

Business Plan

Brussels Office and European Strategy Team – Yorkshire Forward



The Region's
Development Agency

Updated November 2009

This business plan is reviewed quarterly. Comments or contributions are welcome at any time. Please email your thoughts to: Sophie.Robinson@yorkshire-forward.com
Many thanks for your input.

BACKGROUND

The EU is the world's largest trading block. It is the main destination for exports from Yorkshire and the Humber. Eight of the UK's top trading partners are EU Member States. EU policy and legislation has a direct impact on the region, influencing the development of our environment and our businesses. As a modern region, we need to seize the opportunities that EU membership offers us - to grow our trade, maintain our competitiveness and influence our future.

Maintaining and improving the region's global competitiveness and the fight against climate change, including secure, sustainable and competitive energy, are often quoted among the most demanding challenges. These challenges are followed by, adapting to demographic trends, managing migration, reducing inequalities and disparities and the need for business support simplification to help private sector competitiveness.

Policy and legislative changes are taken on a regular basis at EU level that affect the region – local government, businesses, the third sector, individuals and other organisations within the region.

Set against these challenges it is essential that the region engages effectively with the European agenda in order to promote its interests, create opportunities and influence EU decision makers.

This business plan describes how the Yorkshire Forward European Strategy team will work with regional partners and stakeholders to address these challenges.

The European Strategy Team, headed by Malcolm Taylor, is based in Leeds. The Brussels Office is a regional representation office managed by Yorkshire Forward on behalf of the region.

The Business Plan clearly fits with and adds value to:

- Regional Economic Strategy and emerging priorities that will shape future regional policy;
- Local Government Yorkshire and Humber priorities as stated in the Regional Improvement and Efficiency Plan;
- LGA EU priorities;
- UK Government's strategy relating to Europe;
- Lisbon and Gothenburg Agenda; and,
- European Commission's work programme for 2009 and assessment of future challenges for regions up to 2020.

OBJECTIVES

The Business Plan focuses on four policy objectives:

- Recognising and facilitating innovation, research and development opportunities;
- Promoting sustainable development opportunities with a focus on climate change;
- Harnessing economic inclusion opportunities; and,
- Maximising opportunities to engage with Europe.

Work is on-going to further develop appropriate and meaningful success criteria to benchmark and measure performance.

BUSINESS PLAN

The business plan is structured as follows:

Opportunity – funding programme, policy or other identified opportunity to enhance the delivery of the RES through engagement with the European Union

Activity – activity that will take place to harness identified opportunities

Communication – communications, promotional or marketing activity related to the delivery of the business plan

People – Who will lead/be involved delivering activity

Time – Key dates or timescales related to activity

Success Criteria – in terms of outputs and outcomes expected

POLICY OBJECTIVE 1: RECOGNISING AND FACILITATING INNOVATION, RESEARCH AND DEVELOPMENT OPPORTUNITIES

OPPORTUNITY	ACTIVITY	COMMUNICATION	PEOPLE	TIME	SUCCESS CRITERIA	PROGRESS	COMMENT	
Recognising and facilitating innovation, research and development opportunities								
1.1	Influencing Innovation Research and Development Policy	Develop a "Policy Calendar" of key EU Policy areas of relevance to YF innovation agenda with a focus on identified key sectors, derived from Commission Work Programme and Annual Policy Strategy	Internal communication to ensure relevant staff aware	European Strategy Team (EST)	Autumn/ Spring each year	Policy Calendar available on Yorkshireurope website	To Do	Not achieved over past quarters given lack of resource – i.e. Brussels office staff. Awaiting publication of EC 5 year strategy by new Commission, expected early 2010
		Engage with relevant networks on innovation policy	Formal and informal networks and relationships. Attend relevant network meetings	EST	Ongoing	2 subscriptions to EU policy networks each year.	Completed	Subscriptions to Eurada and ERRIN in place. Further discussions with Innovation Team scheduled to take place to identify relevant networks in line with NINJ criteria.
1.2	Harnessing EU Funding in support of innovation – RES	Understand how this strand of EU funding can help deliver the RES	Yorkshireurope website/Enterprise Europe Yorkshire		Ongoing	Materials produced (Agreement reached with Enterprise Europe Yorkshire on content and targeted dissemination in region see 1.3)	Completed	Link to and from Yorkshireurope and Enterprise Europe Yorkshire websites in place.
		Provide information on Calls for Proposals	Yorkshireurope website/Enterprise Europe Yorkshire	EST	Ongoing as calls are announced	Website hits Increased participation from organisations in Y&H in submitting EU funding applications related to RES	Ongoing	Website hits 560 per month on average over the last 6 months Calls for proposals systematically updated on Yorkshireurope website. Weekly updates now provided by the web developer.
		Alert regional players to EU project partner searches for EU funding opportunities of relevance to RES objectives	Yorkshireurope website	EST	Minimum weekly update		Ongoing	Partner searches are posted on website.
1.3	Enterprise Europe Yorkshire Network	Support YF colleagues with the Enterprise Europe Yorkshire Network contract		EST	Feb 2009	Contract targets met	Ongoing	Regular KITS with KCS. Annual report completed in line with Commission requirements. Next work programme in development for the next phase of CIP funding.
		Signpost to RTC and act on RTC leads		EST	Ongoing	Referrals to and from RTC recorded	Ongoing	Referrals to and from RTC recorded and signposting continues
		Internal meetings to keep in touch		YF Innovation Team /EST	Ongoing	Regular KIT meetings take place	Ongoing	Regular KITS have been taking place plus strategy meeting planned for Nov 09 to take account of NINJ
		EEN & EST to agree best methodology for communicating intelligence on European opportunities	To cover all media including websites, newsletters etc	YF Innovation team/EST	Apr 2009	Newsletters sent to appropriate and targeted audiences (see 1.3)	Completed	Newsletters not appropriate, therefore weblink to and from EEY website now in place.

OPPORTUNITY	ACTIVITY	COMMUNICATION	PEOPLE	TIME	SUCCESS CRITERIA	PROGRESS	COMMENT
	Work with EEN to ensure integration of EU dimension into Regional Knowledge System (RKS)		YF Innovation team/EST	tbc		Completed	Meeting between EEN and RKS has taken place to take account of EU dimension.
1.4	ERDF/CREST Alignment	Meeting of key internal interests to agree how best ERDF and Innovation funding can work together	RZ/EST/ YF Europe team	Ongoing	ERDF Project opportunities to be maximised that mEST CREST guidance.	Completed	Two meetings took place. Identified innovation hubs as key to taking this activity forward.
	Technical Assistance bid to develop a plan for joining up ERDF and non-ERDF (EU domestic funding streams)		YF Europe team/EST	Ongoing	Spring 2009	In progress	PRI won tender to complete this piece of work. Due to report in February 2010 where the results will be presented at a regional conference.
	Develop regional and European intelligence through discussion with Yorkshire Futures and Chief Economists Unit. Develop knowledge base on e.g. the EU Cluster Observatory, Innovation Scoreboard.	Ensure Y&H information is part of regional and EU benchmarking activities Yorkshire Futures features in ESPON newsletters	EST/ Chief Economists Unit/ Yorkshire Futures	Ongoing Ongoing	Regular feedback to YF teams on ESPON	Ongoing	ESPON workshop held in Leeds in 23 rd September 2009. ESPON national contact point attended Yorkshire and Humber evidence base meeting with Local Authorities in September 2009 ESPON article in Oct 2008 Yorkshirefutures news. Feedback to YF teams on ESPON, in particular 2009 call for proposals Regional Observatories association invited to sit on ESPON national advisory group.

OPPORTUNITY	ACTIVITY	COMMUNICATION	PEOPLE	TIME	SUCCESS CRITERIA	PROGRESS	COMMENT	
Promoting sustainable development opportunities with focus on climate change								
2.1	Influencing Climate Change Policy	Develop a "Policy Calendar" of key EU Policy areas of relevance to YF Climate Change agenda, derived from Commission Work Programme and Annual Policy Strategy		EST	Spring/ Autumn each year	Policy Calendar available on Yorkshireurope website	To do	Not achieved over past quarters given lack of resource – i.e. Brussels office staff. Awaiting publication of EC 5 year strategy by new Commission, expected early 2010
		Engage with relevant networks on Climate Change Policy	Formal and informal networks and relationships. Active participation in relevant policy and funding networks(e.g. ERRIN Energy group)		Ongoing	2 subscriptions to EU policy networks each year.	In progress	ERRIN and Eurada subscriptions in place
2.2	Harnessing EU funding in support of the RES – Climate Change	Understand how EU funding can help deliver the RES						
		Provide information on calls for proposals	Yorkshireurope website		Ongoing as calls are announced	Website hits	In progress	Website hits 560 per month on average over the last 6 months
		Alert regional players to EU project partner searches for EU funding opportunities of relevance to RES objectives	Yorkshireurope website	EST		Increase participation from organisations in Y&H in submitting EU funding applications related to RES	In progress	Calls for proposals systematically updated on Yorkshireurope website. Weekly updates now provided by the web developer. Partner searches are posted on website.
2.3	Territorial Co-operation (Interreg, ESPON, URBACT etc) Applies to other top line priorities	Regular meetings with Chief Economists Unit and Yorkshire Futures to ensure Climate Change opportunities in areas of research and development are understood and maximised.	Use opportunities to promote region's activities in Europe e.g. newsletters, awards etc.	EST	Ongoing	Number of publications region has showcased	Completed	Limited promotion of regions climate change research in EU publications. Good relationships established with Carbon Action Yorkshire / CO2 Sense
2.4	CoR Open Days "Sustainable" theme	Explore opportunities with Yorkshire Futures and Commissions on joint Climate Change event linked to CoR event		EST	By Feb 09		Completed	CoR week held from 5th to 9th October 2009.
		Work with Sustainable Futures Company (SFCO) on joint Climate Change event linked to CoR event	Showcase event in Y&H raising profile of EU environment opportunities	EST / SFCO	Ongoing to October 2009	Regional event Customer Satisfaction	Completed	Delegation of 30 Y&H partners attended the CoR Open Days, which were a great success providing significant opportunities to learn from others and exchange best practice. There was a particularly positive example from the Nuremberg Metropolitan Region, Germany, rated as a pioneer model for urban-rural relationships.
		Handling arrangements for CoR event including all domestics/ Team Yorkshire visit/ regional office hub arrangements/ complement LGYH briefings on CoR event.	Productive regional engagement in Regions and Cities week to showcase Y&H to the institutions and other regions.	EST	Ongoing to Oct 2009	Customer Satisfaction with CoR event in Brussels	Completed	Jon Parker from DG ENVIRONMENT interested in Rich Hall's (CAY) presentation on climate change adaptation in the region and has since circulated his slides and notes amongst colleagues in the Commission. It was very clear we are ahead of other regions in terms of action towards combating climate change
		Active involvement in CoR Open Days in Brussels (and Y&H) to broker partnerships to enhance RES delivery			Ongoing to Oct 2009	Customer Satisfaction with CoR event in Brussels	Completed	

	OPPORTUNITY	ACTIVITY	COMMUNICATION	PEOPLE	TIME	SUCCESS CRITERIA	PROGRESS	COMMENT
2.5	Development of Integrated Regional Strategy	Continue to work with YF Sustainable Development colleagues to develop Local Government capacity and capability to understand the SD agenda	Programme for themed study visit presented to Local Authorities/LGYH	EST/YF Sustainable Development Team	May 2009	Number of attendees on themed study visit	Completed	17 delegates attended
					May / June 2009	Positive feedback from study visit	Completed	Evaluation report completed
					June 2009	Evaluation report	Completed	Evaluation report completed
					May 2009 - Ongoing	Visit forms part of long-term programme for senior stakeholders to promote and integrate SD in their activities	Completed	Draft action plan produced, and actions handed over to Jon Clubb, Regional Climate Change Coordinator to pursue. Awaiting progress update
2.6	Chairs visit on climate change to Brussels in April	Provide briefing from EST	Briefing	EST / YF SD Team	April 09		Postponed	Chairs visit postponed due to the advice of UK Rep and DG Regio
2.7	Green Week	Input as required through ERBO and One Planet Economy group	To be determined	EST/YF SD Team	June 2009	ERBO / RDA engagement in Green Week	Ongoing	ERBO pursuing with the RDA SD network although timescales and type of activity have changed

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Economic Inclusion opportunities								
3.1	Economic Inclusion Policy	Develop a "Policy Calendar" of key EU Policy areas of relevance to YF Economic Inclusion agenda, derived from Commission Work Programme and Annual Policy Strategy	EST	Spring/Autumn each year	Policy Calendar available on Yorkshireurope website	To do	Not achieved over past quarters given lack of resource – i.e. Brussels office staff. Awaiting publication of EC 5 year strategy by new Commission, expected Jan 2010	
		Engage with relevant networks on economic inclusion policy	Active participation in relevant EU policy and funding networks e.g. ERLAI	EST	Ongoing	2 subscriptions to EU policy networks each year.	Ongoing	Memberships of ERLAI, Sen@er and EUREGHA networks
3.2	Harness EU funding in support of economic inclusion	Understand how this strand of EU funding can help deliver the RES	Successful involvement in relevant projects/networks	EST/YF policy lead	Ongoing	Increased participation from organisations in Y&H in submitting EU funding applications related to the RES objectives.	Ongoing	Memberships of ERLAI, Sen@er and EUREGHA networks
		Alert regional players to EU project partner searches for EU funding opportunities if relevance to RES objectives	Yorkshireurope website	EST	Ongoing	Increase on the number of EU funding enquiries related to the RES	Ongoing	Website hits 560 per month on average over the last 6 months Calls for proposals systematically updates on Yorkshireurope website. Weekly updates now provided by the web developer. Partner searches are posted on website.
		Provide information on calls for proposals	Yorkshireurope website		Ongoing as calls are announced		Ongoing	
3.3	ESF	Involvement in sub-regional CfO groups		EST/ Relevant YF policy leads	Ongoing	YF input into National RDA communications on ESF	Completed	CfO groups activity completed
		Input into XRDA meetings on ESF policy papers		EST/ Relevant YF policy leads	Ongoing	ESF opportunities maximised to regions benefit	Ongoing	Current input into tender specification for revision of ESF Framework 2011 – 2013 continues
		Involvement in ESF Regional Management Committee (RMC) arrangements		EST/Relevant YF policy leads	Ongoing	ESF opportunities maximised to regions benefit	Ongoing	GB deputy for Ruth Adams in RMC
3.4	Maximise links between ERDF and ESF programmes	Establish meeting with ERDF team and ESF CfOs to consider how to operationalise activity; ensure Programme complementarity/use Technical Assistance effectively		EST/Europe Team	Ongoing	Links established between YF ERDF team and CfOs	Ongoing	Synergies project tendered and contract awarded
3.5	Active participation in SEN@ER network and relevant workstreams - active ageing and entrepreneurship for	Attend SEN@ER meetings. Comment on SEN@ER proposals. Active participation in relevant networks	SEN@ER, Regional Publicity and Regional Ageing Forum and SEN@ER conference	EST/YF Economic Inclusion team	Ongoing	Demographic implications mainstreamed where possible in European Programmes	Ongoing	Sen@er work continues though both Interreg projects have had to be withdrawn for various reasons

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over 50s				Jan 2009	2 Interreg proposals submitted with YF as core partner (outcome of appraisal will determine future involvement)	Withdrawn	As above	
	Active involvement in workstreams and possible project opportunities		EST/Relevant policy lead	Ongoing		Ongoing	Engagement with workstreams continues	
	Review benefits of SEN@ER membership and make recommendations on future participation		EST/Relevant YF policy lead	Dec 2008/Jan 2009		Postponed	Review on hold due to changes in the economic inclusion team	
	Input into YF Ageing Group	Ensuring demographic change is mainstreamed	EST/YF Ageing group	Ongoing	Demography mainstreamed into Equalities Impact Assessment methodology and tender specification for Equality Strategy for YF	Ongoing	Economic Inclusion Team to consider financial contribution to Sen@er and active ageing group in 2010	
3.6	ERLAI	Involvement in ERLAI network	ERLAI newsletter/regional marketing	EST	Ongoing	Exchange of good practice through network involvement and showcasing YF/regional achievements	Ongoing	We receive fortnightly email updates and a monthly newsletter via the ERLAI network regarding legislative developments and funding opportunities from the Commission. The Network promotes the exchange of best practice between partner regions giving YF the opportunity to showcase regional achievements.
3.7	EU Health activity	Active involvement in UK Brussels Offices Health Group	Through YF Regional Health and economy group Economic Inclusion Team	EST / YF Economic Inclusion Team	Ongoing	Increased participation from organisations in Y&H submitting funding opportunities	ongoing	Attendance at the quarterly UKBO Health working group meetings is still prominent. Meetings operate thematically, where Commission representatives are present to provide the latest legislative developments and funding opportunities available. Knowledge and best practice sharing between other UK regions is another key factor. This information is then disseminated to all regional contacts via an

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3.8	EU Migration activity	To be determined	Through Economic Inclusion Team	EST / YF Economic Inclusion Team / Regional Migration partnership	ongoing	Increased participation from organisations in Y&H submitting funding opportunities	ongoing	email network and additionally through the Yorkshire Forward Regional Health and Economy Group meeting. We work with both the YF Economic Inclusion team and the Regional Migration Partnership feeding in relevant EU developments and opportunities relating to migration and integration.

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Maximising European Opportunities								
4.1	Seek to ensure EU is mainstreamed in SRS development	Work with Strategy colleagues on development of evidence base, preparation, implementation and monitoring of Single Regional Strategy	Regular KITs	EST	Ongoing	Single Regional Strategy produced and Europe mainstreamed where relevant	Ongoing	KITs continue. Current focus on integrating EU dimension into evidence base for IRS
		Liaise with Northern RDAs and ESPON		Northern RDAs and ESPON	Before Sept 2009		Completed	Northern RDAs met with CLG and ESPON national contact points in June 2009. As a result, September 2009 workshop held in the North, in Leeds.
4.2	Influencing key policies and European activities in pursuit of RES goals – Several communications planned from the European Commission on e.g. consultation of future EU budget, CAP reform	Develop policy calendar for key EU opportunities, derived from Commission Work Programme and Annual Policy Strategy		EST	Spring/ Autumn each year		To do	Not achieved over past quarters given lack of resource – i.e. Brussels office staff. Awaiting publication of EC 5 year strategy by new Commission, expected Jan 2010
4.3	Interreg	Establish Regional Interreg group – share best practice; develop regional knowledge based on Interreg	Virtual network	EST	April 2008 (quarterly thereafter)	Newsletter to regional stakeholders	ongoing	Once a quarter not suitable given irregular calls for proposals etc. Updates sent to network on an ad hoc basis
		Discussion on the future direction of the Regional Interreg Group	Produce paper for RIG	EST	March 2009	Paper produced, input from group	Completed	New direction for RIG agreed at last meeting. Group to be renamed and repurposed Transnational European Funding Group. First meeting of new format to take place 25 th November 2009.
		Organise regional workshop on developing Transnational programmes and projects on the region	Regional newsletters	EST	Sept 2008	Minimum of 1 Interreg project bid with regional involvement	Completed	Several projects with Y&H regional involvement
		Take on responsibility from DCLG for Interreg role and contact with National Contact Points		EST	2008 until end of program	Customer satisfaction	In progress	Not clear exactly which responsibilities have transferred as no formal agreement or transfer of resources from CLG despite repeated requests from EST.
		Consider ladder of EU opportunities		EST	Jan 2009		In progress	EU funding synergies work to clarify EU ladder of opportunities.
		Develop guidance and training package on accessing Interreg funding		EST	Jan 2009	Target of dissemination to over 50 regional stakeholders	Completed	Training package completed, consulted and disseminated
		Interreg project system agreed for capturing regional intelligence on project		EST	Ongoing	Interreg project spreadsheet	Completed	Projects database established. Projects by funding stream and local authority area.

OPPORTUNITY	ACTIVITY	COMMUNICATION	PEOPLE	TIME	SUCCESS CRITERIA	PROGRESS	COMMENT
	activity/sharing best of practice						
	Support individual Interreg projects in development ensuring fit with regional strategies		EST	June 2009	Positive feedback from stakeholders	Ongoing	Less call for this activity now the programmes are underway
	Arrange Interreg expert event to consider sharing of best practice and marketing/communicating project outcomes		EST	2008 - Ongoing	Positive feedback from attendees	Completed	Marketing / comms day held at YF for regional interreg experts on how best to disseminate project outcomes.
	Develop email to network to improve flow of communications on the 3 Interreg programmes available in the region		EST		Target of 50 regional stakeholders on network	Completed	At least 50 members of the network receive regular communication
	Contribute to RDA network input to national group					Ongoing	Last national group took place in Feb 09
Funding Opportunities	Deliver and EU opportunities day highlighting funding support from EU	Interreg Group, LA EON	EST	To chime with launch of Brussels office	Customer Satisfaction	In progress	EU Funding day to take place in Feb 2010
4.4	URBACT		EST	June 2009	Target of 1 URBACT project in region	In Completed	Three Urbact II projects in Y&H region.
	Provide appropriate support to successful URBACT projects in the Y&H region		EST	Ongoing during the programme period		Ongoing	Tailored support provided according to project requirements
	Contribute to RDA network input to national group		EST			Ongoing	Last national group meeting Feb 2009
4.5	ESPON	RDA representative on national ESPON group – feeding back to RDAs	ESPON newsletters	EST	Ongoing	In progress	
	Contribute to RDA network input to national group					In progress	RDA input sought as appropriate
4.6	Life +	Develop and deliver a LIFE + workshop for the Yorkshire and Humber region	EST	Before July 2009	Regional Event Customer Satisfaction	Completed	Life + event took place in July with over 20 regional attendees
4.7	All	Collation of baseline data and monitoring on YF European activity and possibly partner engagement; including EU funding source and outcomes for potential dissemination	EST	New funding database in place by Jan 2009		Ongoing	Issues with most EU funding streams in terms of up to date, accurate and region – specific information. However list of YF knowledge on projects growing all the time, and database now covers several EU funding streams
	Develop and implement a system of recording future EU		EST			To Do	

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	funding bids							
4.8	All	Regular meeting with LGYH to support Local Authorities and implications of sub-regional review	EST	Ongoing	LAs value YF European support	Ongoing	Meetings now continue with James Paton from LGYH and Deputy Chief Executive	
		Consideration given on streamlining briefing to EON and XRDA group				Completed	Decided to keep briefings separate for separate audiences	
4.9	LA EON	Participation in LA European Officers Network	Use EON as a forum to promote European activity amongst LAs	EST	Review after 6 months progress with EON	YF support on agenda setting	Ongoing	Continued participation in EON, joint input planned into priority setting workshop end November 2009
		Ongoing support to individual LAs to develop their European capacity		EST/ Head of European Operations			Ongoing	Individual LAs use EST for EU funding advice and letters of support
		Input to EON meetings in the region		EST			Ongoing	GB always attends EON meetings. Input continues. Close working with LGYH on the EU agenda
		Use Partnership Fund to support Regional EU capacity		EST		Partnership Fund used to support work with LGYH: - Regional award - Themed study visit - Interreg event	Completed	Partnership fund supported RIG group, Climate Change Study visit and regional award for transnational working
4.10	Post 2013	Input into YF/Y&H regional policy papers/briefings including EU funding scenarios post 2013	EST	Ongoing	Contributions agreed by relevant YF lead and submitted nationally and to Europe	Ongoing	Post 2013 debate expected to gear up in 2010 GB and three other regional delegated attended national Post 2013 event in London on November 11 th 2009 to initiate debate	
					YF considered in region, nationally and Europe			
4.11	All	Attend national European network meetings including XRDA European Network and National Interreg group meetings	EST	Ongoing	Meetings attended	Ongoing	Last national Interreg Group meeting Feb 2009. Ongoing attendance at XRDA network meetings	
		Input into national policy documents	EST	Ongoing	YF contributions produced on time	Ongoing		
4.12	All	Attend European network meetings relating to achievement of Policy objectives	EST	Ongoing		Ongoing	Y&H presence at EU meetings limited due to travel limitations and also the tendency of Brussels meetings to be arranged at short notice.	
		Proactive involvement in the Brussels policy networks of relevance to RES objectives and identify others that are appropriate				Ongoing	As above	

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4.13	All	Ensure Europe is mainstreamed into YF policy thinking including Corporate Plan	Meetings with YF Strategy Team	EST/YF Strategy team	April 2009	EU policy dimension and YF EU activity reflected in corporate plan	Completed	EU included in Corporate plan through EST efforts	
4.14	All	Working with ONE/NWDA + their Brussels Offices to explore cost effective use of resource in Brussels	VC	EST	ongoing	Agreed leads across the 3 Northern RDAs & more effective use of Brussels office staff/comms methodology.	Ongoing	Discussions on shared resource continues. Generally VC every quarter although 6 months recently. Joint policy calendar produced.	
4.15	Engaging the regions MEPs	Work with region's MEPs to support delivery of the regional agenda in the region and in Europe	Information related to each MEP to be included in the YF newsletter annually, if appropriate	EST/ YF Governance team	Ongoing	MEPs recognised as key players within team Y&H, helping to deliver the RES	To Do	YF has changed external comms policy with new ED lead. EST continue to liaise with Governance team on all EU related issues.	
		Ensure that MEPs are fully informed about the role and focus of the YF Europe team. Individual interests and requests to be supported as appropriate	EST to link into YF governance team to share EU intelligence with MEPs	EST	Ongoing		Ongoing		
		Ongoing links and good working relationships with MEPs assistants (feedback from EP Committee work. Intelligence, sharing of enquiries etc)	EST to mEST MEPs at least once per annum				Ongoing		
		Consider links with MEPs and their involvement on EU committees e.g. environment, public health and food safety committee	Annual lunch with MEPs' Brussels assistants attended by all	EST		Post EU Election		To Do	2010 plan for MEPs meeting as 2009 deemed too early due to parliamentary allocation of roles, committees etc.
		Regular liaison with MEPs and relevant Commission Officers		EST					
		Meeting with Governance team to consider MEP regional communications	Party conference	EST/YF Governance team		Sept 2009		Withdrawn	YF did not attend party conferences
		Respond to any queries, request issues that arise from MEPs constituency offices or Brussels offices		EST/YF Governance team		Ongoing		Ongoing	To clarify that EU team respond to enquireies from Brussels and YF Governance team to respond from constituency
	MEP event with regional attendees		EST		Oct 2009	Evaluation of CoR by regional attendees	Completed	Completed, although as Linda McAvan could not attend, David Bowe ex MEP attended in her place.	
4.17	Engaging with regions	Provide support to members	Use the CoR as forum for Y&H profile		Depends on CoR	CoR members	In progress	James Paton LGYH now in the lead.	

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CoR representatives	where necessary in their CoR activity Complement briefings from LGA or political groups for CoR sessions where appropriate	raising and networking opportunities		Member commitment	recognised as key European players, helping to deliver the RES		supported by EST where appropriate
4.18	Developing regional awareness of EU	Develop, deliver and monitor costed development plan	EST	Sept 2009	Plan agreed by key regional stakeholders	To Do	Lack of progress with Brussels Office recruitment means new approach required
		Develop, deliver and monitor costed marketing and comms plan	EST	Sept 2009	Plan agreed by key regional stakeholders	To Do	Lack of progress with Brussels Office recruitment means new approach required
		A session developed and run to introduce key regional stakeholders to the European Commission. 2 x Private sector themed visits	EST	Sept 2009 March 2010	Participation satisfactory		New date set for business delegation – Feb 2010 due to changes in the Business Directorate.
			EST	May 2009 October 2010	- Participant satisfaction - Number of £hits" in relevant comms/ marketing materials		
4.19	Showcase the region in Brussels	Launch of new premises in Brussels in region + in Brussels 2 x events in Brussels to showcase region	EST	Autumn 2009	Number of attendees + feedback	To Do	No launch planned at present
			EST	CoR October 2009 event Feb 2010	Number of attendees + feedback	Ongoing	CoR week completed successfully, Business delegation due in Feb 2010
4.20	Yorkshireurope Forum	Provide secretariat support to Yorkshireurope forum	EST	Quarterly		Ongoing	Support provided for every meeting. Support far exceeds secretariat role.
4.21	New opportunities	Review EST business plan		Quarterly		Completed	Currently being reviewed an updated for 2010/2011 financial year.

ENDS