also explain how your publicity will be targeted both geographically and thematically including how you intent to engage with hard to reach beneficiaries.

The detailed communication plan has yet to be developed but it will include a combination of joint activity with the other three LAGs in Cornwall and specific activity for the C2CLAG area.

Joint activity will include:-

- a joint press release when the financial allocations were confirmed – already issued
- a joint press release once the LEADER Co-ordinators are appointed
- a joint press release once the annual delivery plans are released
- a joint website www.localactioncornwall.info

Individual activity will include:-

- using LAG members and local networks to communicate the LEADER support on offer. This will be especially useful in helping to reach potential beneficiaries in harder to reach areas and the Co-ordinators will be specifically tasked with engaging with these areas as part of C2CLAG's commitment to rural proofing and tackling economic disadvantage. This may include attending farmers markets in the area as this would target the farming community, remote areas and other businesses interests through the people that attend them.
- Presentations to business groups and other networks and this will be targeted thematically for the most impact e.g. YFC and NFU for agricultural productivity and farm diversification and the Chamber of Commerce for SME Competitiveness.
- Engagement with local press for editorial, advertorial, case studies of successful projects, etc
- Updating relevant pages of website, twitter and Facebook feeds, Blogs, etc

7.2 Cooperation

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

Cooperation and partnership activities will support implementation of our LDS priorities and will include the following:-

- Exploring economies of scale to be achieved by possibly sharing some resources between the LAGs in Cornwall and partner organisations (e.g. office space, joint recruitment processes, shared marketing activity, etc) and utilising the services of one Accountable Body in order to keep costs to a minimum
- Joint working through pan-Cornwall projects across all LAGs will be developed for projects that align closely to the identified strategic priorities and proposed actions in all four LDSs. This could be extended to LAGs in Devon if required.
- The benefits of interterritorial and transnational cooperation within the LEADER programme to exchange experience and ideas, and learn about alternative ways of improving service access and communication, is well documented. We have expressed an interest in this activity and have already held initial discussions with the Finistère region of Northern France as there is already a long standing relationship between Cornwall and that area and the Wensum and Coast LEADER group in North Norfolk. Once the national LEADER network launches its calls for transnational activity we will explore further.
- Joint meeting of Cornwall LAG Members at least bi-annually, to share learning and experiences
- Liaison and awareness raising visits to other LAG areas, to build new partnerships

- and discuss new approaches
- Dissemination activities to publicise results of cooperation work learning from others
- Look to develop at least one project with another 'international' LEADER group.

8. Monitoring and Evaluation

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

Progress will be reported to the LAG at each meeting. The reporting will include budget information in relation to the RC&A costs (quarterly), project commitment and spend (each meeting) as well as an update on the project pipeline (each meeting).

Evaluation is something that the LAG is keen to embed in their delivery but given the limited budget for delivery this is likely to take the form of evaluation by the LAG itself at present. The chairs of the four LAGs have agreed scope for peer review between each LAG and have asked CDC to investigate whether organisations like the University of Exeter could use the LAGs as a research project.

By having a shared Accountable Body and Cornwall wide Project Co-ordination team, trends can be quickly identified pan Cornwall or cross LAGs and experiences shared between them.

Once delivery is underway reports on commitment, spend and outputs delivered will be presented to each LAG so that they can amend their delivery plan activity if required.

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

As part of the communication activity, to update the risk register and to inform any changes in the LDS or annual delivery plan.

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

The first projects will be predominantly focused on business grants so delivery of direct economic growth will be assured. However, it is hoped that the majority of projects funded will deliver direct and indirect benefit to rural areas. The split can be monitored at EOI stage and if too many projects seeking funding from the 30% come forward they can be ruled out at that stage if required.

In the 2015/16 delivery plan it is unlikely that any project that only makes an indirect contribution to economic growth will be funded as C2CLAG is keen to make a good start in delivering its overall targets before embarking on this type of activity. In subsequent years specific calls can be made to encourage projects to come forward if required.

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Supporting documents checklist

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

Document	Supporting Notes	LEADER group comments
Terms of Reference for LAGs	RPA do have a standard terms of reference document available to assist	See attached partnership agreement
Budget Profile	See spreadsheet	
Output profile	See spreadsheet	
Milestones	See spreadsheet	
Register of Interest	See attached template	
Asset register	See attached template	
Organogram	If this has not been provided at Q5.2	