



## Central Warwickshire Villages LEADER



# BUSINESS PLAN

## 1 DELIVERY MECHANISM

### 1.1 Delivery Mechanism Overview

The Central Warwickshire Villages LEADER programme aims to promote community cohesion and create a strong sense of place in the rural parishes of Warwick District and Rugby Borough. It will promote projects that bring people together within rural communities in Central Warwickshire and that stimulate demand for services in these communities as well as promote a sustainable economic base to community activities. The primary themes chosen to promote cohesion and sustainability are community growing projects, community arts projects and events that bring communities and the land based rural industries together in the project area. The programme aims to be flexible, accessible and accountable to community groups in the target parishes and villages and the delivery mechanisms described reflects this.

Community and village groups will be invited to submit ideas for projects to the programme that broadly interpret the chosen themes but which also promote community 'togetherness' and 'sustainability'. In this sense they are also likely to stimulate demand for village services, create links with land based industries and generally promote economic activity in communities and across the target area. The programme funding period is projected to span 5 years. Three part time programme officers will actively aid communities to identify and develop projects within the programme themes and help them to produce the required application and supporting evidence. Once approved projects will be implemented by the applicants with the support of programme officers (where necessary), and who will also undertake monitoring of individual project outcomes with the applicants.

The purpose and remit of the Local Action Group (LAG) is to develop the Local Development Strategy (LDS) and ensure that it is delivered. It is also responsible for oversight of the delivery programme, monitoring progress and ensuring accountability. The full LAG will be formed from 20-30 members drawn from the target areas, and who have an interest in developing the themes and projects in the programme area. The accountable body and other programme partners will be represented on the LAG that will meet at least four times a year. In order to provide an effective decision making framework within the programme, the LAG will appoint smaller, but representative, sub-groups to whom the LAG will delegate decision making powers, and who will report back to, and be accountable to the LAG.

The project commissioning process within the programme will be directed and monitored by a key sub-group, the Local Action Group Executive (LAG executive). The executive, comprising 10-15 members, will be drawn from, and be representative of, the wider LAG. It will be the effective decision making body within the programme and AWM, the LEADER funding body, will be represented on it to expedite the decision making process. It will meet regularly to discuss programme progress, project details and provide guidance to project staff. Another key sub-group will be appointed to provide technical appraisal of projects put

forward for funding under the programme. This sub-group will meet as necessary, but regularly, in order to scrutinise projects for eligibility under LEADER and RDPE rules as well as suitability for funding under local programme criteria and will report directly to the LAG executive. Both sub-groups will report in full to the LAG on a quarterly basis.

The LAG will be supported by a three member programme team who will be responsible for the day to day running of the programme. A programme manager will support two project officers who will facilitate project development within community groups. These roles will be split across two full time posts. Garden Organic will provide administrative support to the programme team and WCC will provide support as the accountable body. The programme staff will ensure that appropriate administration and reporting procedures are in place for the programme so that the LAG will remain fully informed about the programme at all times and in order to guarantee that individual projects are accountable to the programme, who will in turn be accountable to the funders.

Projects will be publicised to generate interest in the programme and to stimulate demand for new projects as they develop. This will be the responsibility of a LAG communications sub-group as well as the projects themselves. It is intended that the project will establish the current programme website as a portal for links between communities in the programme area which will provide additional resources and links for community cohesion and projects.

## **1.2 Staffing and Establishment**

A key part of the project is defining the processes by which the programme can be initiated and established, and once established, how it can be run to deliver high quality outputs to community groups at the same time as promoting cohesion in and across the target area. This section describes the key processes and roles necessary to achieve this, and the staffing and structure that follow from these in order to achieve the desired programme outcomes as defined in the Local Development Strategy (LDS).

In the run up to establishment some of these roles will be provided by the LAG executive board. Once established the key roles in the project will be provided by the programme personnel working within the programme structures. These key roles and responsibilities are described in more detail in subsequent sections.

- **Key processes and roles**

*Programme initiation:* the initial processes are centred around establishing the programme in the target areas. A key part of this has been carrying out the community consultation and writing the LDS and programme business plan. The Shadow LAG, acting as an executive board, overseen by the WCC providing technical appraisal and other support, has done this. These processes are described more fully in the LDS. An outstanding process is presenting the LDS and business plan to the wider community to ensure that it reflects the consultation results and submitting them to AWM for a decision on funding. This is being undertaken by the Shadow LAG acting as an executive board.

*Programme establishment:* once approved the programme will move rapidly to establish full programme procedures, programme structures and to begin commissioning projects that fulfil the criteria defined and which are set out in this business plan. In this phase of the project the key processes will be appointing the project manager and two project officers to facilitate the development of projects. The programme staff and the shadow LAG will also move to establish the wider LAG, the LAG executive board and the various LAG sub-groups. Once in place the LAG will work with programme officers and the accountable body to establish working procedures for the programme and the project commissioning process. These are described in more detail below.

*Programme implementation:* once procedures and staff are in place, the programme will be in a position to commission projects from community groups that meet programme criteria in the project area. The programme manager and the programme officers will work to help groups develop ideas into projects and facilitate their implementation where necessary. Project officers will look for synergies between projects and develop a cohesive approach across the target area as a whole. The detailed staffing structure and project procedures for commissioning and monitoring projects are described below. Retaining audit trails and monitoring of outputs will be important as the programme proceeds as will promoting and communicating project outputs to stimulate demand and interest in the project area.

*Programme continuation:* maintaining the impetus provided by the LEADER funding period is an important component of the project and maintaining the approach in the target area is an important objective. The LAG, project officers and community groups will look for ways of sustaining activities beyond the funding period and will seek to establish ongoing support to cohesive projects in the target areas. The exact mechanisms for doing this will be discussed from an early stage of the funding period.

- **Programme Overview**

An overview of the full programme structure is provided below encapsulating the key processes and roles. The following sections describe the staffing and procedures that will ensure programme implementation and success.



- **Staff complement**

Programme staff will be expected to support the LAG in overseeing the programme and facilitate communities in developing and implementing individual projects. The staff will also have a key role in publicising the programme and ensuring communication between project groups in the project area. The programme staff will comprise:

A **Programme Manager** whose job will be to ensure that the programme procedures are in place and are adhered to. The manager will plan annual activities, including budgets, and will present these to the LAG for discussion and approval. The manager will be responsible

for ensuring that spending procedures are in place and are properly auditable and that a clear audit trail is in place between projects, the programme and the accountable body. The manager will be ultimately responsible for line managing the facilitator team (animators) and ensuring the commissioning of high quality projects within the project themes and strategic objectives. They will also be responsible for ensuring that the project outputs are attained and will be expected to ensure that projects are delivered. The manager will be responsible for ensuring that the project maintains a high public profile and is well publicised both within the project area and across the region. The programme manager will be responsible for coordinating administrative matters between the programme and the accountable body (WCC) and will represent the programme with the regional funder (AWM). Ultimately the programme manager will be responsible for developing a strategy which ensures continuation of the programme in areas where it has been demonstrably successful and will help the LAG ensure this continuation.

**Animators** will be responsible for giving advice to groups working on ideas and projects within the programme themes. They will be responsible for helping community groups to fully plan and budget individual projects for submission to the LAG. The animators or facilitators will help groups to plan and implement project activities, providing support where necessary or if groups encounter difficulties and will monitor progress of the individual projects. The facilitators will be expected to make links between community groups and potential service providers or bodies that could provide additional funds to help develop community projects. They will also be charged with ensuring projects are both environmentally, socially and economically sustainable so that they deliver the wider community benefits expected of the LEADER approach.

The project staff as a whole will also liaise with and work closely with other bodies involved in rural development and governance in the programme area. They will be expected to work with, and inform, for example, parish councils, the district and borough community economic and arts development teams, the Rural Hub and key agriculture and arts bodies and groups in order to integrate project activities within the wider policy context.

- **Staffing and employment structure**

The programme will employ three staff members. Some or all of the roles will be part-time to give the equivalent of two full time posts. The staff roles have been discussed above. Staff will be recruited by the programme leader, Garden Organic, using their existing line management and HR support procedures. As indicated in the overview above the LAG, and especially the LAG Executive, will provide guidance to the project manager who will in turn line manage the project facilitators. The project may also draw on other resources, e.g. existing community or public sector staff who could potentially be seconded to provide additional work for the LAG, as part time animators to develop projects within the programme and this needs to be taken into account when assigning time to roles.

The employees will be recruited by the Garden Organic HR department and Garden Organic will be the employer. Their performance will be appraised under the existing Garden Organic procedures, which will be drawn from the job specifications and descriptions (see below). Salaries will be offered within the Garden Organic salary structure, but in line with existing market rates for this type of work.

Staff will be based at Garden Organic- centrally located within the programme area and with good communication links. They will be encouraged to use public transport or bicycle where possible in their daily work. Garden Organic is also accessible to the public and has facilities available for meetings and training within the programme themes although the programme will seek to make use of services in the target area as much as possible (e.g. village halls, village businesses, local farms etc.)

- **Person specification**

The LAG and programme staff will be expected to have an enthusiasm and a willingness to engage with community groups in the programme area in order to develop small community projects that promote the ultimate aims of the programme, community cohesion and village sustainability. All the programme staff should be familiar with the potential for complementary work within the local strategic context and with other funding possibilities that could add value to the LEADER funded activities and will therefore need to be interested in the wider issues and topics centred around developing community projects in rural localities. They should also be interested in the sustainability of project initiatives and be willing to develop the programme within the funding period with a view to continuing and building on those areas of most success and interest to the rural communities.

The animators should be experienced in, and have an interest in facilitating community activities. They should have experience in mobilising communities and helping them to define and develop activities that meet their aspirations and development goals. Animators should ideally have a grounding in the project themes (arts, horticulture, rural development) but above all be good communicators and familiar with community motivation techniques and with project development and delivery. They will be expected to have practical experience and a track record of developing, delivering and monitoring community projects, preferably in the rural setting. They will be expected to gain an understanding of the rural development framework and to be able to spot opportunities for areas where LEADER funding can complement or add to existing development initiatives. They will need to liaise with current rural development and business partners such as the county and district councils as well business link partners such as the Warwickshire Rural Hub. They will also need to be flexible as to their approach to rural business involvement in the programme and how best to incorporate this aspect of rural sustainability.

The programme manager should be experienced in, and have a passion for facilitating community activities and in helping communities to define their needs and the activities and processes necessary to address and resolve these needs. The programme manager will need a flexible approach to programme management that motivates both the animators and community to bring projects of an acceptable quality forward for funding within the programme. The manager will ideally have a good background experience in rural development programmes and a track record in managing teams that can deliver projects to a high standard (within a developmental framework like the LDS). As with the animators, the manager is expected to have solid practical experience in engaging, communicating and involving communities in practical projects. The manager will need, or be willing to rapidly acquire, a good understanding of the local rural development context and all the actors on the scene. This will involve liaison with the county and district councils at the highest levels and a willingness to engage with potential land based business and community group partners. In addition to the community engagement aspect of the work the manager will be expected to establish good administrative procedures that ensure that the programme is soundly run to deliver outputs required by both the LDS and the funders (AWM (RDPE) and LEADER). The manager will be expected to liaise between the programme lead (Garden Organic) and the accountable body (WCC). The manager will also need to ensure that the LAG Executive is adequately supported to make decisions within the project framework and that the LAG is able to function and contribute to running the programme in an effective way by, for instance, providing an adequate level of financial, budget and project reporting, and setting up an adequate and responsive monitoring system. The manager will also need to line manage the programme workers (animators) within the Garden Organic HR structures and ensure that they receive adequate support and training where necessary.

Community work is expected to be unpredictable and to involve work out of normal office hours and the programme manager and animators are expected to meet communities on their ground and to work to understand their points of view. The programme manager and the animators should be committed to anti-discriminatory working practices, to promoting environmental sustainability in all work situations and be committed to resolving rural development issues.

The detailed specifications and descriptions for the roles are discussed below and presented in annex 1 and 2.

- **Job specifications and descriptions**

The Shadow LAG has provisionally drawn up and approved job specifications and descriptions for the project manager and two animator positions based on the intended project delivery mechanism, the key roles and person specifications (see above). These will be approved by the LAG executive once the funding period is confirmed and are presented in summary below and fully in annex (see annexes 1 and 2). The job descriptions have also been drawn up and will be advertised in the local press once project funding is in place. Currently recruitment is expected to take place in January 2009 in order to have the team in place by the end of February 2009. The job descriptions are provided in annexes 1 and 2. The project staff will be interviewed and appointed against these descriptions. Personnel specifications and job descriptions will not be confirmed until programme approval has been obtained from AWM.

The programme manager's job will be focused on managing the programme team and providing information to the decision making bodies (LAG Executive, LAG) to enable the project to deliver the LDS and the project aims of promoting sustainable and cohesive communities in the two project districts. To do this the manager will need to ensure that the programme procedures are in place and are adhered to, will have to plan annual activities, including budgets, and present these to the LAG for discussion and approval. An important part of the role will be in ensuring that spending procedures are in place and are properly auditable and that a clear audit trail is in place between projects, the programme and the accountable body. They will be responsible for coordinating administrative matters between the programme and the accountable body (WCC) and to represent the programme with the regional funder (AWM). The manager will be responsible for line managing the facilitator team (animators) and ensuring the commissioning of high quality projects within the project themes and strategic objectives as well as being responsible for ensuring that the project outputs are attained through adequate monitoring. The manager will need to be especially mindful and responsible for ensuring that the project maintains a high public profile and is well publicised both within the project area and across the region. Ultimately the manager will be responsible for developing a strategy which ensures continuation of the programme activities in areas where it has been demonstrably successful and to help the LAG ensure this continuation.

The animators will work in close coordination with the manager to contribute to the effective development, implementation, and delivery of the Central Warwickshire Villages LDS. They will be specifically responsible for giving advice to groups working on ideas and projects within the programme themes and helping community groups to fully plan and budget individual projects for submission to the programme LAG. The animators will be required to take a pro-active approach in helping groups to plan and implement project activities, providing support where necessary or if groups encounter difficulties. They will be instrumental in monitoring progress of the individual projects, working closely with the programme manager who will be required to report back to the LAG Executive and LAG. The animators need to be aware of, and make, links between community groups and potential service providers or bodies that could provide additional funds to help develop community

projects. They are also expected to ensure projects are environmentally, socially and economically sustainable so that they deliver the wider community benefits expected of the LEADER approach.

- **Employment costs**

GO employment costs and rates will be used for the programme officers. The programme officers will be paid according to experience and prevailing market rates on this salary scale. It is estimated that the two FTE staff will cost circa £ 55-67,000 per annum.

- **Physical establishment and equipping of the LAG office**

The programme and LAG office will be based at Garden Organic, near the village of Wolston, in a rural location and central to the project area. The costs of phone and utilities will be borne in overheads. Administrative support will be provided by Garden Organic. Computing equipment and server facilities will be provided through current Garden Organic facilities. It is expected that a communication network will be built up for the programme area and an appropriate provider will host this. Currently overheads are budgeted at 20% for support to the programme team by Garden Organic.

- **Strategic/operational complementarity and cooperation**

All project staff and the LAG will be encouraged to think about the strategic context and the LEADER programme and as to how it fits in with (for instance) parish plans, community group activities and activities of the community development, arts development and economic development teams in the target programme area. The programme will seek to actively cooperate with any groups or activities in the target area and encourage them to think how LEADER can provide additional resources for community cohesion and community sustainability. The WCC as the accountable body will also provide a level of backstopping and support to the LAG that will facilitate programme activities. At this stage no sharing of back office functions is foreseen with other LAGs such as North Warwickshire LEADER Partnership as we are not convinced savings will result.

### **1.3 Finance and Administration**

The programme will be managed by the programme manager within the overall scheme outlined in the programme overview (see diagram above). The LAG will provide oversight of the programme and the programme manager working with the animators will deliver the programme projects together with community groups. Garden Organic will provide administrative and basic IT support and will provide personnel support to the programme team.

- **Structure and responsibilities**

Garden Organic (GO) lead on the project with Warwickshire County Council (WCC) acting as Accountable Body. WCC has carried out this role for many projects over recent years and has the skills and knowledge necessary to ensure programme compliance and delivery in line with European and Defra regulations. To enable this we have adopted the principles of PRINCE2 for effective project management and it is these that back up the précis included below.

The responsibility for the finance and administration of the programme lies with the Project Manager. WCC through their Programme Coordinator Assurance Officer will give

advice and guidance and work together with the Programme Manager to ensure that Programme Compliance is maintained and that resources are spent on eligible expenditure to achieve the objectives of the project. WCC guarantees the financial accountability of the programme to the Agency and a separate agreement with Garden Organic details their responsibilities.

WCC in common with European regulations has many directives and policies that are common to all projects. These will form part of the initial Project file and will include the Procurement Policy, Health and Safety Policy and other policies surrounding individual rights (Equality, Freedom of Information etc). These are also to be found elsewhere within this submission.

The lines of communication consist of three main strands. Firstly, on a day-to-day basis the Programme Manager will need to communicate with the administration staff at Garden Organic over matters of programme organisation. Secondly, he will liaise with the Project Animators on a regular basis to be given an update on how projects are progressing. Thirdly, there will need to be regular meetings with the Accountable Body. Each will have their responsibilities as detailed on the table below. AWM will be required on an occasional basis for advice and will also be invited to be part of the LAG executive decision making body, on which they will also be able to provide advice.

<b>Finance Structure</b>			
<b>Organisation</b>	<b>Role</b>	<b>Responsibilities</b>	<b>Officers</b>
Warwickshire County Council	Accountable Body	Establish and maintain processes and procedures. Check for ineligibility or other non-compliance. Check individual project compliance Build good relations with funding partners. Check for financial irregularities. Assist in reporting on budgetary performance. Financial accountability of the programme. Help prepare and sign off quarterly claims to AWM	Mark Morris – Project Assurance Andy Smith – Project Liaison/ Development
Garden Organic	Project Lead	Establish suitable system management processes. Maintain and retain financial records as required by the Accountable Body.. Keep inventories including	Gareth Davies – Programme Manager  Project Animators – partners may supply

		assets register. Build good relations with funding partners Check and authorise claims from applicants and authorise payments. Check for financial irregularities. Secretarial function to the LAG Executive, LAG and sub-groups Report on budgetary performance to LAG. Submit change controls to AWM as necessary. Prepare quarterly claims to AWM.	
Advantage West Midlands	LEADER funding body	Advise on any financial issues arising. Attend project approval meetings of LAG executive. Process grant claim forms from the programme	Darren Cope – Project and Contract Manager

- **Procedures**

Procedures will be put in place to ensure that all expenditure and income is accounted for separately in GO's books and that any balances are kept within their restricted funds. Payment and output evidence will be kept together for ease of monitoring and audit at a later date and a copy of the European document retention policy kept on file. Individual project files will be kept for each grant submission so as to keep an audit trail through original application, advice, approval, completion and outcomes.

Payments made including grants will be paid for by Garden Organic. WCC will advance any funds as and when required – this will mainly be for the quarterly grant awards and for monthly advances on salaries. A legal agreement is being drawn up between the two parties currently to cover each of their responsibilities additional to that covered in the contract with AWM. An asset register will be set up for any capital expenditure over £2,500 as determined by European rules.

There will be a staged process for a project to pass even before it reaches the decision making body. The initial contact will be through the Programme Manager, Animator or individual members of the LAG. An application form will be completed by the applicant with the assistance of the Animator or Programme Manager. This will then be passed on to the Programme Coordinator (Assurance) and the Technical Assistance Group for Technical Appraisal thus providing a separation in duties. The Technical Assistance Group will then pass all projects to the Executive for consideration.

On a quarterly basis GO will be required to submit claim forms to AWM. As the Accountable Body all funds will come directly through to WCC and then be redistributed. The claims

should only be in line with approvals made at the Executive. The Programme Coordinator (Assurance) will be required to verify these claims, check compliance and then have them signed by WCC's Financial Director. At least once a year a full monitor of the project will be completed for a whole quarter to ensure that proper records are being kept, payments authorised correctly against the programme specifications, outputs evidenced and funding drawn down in a timely manner.

Records will be kept justifying the calculations for overhead allocations to the projects with the management and administration function kept separate in the accounts from the remaining allocation so as to ensure the project complies with a maximum of 20% of its total funding being spent in this area.

- **Reporting**

On a quarterly basis reports will be taken to the LAG Executive detailing performance to date and in that quarter for the project against targets. This will measure both output and budgetary performance with any variations against the programme and recommendations for a corrective course of action. A risk and issue log should accompany this budgetary report. On a periodic basis (bi-annually) it will also forecast future expenditure.

- **Audit Provisions**

The Audit Commission has carried out the financial audit of WCC's Accountable Body projects for a number of years and will continue to do so. Any agency audits by the Agencies will be facilitated by WCC in cooperation with Garden Organic.

- **State Aid**

The Project Coordinator (Assurance) has experience and training with State Aid through seminars and the European Training Programme. This was supplemented recently by a Network session hosted by AWM that specifically looked at the LEADER programme and State Aid issues that may arise through it. This knowledge and experience will be used to ensure that compliance is maintained throughout the programme.

## **2 PROJECT APPLICATION AND APPROVAL PROCEDURES**

All projects will be expected to meet project criteria and follow the established appraisal process as outlined below. The Central Warwickshire Villages LEADER programme envisages developing three distinct types of project applications. One will be individual innovative stand-alone projects in specific villages or parishes, a second will be small projects requested by a number of communities across the target area and, a third, will be larger projects that are expected to impact and bring communities together across the wider programme area. The approach to these is discussed under project criteria below.

Some projects have been identified during the project establishment phase that analysed the need for the programme and these are expected to be developed further in the first funded year of the programme (see LDS and first year plan in annex 4).

## **2.1 Project Development**

- **Receiving Applications**

The developing and commissioning of projects will be on an on-going basis with a rolling application process after an initial programme roll out. The animators, supported by the programme manager, will actively work to promote the programme in the target area within the project themes. The programme roll out will seek to publicise the aims of the local LEADER programme and the criteria which projects must meet in order to be eligible for funding. This launch will indicate that community and other groups can begin to develop projects although a number of projects have already been identified in the project establishment phase and these will be contacted to further develop their ideas.

Community groups will be encouraged to use the programme website to develop their ideas and ultimately application forms will be available as an online collaborative tool on the site. Forms will also be available for download and as hard copy so that they can be completed and returned electronically, or by post to the programme manager. We will use the common application form developed for all LAGS across the West Midlands regional LEADER programme (to be approved in an upcoming forum meeting).

Groups will be able to seek the advice and help of animators in completing and returning their project applications. The intention is to provide active and helpful advice through the application process so that high quality projects are ultimately delivered to the LAG. Animators will be fully trained and knowledgeable about the wider aims and objectives of the LEADER and Central Warwickshire Villages LEADER programmes and will be mindful of these in helping communities to develop their applications. Animators and the programme manager will research, and be aware of, alternate sources of funding for rural development projects and will help projects to access these where additionality can be found thereby fulfilling one of the aims of the programme to stimulate rural demand for services and lever in additional resources to LEADER areas.

## **2.2 Project Appraisal**

Appraisal criteria will be available to all applicants on the programme website and programme staff will draw appraisal criteria to the attention of all applicants in the development phase of projects (see above). Applications will be assessed against suitability as regards the suggested project themes and in conformity with the programme aims as defined in the LDS and wider LEADER strategic criteria. However this is not intended to be onerous for applicants and appraisal will also depend on the active involvement of the animators who will be expected to make contact with and make an appraisal report on all groups applying for projects. The programme officers will be seeking to create an atmosphere of innovation in the development of all projects and this will be one of the appraisal criteria applied to all projects.

Criteria will be set and approved by the full LAG who will delegate project appraisal to a quality appraisal team, which will, in turn, be strongly guided by the accountable body, who will ensure that the project meets the guidelines set out for LEADER projects and the regional rural development programme. The LAG will also establish a set of local criteria against which projects need to be judged as arising from the LDS. The suggested criteria and the criteria framework are presented below.

- **Responsibility and procedure**

The programme officers will be responsible for publicising the programme and application criteria for projects within the programme. The Programme Manager and Animators will be responsible for helping communities to develop their projects and ensuring that they can meet the criteria. Community groups will be expected to complete their application forms and submit them to the Programme Manager who will check that they have been completed satisfactorily before referring them to a LAG sub-group responsible for project assurance.

- **Technical, Quality and Local Criteria**

The programme team will make applicants aware of the criteria against which their project application will be judged. The projects will be checked for both technical and quality criteria which include:

Technical Criteria:

- consistency of proposed project with eligible scope of the Central Warwickshire Villages LEADER programme as defined in the programme documentation. This will be summarised in an easily digestible form for groups once overall programme approval has been obtained from AWM.
- permissions, consents and letters of support for the project
- capacity to administer and deliver the project
- need for project
- state aid compliance

Quality Criteria:

- inclusion of LEADER and local target groups
- contribution to RDPE, LEADER and local policies and plans (e.g. district policy and parish plans)
- anticipated impact of the project and contribution to achievement of LDS goals
- integration with other complementary activities
- evidence of need and demand
- degree of innovation
- thought given to longer term sustainability of the project
- attention given to equality of opportunity
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Local criteria:

We expect projects commissioned in the Central Warwickshire Villages LEADER to broadly fall into three categories:

- 1) project applications from individual communities which meet project criteria and which generally stand alone as innovative projects in specific village or parish communities. These projects would generally be expected to be funded in the range of £500-£12,000 and address specific issues in these communities. We would expect them to bring the community together to address some specific issue but also to address the wider context of stimulating demand for services and economic activity in villages and their surrounds. We would normally expect the funding period to be quite short (around 3-15 months).
- 2) common project themes will emerge across the whole target area and bids under these will be funded from a 'small grants thematic funds' which will group them together and fund them from an annually agreed, specific and limited funding allocation. Individual village projects would be expected to fall in the range £500-£3000. The programme manager, in coordination with the appraisal sub-group under delegated authority from the LAG, would administer the fund. Once again the funding period would generally be expected to be quite short (3-12

months). For each small grants thematic fund the criteria for drawing on monies would be clearly defined so that the fund could be signed off by the LAG Executive on a yearly basis. The LAG will be expected to discuss and advise on the priorities for such strategic funds and how many there ought to be. For instance regular requests for small amounts to support village fairs or events are expected, and these are important to the project themes, but are probably best administered as small one off grants in this way. To increase administrative efficiency there might be one or two calls per year under such thematic funds rather than a rolling open door approach.

- 3) larger strategic projects that could be expected to benefit all the communities across the target area and generally promote the project aims and objectives in all communities. They would need to demonstrate that they are likely to bring about wider community cohesion and rural sustainability in the programme target area. For instance, the programme has already developed a website as an innovative tool to facilitate communication across the rural communities in the target area and a number of innovative online tools to enable community cohesion in the target area have been proposed that could be added to the website and promoted. Such strategic projects could be expected to be funded at a higher level and over a number of years and are expected to persist beyond the lifetime of the LEADER funding period. Such programme projects would be expected to be in the region of £15,000 to £40,000 and subject to procurement rules as defined under the LEADER programme and by the accountable body (WCC). Sums in excess of £50,000 would be subject to extra scrutiny by the LAG Executive and obligatory debate on the open (full) LAG to guarantee openness and accountability and would need to demonstrate a high likelihood of contributing to the programme aims and objectives.

We expect to commission a good number of projects in the first two categories per year and a small number of projects in the third category over the lifetime of the funding period. We will expect the programme to commission projects during the five year projected funding lifetime. The programme team will be encouraged and expected to make plans for extending the programme beyond the LEADER funding period and to this end we would expect the LEADER contribution to the project funding to be less in the fourth and fifth years of the programme as different funding and revenue streams are identified and accessed by the LAG, programme officers and programme partners.

## **2.3 Project Approval**

- **Responsibility**

The LAG Executive will be the group ultimately responsible for approving projects under scrutiny of the full LAG. However, it will delegate the appraisal and recommendation process to an appraisal sub-group that will then report back to the LAG Executive with their final recommendations and they in turn will report their decisions to the full LAG on a quarterly basis. The appraisal sub-group will reflect membership principles of the LAG as a whole (minimum 51% non-public membership) and have clear terms of reference which will be developed by the LAG as this body is established and the programme launched. Membership of the group will be expected to change with time and will in any case be rotated on an annual basis by election from the full LAG body although the accountable body (WCC) and lead partner (GO) will always be represented on the appraisal sub-group.

- **Project Approval procedure and standards**

Once received by the programme manager a project application will receive an individual number and the manager will ensure that the documentation is complete. The project application will be passed to the appraisal team that will use the established technical,

quality and local criteria to appraise the project for eligibility and suitability under the programme. Standard appraisal checklist forms will be designed to ensure technical compliance of projects. Quality compliance will seek to score each project for the established criteria (on a scale 1-5) and specific attention given to innovation and projects that meet the wider LEADER and LDS goals. A consensus score will be averaged from separate scores of each member of the appraisal group.

- **Use of subgroups and delegated authority**

The appraisal sub-group will be the body responsible for appraising the technical compliance and quality of submitted applications for projects to the programme. Projects will first be assessed for technical compliance with EU, LEADER and RDPE eligibility criteria and state aid by the accountable body (WCC) and then be passed to the wider sub-group that will then appraise them according to technical, quality and local criteria (see above). The appraisal sub-group will either recommend approval or rejection of projects (with their reasons) to the LAG Executive who will make the final decision. The full LAG will be given oversight of the decisions on projects and will be entitled to question decisions or arbitrate where problems or complaints have arisen.

- **Levels of approval**

There will be various levels of decision making in commissioning and approving projects which will ensure a separation of responsibilities and a fair and transparent commissioning and decision-making process (see also separation of interests and conflict of interests below). The levels of approval are summarised below (and illustrated in the flowchart).

The Programme Manager (and facilitators/animators) will ensure that the project application process is open, transparent and available to all potential applicants. Project application forms will be available in printed form (on application to the project team) and on the internet. Animators will assist applicants where requested to do so. The programme manager will ensure that all documentation is complete before passing the documentation to the appraisal sub-group who will technically appraise the project.

The Appraisal Sub-Group will technically appraise the project. The appraisal process will be in two steps. The first step will be to check the project for eligibility and compliance under EU, LEADER and RDPE rules, including state aid. This process will be undertaken by a representative of the accountable body (WCC). The project application will then be passed to the full appraisal sub-group which will then check the project application for technical, quality and local criteria (see above). The sub-group will come to a recommendation for the LAG Executive, which may be to approve the project, approve it subject to conditions being met or reject the project. In all cases reasons must be given in a brief outline report on the application.

The LAG Executive will consider the appraisal group report and recommendation and make the final decision to fund the project or not. Once again they must append their reasoning to the application report so that full feedback can be given to the LAG and also to community groups if requested. A representative of the LEADER funding agency, that is AWM, will be present at meetings at which projects are presented for approval (and they will be notified well in advance with a calendar schedule) in order to minimise any delay that might arise in granting funding approval for individual projects.

The LAG will receive overview of all project decisions and have access to project applications on request in order to monitor and review the application processes. The programme officers and the LAG executive will be expected to report back to the full LAG on the status of project applications and commissioning at each full LAG meeting.

- **Separation of responsibilities and Conflict of interests**

Project and LAG members will be diligent and mindful in defining responsibilities and conflicts of interest. The responsibilities for the community applicants, programme team and LAG members have been outlined above and will be made clear to all participants in the programme.

It is expected that conflicts of interest will arise within the programme as it develops. We would expect members of the LAG to be part of the community in the target area and for them to be promoting LEADER projects within their parishes and villages. To this end it is important that most members of the LAG and programme staff declare their interests in community groups and an open register will be provided for this purpose. From time to time conflicts of interest will still arise as staff and members become involved in project activities and the programme will keep itself informed of what these are. Within the project approval process no members of the LAG or delegated sub-groups will be able to vote on projects in which they have a direct interest or from which they can expect to directly gain in some way.

- **Time line chart of Project Application and Monitoring Process**

<b>Project approval procedures time line- Central Warwickshire Villages LEADER Programme</b>				
<b>Applicant</b>	<b>LEADER Staff Team</b>	<b>Appraisal Sub-group</b>	<b>LAG Executive</b>	<b>LAG</b>
	Promote LEADER programme		Approve selection criteria for projects	
	Put project application procedures in place			Agree selection criteria for projects
	Set up framework for project approval process with LAG Executive and appraisal group			Elect appraisal sub group (to include accountable body representative)
Make enquiry/ engage with programme	Facilitate and support development of ideas and application process			
Make application	Checks application material for completeness	Checks application for eligibility		
		Technical and quality appraisal and recommendation report on each project	Appraise project report and decide on support, conditional support or rejection	Receives approval and rejection reports
	Issues contract to successful projects			
Implement projects maintaining contact with LEADER team	Support and monitor ongoing projects. Recommend remedial action where necessary.		Receive monitoring reports on projects, review progress and spend	Receive monitoring reports on programme themes and review progress and spend

Complete projects	Report outcomes of projects		Receive outcome reports	Monitor outcomes on an ongoing basis
	Generate publicity around projects and programme		Generate publicity for the programmes	Generate publicity for the programme

## 2.4 Contracting

Once the LAG Executive (with the AWM representative) has approved the project the Programme Manager will draw up a standard contract letter setting out the terms and conditions of providing the funding and the processes (e.g. procurement, publicity etc.) that will be required. This will be based on the application form submitted originally that will be modelled on the AWM template. It will state the provisions that will need to be adhered to including any outcomes or outputs and contributions expected from the beneficiary, whether cash or in kind. It will give an expected start and completion date and the financial arrangements in place such as whether they are funded up front or not.

## 3 MONITORING, REPORTING AND EVALUATION

Individual project performance and outcomes will initially be reported to the LAG and the LAG Executive with an explanation of variations from the agreed targets. The results of a WCC or AWM monitoring will be reported to the LAG Executive ahead of action being taken. It is envisaged that the programme will be split into a number of different funding streams that in turn will be divided into projects (as described in the local criteria above). Each of these projects will be separately recorded for audit purposes by GO and available to be reported on if required. Normally the LAG Executive would receive updates on the performance of the individual projects and the funding stream as a whole with the Programme Manager reporting on individual project successes or not. The LAG will be kept updated on the performance of funding streams and on individual projects where requested and as they start and complete.

### 3.1 Routine Monitoring at Project and Programme Level

Appropriate and robust programme management processes are currently being set up. Once these are in place the monitor will be able to look at every aspect of the project from the time it is first approved until it is completed and reported back to the Executive. Different requirements are needed at each stage that all add up to the overall project file. This should include evidence of grant being offered to groups, payments being made and before and after outcomes including photographs where relevant. An evaluation process should be carried out with recommendations for future actions. At a programme level an additional task will be to reconcile all ledger payments and match funding back to the claim forms submitted.

### 3.2 Accountable Body Monitoring

The Accountable Body would normally carry out their own monitoring of the project at least once a year after the initial set-up process (during which time they would expect to play a greater role). This ongoing monitoring would usually include checking of processes and systems, that a proper audit trail is being kept from start to finish on the project files, systematic recording of documentation, as well as the checking the inclusion of all expenditure and outputs within one quarter of the year. All of this is designed to ensure project compliance and prepare the project for an AWM monitoring.

The monitoring itself will be a full financial monitoring process so that it will also include all match contributions submitted so as to reconcile a particular quarter with the claims that have been made. The monitoring will highlight those projects that are over-performing and those where, for whatever reason, performance is not matching expectations. Various action points will come out of this monitoring that will be included on the Project Monitoring Checklist returned to the project.

The report and information from the monitoring will be used to verify compliance with the contract, improve the project procedures, update the risk analysis, find corrective measures when required, share best practice with other projects and report back to the Executive.

### **3.3 Compliance Monitoring**

AWM will usually perform annual monitoring visits that would be arranged in advance so as to give WCC and GO the opportunity to prepare.

### **3.4 Evaluation**

Constant monitoring will allow the LAG executive and LAG to evaluate programme performance as it progresses. Time will be set-aside in full LAG meetings to produce an objective evaluation on a yearly basis involving all LAG partners. An annual report will be produced by the programme detailing programme progress and containing an element of evaluation, This report will be available to programme participants and offered to the public on request. A 'glossy' summary annual report (no more than 4 written sides A4) will be produced from the full report and widely publicised in the target area so as to inform the wider public of programme progress.

A mid term evaluation will be undertaken as an opportunity for the project to reassess its direction. This will be carried out by employing an independent consultant for a short review in close consultation with the LAG and the programme team at the end of 2010. The evaluation will review:

- Continuing relevance of the LDS
- Promotion of the LDS and take-up of resources
- Financial and physical progress
- Effectiveness of the LAG team, LAG Executive and programme processes
- Effectiveness of the LAG partnership and processes

Some of these points are developed in more detail below and will be used as a basis for terms of reference for the review:

#### *i) Continuing relevance of the LDS*

- Is the LDS relevant to the needs of the communities?
- What effect is it having on the communities?
- Are we doing what we said we would do?
- Are we achieving enough to make a sustainable difference in the rural communities?  
Are we improving community cohesion?
- Can we/should we do more within the broad confines of the project?

#### *ii) Promotion of the LDS and take-up of resources*

- What methods have been used to publicise the programme? Is the web-site a useful resource and how is it being used?

- Since the themes and overarching projects have been put in place has publicity continued to play an important part?
- Where are we getting publicity for the project – local press, radio, television?
- Are we fulfilling our publicity obligations to our funders?
- Have communities “bought-in” to the programme?
- Are there any areas of poor take up of resources – is it the publicity, local capacity or the LDS that is weak?

*iii) Financial and Physical progress*

- What outcomes have been achieved?
- How many projects have been commissioned and where?
- Have all overarching projects been agreed by the LAG and started?
- What are the achievements and what still needs addressing?
- Is financial progress and spend adequate and if not how can this be addressed so as to deliver before the Financial End Date?
- Are we networking with other LEADER programmes nationally and internationally? If not, have we at least identified the issues and prospective partners we wish to cooperate with? What can we do to increase this activity in the second half of the programme period?
- Are all parts of the Programme area being covered or are there any gaps?
- Are the LAG, LAG executive and programme team addressing environmental sustainability issues and planning for continuation of programme activities beyond the funding period where there is demand?

*iv) The effectiveness of the LAG Team and processes*

- Does the Programme Manager communicate effectively with the team, the LAG, LAG executive and other partners?
- Is the programme planned and monitored effectively?
- Is effective delegated authority given to the Programme Manager by the Executive?
- Are regular project updates reported back to the LAG and LAG Executive including any issues and risks? Are these properly managed?
- Does the Programme Manager delegate to other team members and follow this through to the finish of the task?
- Are the Animation staff bringing sufficient ideas to fruition as projects /bids?
- Are lessons being learned from the early projects?
- Have any Project Assurance issues arisen – ineligibility, lack of supporting documentation etc. and if so how can this be addressed?

*v) Effectiveness of the LAG Partnership and processes*

- How effective is the LAG and LAG Executive? Is it too large and unwieldy? Are decisions difficult to arrive at? Is it too small / unrepresentative?
- Are other LAG sub-groups effective and useful to the programme? How do they contribute to sustainability beyond the programme funding period?
- Are there proper linkages between the LAG, the LAG Executive and other sub-groups?
- Does the Committee structure work well or need reviewing?
- Does the LAG as a whole have proper ownership of the project by way of reporting back, including those of risk management, quality and project assurance?
- Are the partners all working for a common goal?
- Does it give direction to the project, ensuring it remains within the specified constraints?

## 4 MATCH FUNDING

- **Approach**

There is an expectation, for the LEADER programme as a whole, that successful proposals will contain a level of public, voluntary and private match funding, either in cash, in kind or both. This programme is no exception despite the difficulty of predicting what this level might be. The Central Warwickshire Villages LEADER will expect to see some level of community contribution to projects in their applications. The approach will be to ask communities to provide a reasonable amount of 'in kind' funding in keeping with any particular project and what it is trying to achieve. The most likely match funding is volunteer time; either in a professional or manual capacity. Projects will also be asked to think about what commitments can be made as regards, for example, equipment hire or loan and consumable materials that might reasonably be expected to be available within communities. Projects will be asked to think about the role of cash contributions from the community where appropriate, for example entry fees, although it is recognised that this should not be an impediment to commissioning projects or to barring entry to LEADER target groups (e.g. young people).

- **Expectation and rationale**

Programme officers will be expected to take steps to identify potential sources of match funding and investigate the possibility of incorporating this into funding applications for projects where possible. The Financial Tables below indicates that we expect the LEADER intervention to be highest in the mid project period when most projects will be commissioned under the programme.

There is a small level of match from the public sector, mainly the WCC assigning officers in their capacity as the accountable body, and the district councils assigning time to LEADER promotion and motivation as part of the role of their community teams. Project applicants will be encouraged to think of ways of demonstrating their community contributions to projects through match funding. We have conservatively estimated a total of £20,000 of in-kind contributions from community based projects per year but will hope to actually see higher levels than this. In kind labour and professional contributions will be costed at agreed rates (e.g. £10 per hour for manual labour and £20 per hour for professional services).

In addition to in-kind project contributions we expect a limited amount of community contributions to the running of the LAG and LAG executive and the various sub-groups associated with these. It is undecided if travel costs will be paid (to be discussed with LAG) but time spent on LAG work would normally be expected to be voluntary and counted in as match for running the LAG. Once again we have conservatively estimated at least £5,000 match in kind funding from community and interest group participation in the LAG.

The programme team and LAG will be encouraged to look for ways of sustaining programme activities beyond the LEADER funding period and in this case the LEADER intervention rate is expected to drop sharply in the last two years as new community enterprises are expected to begin generating their own revenue streams with the aid of the project team. In this case we would expect, *de facto*, a much lower intervention rate in the penultimate year than that shown. This will depend to some extent on the outcome of the mid term review.

- **Commitments**

Project applicants will be asked to estimate likely match funding amounts and animators will help to do this. In some cases where commitments are external to the immediate project

team letters of support will be asked for demonstrating that this commitment is likely to materialise. Match in materials or cash will need to be costed at market rates (in the former case) and letters of intent to supply will be needed.

## 5 PLANNED PROGRAMME OF ACTIVITY

### 5.1 Activity by Measure

- **LAG Development and Implementation**

The LAG and programme implementation team will be initiated, developed and promoted as described in the previous sections. Specific project activities will be launched once funding is secured and the programme team and procedures are in place for so doing (see below).

- **Project Activity**

Detail of the planned project activity has been largely described in the previous sections and is aimed at commissioning high quality projects, which will deliver the intended programme outputs as defined in the LDS. The activities described broadly reflect the processes of setting up and running the LAG, decision making through the LAG Executive, and the operation of the programme team in conjunction with the LAG Executive and LAG. The planned activities are highlighted in summary timeline in the table below although the planned activities will depend on when AWM makes the decision to go ahead with the funding period. The previous text needs to be consulted for details.

When	Planned Activity	Lead responsibility
1 Jul 2008	Start Date for Programme	
31 Jul 2008	Pre contract LDS development money obtained from AWM, (pre) Project Team in Place.	GO/WCC/AWM
31 July 2008	Pre-Programme brochure	GO
31 Aug 2008	Draft Partnership Agreement re Accountable Body in place between GO and AWM	GO / WCC
30 Sep 2008	Community consultation and needs analysis substantially complete. Formal WCC Cabinet approval given for Accountable Body role.	Partners, Project team. WCC
31 Oct 2008	LDS substantially complete	LAG Exec, project team
31 Nov 2008	Business plan substantially complete	LAG Exec, Project team
31 Dec 2008	Consultation finalised with public meeting (held on 9 <sup>th</sup> Dec)	LAG Exec, Project team
	Draft bid submitted for scrutiny	LAG exec, AWM
Jan 2009	Full bid submitted to AWM for approval.	LAG Exec, Project team, AWM
	On going programme development and	GO, WCC

	widening of LAG, development of programme processes and documentation, job specifications, pre publicity.	
Feb 2009	Bid approval process  Full LAG establishment meeting  On going programme development and widening of LAG, development of programme processes and documentation, job specifications, pre publicity.	AWM  Executive LAG  GO, WCC, LAG Exec, LAG
March 2009	Recruit Programme Manager  On going programme development and widening of LAG, development of programme processes and documentation, job specifications, pre publicity.	Executive LAG  GO, WCC, LAG Exec, LAG
April 2009	Develop operational strategy and action plan  Recruit Animators	Programme Manager (PM), Executive LAG  PM, Executive LAG
May 2009	Establish Programme Team and develop project approval standards and processes and put in place  Publicise Programme Launch  Formally establish LAG (1 <sup>st</sup> full meeting), establish sub groups	PM, Programme Team, Executive LAG  PM, Animators, LAG  PM, Executive LAG, LAG
Jun/Jul 2009	Begin commissioning projects and manage application process	PM, Executive LAG, Appraisal sub-group
Ongoing 2009-2012	LAG formally established and meets at least four times per year  LAG executive (meets as necessary)  LAG appraisal group (meets every 2 months)  Project commissioning, monitoring and evaluation  Publicity and ongoing sustainability	Programme structures and sub-groups
Aug 2010	Mid term review	PM, Programme team, LAG Executive, LAG
2012	Final projects commissioned	PM, LAG Executive
2013	LEADER funding period phase out and final reporting	PM, LAG

## 5.2 Annual Operational Plan

A draft annual operational budget has been drawn up for anticipated programme activities (summarised in annex 3). A more detailed spending plan for the first year is appended below based on the best information available and the activities presented above given that the start date is, at this point, provisional. Once the programme business plan and strategy are approved the executive LAG will move quickly to establish the programme team according to the activity timetable above. Staff recruitment will use the job specifications and descriptions already described (subject to approval by executive LAG). Once appointed the programme manager will quickly move to recruit project animators, to establish a full working LAG, and to establish programme procedures for commissioning projects.

### 5.3 Financial Tables

- **Programme period**

The funding tables (1-4) for the programme period are presented below and are based on our current estimated expenditure over the programme period based on the community consultation process and the LDS. The costs are based on a draft operational budget (annex 3) that has been drawn up estimating staffing costs as compared to expected commissioning of projects within the programme and reflect the anticipated measure spending as defined in the LDS. A currently unknown element until after the mid term review is the likely uptake of other funding to sustain project activities beyond the funding period and which will be part of a revised business plan at this time.

- **Annual plan**

The annual spending plan is appended below (annex 3). In the first year spending is likely to be reduced in the first quarter as compared to subsequent quarters as a slight delay is expected due to the programme approval and establishment process. Once approved the programme will move rapidly to establish the LAG structures and the programme delivery team who will in turn ensure project commissioning begins as soon as possible after programme approval for funding. A list of projects already under discussion with community groups is attached in annex 4. We will begin commissioning these once the programme funding is in place as per the project activity table (see above).

Funding source	2008	2009	2010	2011	2012	2013	Programme total
LEADER		£235,000.0	£360,000.0	£410,000.0	£385,000.0	£110,000.0	£1,500,000.0
Public sector match		£10,000.0	£10,000.0	£10,000.0	£10,000.0	£10,000.0	£50,000.0
Private/community match		£25,000.0	£25,000.0	£25,000.0	£25,000.0	£25,000.0	£125,000.0
Total		£270,000.0	£395,000.0	£445,000.0	£420,000.0	£145,000.0	£1,675,000.0
LEADER intervention rate (%)		87	91	92	92	76	90

RDPE Measures	2008	2009	2010	2011	2012	2013	Programme total
321		£58,750	£90,000	£102,500	£96,250	£27,500	£375,000
322		£29,375	£45,000	£51,250	£48,125	£13,750	£187,500
323		£58,750	£90,000	£102,500	£96,250	£27,500	£375,000
331		£29,375	£45,000	£51,250	£48,125	£13,750	£187,500
41		£ -	£ -	£ -	£ -	£ -	£ -
421		£11,750	£18,000	£20,500	£19,250	£5,500	£75,000
431		£47,000	£72,000	£82,000	£77,000	£22,000	£300,000
Total		£235,000	£360,000	£410,000	£385,000	£110,000	£1,500,000

RDPE Measures	2008	2009	2010	2011	2012	2013	Programme total
321		£67,500	£98,750	£111,250	£105,000	£36,250	£418,750
322		£33,750	£49,375	£55,625	£52,500	£18,125	£209,375
323		£67,500	£98,750	£111,250	£105,000	£36,250	£418,750
331		£33,750	£49,375	£55,625	£52,500	£18,125	£209,375
41		£ -	£ -	£ -	£ -	£ -	£ -
421		£13,500	£19,750	£22,250	£21,000	£7,250	£83,750
431		£54,000	£79,000	£89,000	£84,000	£29,000	£335,000
Total		£270,000	£395,000	£445,000	£420,000	£145,000	£1,675,000

Funding source	2008	2009	2010	2011	2012	2013	Programme total
LEADER		£60,000	£60,000	£60,000	£60,000	£60,000	300000
Public sector match		£10,000	£10,000	£10,000	£10,000	£10,000	50000
Private/community match		£5,000	£5,000	£5,000	£5,000	£5,000	25000
Total		£75,000	£75,000	£75,000	£75,000	£75,000	375000
LEADER intervention rate		80	80	80	80	80	80

RDPE Measures	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total for Year
321	£10,125	£16,875	£20,250	£20,250	£67,500
322	£5,063	£8,438	£10,125	£10,125	£33,750
323	£10,125	£16,875	£20,250	£20,250	£67,500
331	£5,063	£8,438	£10,125	£10,125	£33,750
41	£-	£-	£-	£-	£-
421	£0	£0	£6,750	£6,750	£13,500
431	£8,100	£13,500	£16,200	£16,200	£54,000
Total	£38,475	£64,125	£83,700	£83,700	£270,000
LAG staff admin & running costs	£8,100	£13,500	£22,950	£22,950	£67,500

Compiled by:

Gareth Davies (Garden Organic) on behalf of the LAG executive,  
14 January 2009.

## **Annex 1: Job description and personal specification, programme manager**

### **JOB DESCRIPTION**

**POST:** Programme Manager, Central Warwickshire Villages LEADER

**LOCATION:** COH Building, Ryton on Dunsmore, Warwickshire, CV8 3LG

**RESPONSIBLE TO:** LAG executive

**HOURS:** xx hours per week

**Salary:** £28,840 FTE or pro rata for part time personnel /seconded

**Overall purpose:** To deliver the LDS under the Central Warwickshire Villages LEADER programme.

### **Core Tasks**

1. to contribute to the effective development, implementation, and delivery of the Central Warwickshire Villages LDS.
2. to provide principal point of contact for the Central Warwickshire Villages LEADER programme.
3. to ensure that the programme procedures are in place and are adhered to
4. to ensure adequate administration of programme procedures.
5. to plan annual activities, including budgets, and to present these to the LAG for discussion and approval
6. to be responsible for ensuring that spending procedures are in place and are properly auditable and that a clear audit trail is in place between projects, the programme and the accountable body.
7. to be responsible for line managing the facilitator team (animators) and ensuring the commissioning of high quality projects within the project themes and strategic objectives.
8. to be responsible for ensuring that the project outputs are attained and will be expected to ensure that projects are delivered through adequate monitoring.
9. to be responsible for ensuring that the project maintains a high public profile and is well publicised both within the project area and across the region.
10. to be responsible for coordinating administrative matters between the programme and the accountable body (WCC) and to represent the programme with the regional funder (AWM).
11. to take part in Cooperation and Networking nationally, locally and
12. to develop a strategy which potentially ensures continuation of the programme activities in areas where it has been demonstrably successful and to help the LAG ensure this continuation.

It is the nature of work that tasks and responsibilities will, in many circumstances, be unpredictable and varied due to the necessity to work with, and respond to, community groups. All staff are, therefore, expected to work in a flexible way when the occasion arises where tasks are not specifically covered in the Job Description have to be undertaken.

05 December 2008

## Garden Organic – Person Specification for Programme Manager

	Essential (E) Desirable (D)	Short list Criteria	Evidenced
<p><b>Qualifications/Training</b></p> <ul style="list-style-type: none"> <li>degree level or equivalent</li> </ul> <p><b>Experience</b></p> <ul style="list-style-type: none"> <li>experience of managing externally funded community development, rural or research projects</li> <li>practical work experience with community or interest groups</li> <li>experience of line managing project team personnel</li> <li>experience of assessing, monitoring and reporting on community projects</li> <li>experience of rural business environment</li> <li>understanding of issues facing rural communities</li> </ul> <p><b>Skills / Attributes</b></p> <ul style="list-style-type: none"> <li>facilitation skills (running workshops etc.)</li> <li>motivation and communication techniques for involving communities in (rural) development projects</li> <li>administration and management of projects and personnel</li> <li>basic budgeting skills and an understanding of audit trails and external (ideally EU) funding requirements</li> <li>understanding of funding context for rural development programmes</li> <li>experience of UK and European or international networking /cooperation</li> <li>a team player but with ability to work on own initiative</li> <li>ability to organise workload, to plan and implement programmes of work effectively</li> </ul>	<p>E</p> <p>E</p> <p>D</p> <p>D</p> <p>E</p> <p>D</p> <p>D</p> <p>E</p> <p>D</p> <p>D</p> <p>E</p> <p>E</p> <p>D</p> <p>D</p> <p>E</p> <p>E</p>		
<p><b>Miscellaneous</b></p> <ul style="list-style-type: none"> <li>able to work occasional evenings and</li> </ul>	<p>E</p>		

	<b>Essential (E) Desirable (D)</b>	<b>Short list Criteria</b>	<b>Evidenced</b>
weekends to attend meetings in the community <ul style="list-style-type: none"> <li>• able to communicate effectively verbally and in writing</li> <li>• polite and friendly manner</li> <li>• commitment to anti-discriminatory work practice</li> <li>• knowledge of sustainability issues</li> <li>• familiarity with project area</li> <li>• competence in key ICT packages e.g. Word, Excel.</li> <li>• Full driving license</li> </ul>	 E  E E  D D E  D		

Manager's Signature \_\_\_\_\_ Date \_\_\_\_\_

Human Resources \_\_\_\_\_

## **Annex 2: Job description and personal specification, animator**

### **JOB DESCRIPTION**

**POST:** Animator, Central Warwickshire Villages LEADER Programme

**LOCATION:** COH Building, Ryton on Dunsmore, Warwickshire

**RESPONSIBLE TO:** LEADER Programme Manager

**HOURS:** xx hours per week

**Salary:** £23,000 FTE or pro rata for part time personnel /seconded

**Overall purpose:** To develop and deliver community projects under the Central Warwickshire Villages LEADER programme

### **Core Tasks**

1. to contribute to the effective development, implementation, and delivery of the Central Warwickshire Villages LDS.
2. to be responsible for giving advice to groups working on ideas and projects within the programme themes.
3. to be responsible for helping community groups to fully plan and budget individual projects for submission to the programme LAG.
4. to help groups to plan and implement project activities, providing support where necessary or if groups encounter difficulties
5. to monitor progress of the individual projects
6. to maintain programme files, records and project files to an adequate standard
7. to make links between community groups and potential service providers or bodies that could provide additional funds to help develop community projects.
8. to ensure projects are both environmentally, socially and economically sustainable so that they deliver the wider community benefits expected of the LEADER approach.

It is the nature of work that tasks and responsibilities will, in many circumstances, be unpredictable and varied due to the necessity to work with, and respond to, community groups. All staff are, therefore, expected to work in a flexible way when the occasion arises where tasks are not specifically covered in the Job Description have to be undertaken.

05 December 2008

## Garden Organic – Person Specification for Animator

	Essential (E) Desirable (D)	Short list Criteria	Evidenced
<p><b>Education/Qualifications</b></p> <ul style="list-style-type: none"> <li>Degree level or equivalent</li> </ul> <p><b>Experience</b></p> <ul style="list-style-type: none"> <li>experience of practical work with community projects</li> <li>practical project experience</li> <li>experience of rural business environment</li> <li>understanding of issues facing rural communities</li> </ul> <p><b>Skills /Attributes</b></p> <ul style="list-style-type: none"> <li>community motivation techniques and communication skills</li> <li>facilitation and workshop skills</li> <li>small project development / management</li> <li>budgeting skills</li> <li>assessing, monitoring and reporting on small community projects</li> <li>understanding of context for (rural) development funding</li> <li>a team player but with ability to work on own initiative where required</li> <li>ability to prioritise workload within limited working hours</li> </ul>	<p>D</p> <p>E</p> <p>E</p> <p>D</p> <p>D</p> <p>E</p> <p>D</p> <p>D</p> <p>D</p> <p>D</p> <p>D</p> <p>D</p>		
<p><b>Miscellaneous</b></p> <ul style="list-style-type: none"> <li>able to work occasional evenings and weekends to attend meetings in the community</li> <li>able to communicate effectively verbally and in writing</li> <li>polite and friendly manner</li> <li>commitment to anti-discriminatory work practice</li> <li>knowledge of sustainability issues</li> <li>familiarity with project area</li> <li>experience of international cooperation</li> <li>competence in key ICT packages e.g. Word, Excel.</li> <li>full driving license</li> </ul>	<p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>D</p> <p>D</p> <p>D</p> <p>E</p> <p>E</p>		

Manager's Signature \_\_\_\_\_ Date \_\_\_\_\_  
 Human Resources \_\_\_\_\_

**Annex 3: Projected annual operations budget (for full project years, first year (2009) reduced depending on approval process and final year (2013) curtailed depending on lead out activities and further funding)**

Activity	LAG support	Project Development/ Delivery	Total	Target
<b>Notes</b>				
<b>Percentage staff time on activities</b>				
Project Manager	20	20	<b>40</b>	<b>40</b>
Animateur	10	60	<b>70</b>	<b>70</b>
Animateur	10	60	<b>70</b>	<b>70</b>
Admin support	10	10	<b>20</b>	<b>20</b>
<b>Percent Total Salary</b>	<b>25</b>	<b>75</b>	<b>200</b>	<b>200</b>
				<i>% time 100paid for</i>
<b>COSTS</b>				
<i>Overall personnel cost (sal+NI+pension by activity)</i>				
Project Manager	£8,104.04	£8,104.04	<b>£16,208</b>	
Animateur	£3,231.50	£19,389.00	<b>£22,621</b>	
Animateur	£3,231.50	£19,389.00	<b>£22,621</b>	
Admin support	£2,248.00	£2,248.00	<b>£4,496</b>	
<b>Total Salary Cost</b>	£16,815.04	£49,130.04	<b>£65,945</b>	
<b>Other costs</b>	£0.00	£0.00	<b>£0</b>	<i>Built into projects</i>
<b>Total projects funded</b>		£255,000.00	<b>£255,000</b>	
<b>Total cost to LEADER</b>	£16,815.04	£304,130.04	<b>£320,945</b>	<b>Total LEADER Expenditure</b>
<b>Total Programme Cost</b>	£31,815.04	£324,130.04	<b>£355,945</b>	
<b>Other costs</b>				
material				<i>18.5% staff running admin costs</i>
it				
travel				<i>Built into projects</i>
training				
<b>projects funded</b>				
500-12000	25		£125,000.00	
500-3000	20		£40,000.00	
15000+	3		£90,000.00	
<b>In kind contributions</b>				
WCC/Districts	£10,000.00			
Projects	£5,000.00	£20,000.00		

**Annex 4: Community projects under development for first year of programme.**

<b>Theme</b>	<b>Project Ideas</b>	<b>Location</b>
<b>Arts</b>	Ceramic project to make tiles and place on wall in village hall	Pailton
	Village Player group	Church Lawford
	Arts group	Marion
	Village Pantomime /Musical Production	Ryton
	Graffiti Wall in subway/ walls	Ryton, Budbrooke
	Sound machine	Pilgrim Puppets
	Support volunteers and networking for drama, young promoters	Live and Local
	Series of workshops to create new 'ceilidh' dances	Boka Halat/ Live and Local
	Waste sculptures	Red Hat
	Creating Real Art From The Community	Craft.com
	Community Theatre performance	Sez-U
<b>Horticulture</b>	Allotment group and new allotments, regeneration allotments	Pailton, Barford, Long Itchington, Baginton
	Flower Garden in Church yard	Church Lawford
	Allotments and orchards	Baginton
	Communal Orchards	Ryton, Wolston, Baginton, Rural Hub
	Pig club	Marion
	Schools growing clubs	Leek Wotton
	Swap clubs for produce	Bridingbury
	Garden clubs	Clifton
	Community fruit and veg production/ community market garden	Ryton
	Teaching bee keeping to children	Bee Keepers Assoc.

	Composting and art	GO
	Re-model and enhance the Village Green in a low maintenance manner	Baddesley Clinton
<b>Linking rural businesses or themes</b>	Paths and footpaths	Barford, Long Itchington
	Rural Paparazzi (youth project)	Youth Clubs?
	Linking Farms and Children/ Schools	Rural Hub, Kenilworth, Schools clusters coordinators
	Linking allotments and farms	Rural Hub, Baginton
	Inter village craft and flower show	Hampton Magna, Bishops Tachbook
	Training for farmers to improve communication skills for school visits and public	Rural Hub
	School visits for farms	Rugby Farmers Mart
	Hidden Britain (rural tourism)	Rural Hub
<b>Other</b>	Refurbish community centre (themed towards arts)	Budbrooke
	Holidays at Home	
	Inspired by Nature (for NEEP)	Newnham
	EnvELOP merging online technologies and the arts	
	Enhancing safe parking for visitors	Hay Wood.
	Central Warwickshire Intranet	Rural Hub