



# **EAST MIDLANDS 2007-13 ERDF PUBLICITY AND COMMUNICATIONS STRATEGY**

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## SECTION 1: INTRODUCTION

### 1.1 Overview and Context

It is a regulatory requirement that the East Midlands 2007-13 ERDF Competitiveness Programme sets out a strategy for publicity and communications. This Strategy has been drawn up in line with Council Regulation (Article 69), the Implementing Regulations (Chapter 2, Articles 2 to 10), and the Implementing Provisions (Section 11), and builds on best practice from the previous East Midlands Objective 2 ERDF Programme and the experience of other National and European regions.

The Strategy will guide the communications activity undertaken during the whole programming period, supported by a detailed Action Plan. It is intended that the Strategy will be a living document, reviewed on an annual basis, and continually developed to ensure it remains fit for purpose.

It should be noted that this is the overarching Publicity and Communications Strategy for the Programme and does not therefore provide detail on related activity at Project level. This Strategy will, however, set out how we will ensure individual projects are meeting the regulatory Publicity and Communications requirements at project level.

This Strategy, Action Plan, and associated financial details will be publicised on the East Midland's ERDF website ([www.eastmidlandserdf.org.uk](http://www.eastmidlandserdf.org.uk)) to ensure it is disseminated as widely as possible.

## SECTION 2: AIMS and OBJECTIVES

### 2.1 Aims and Objectives

The overall aim of the communications activity for the programme is:

To communicate and publicise delivery and impact against the overarching Strategic Programme Objective of the Operational Programme, *“to become a region of highly productive, innovative and sustainable businesses and support the most disadvantaged of our communities to realise their economic potential.”*

More specifically, the Strategy will help to ensure that:

- Stakeholders are aware of the region's ERDF Competitiveness Programme and of the role played by the European Union;
- Potential beneficiaries are able to access clear and detailed information on the Programme and on accessing the funding;
- The Programme's achievements and the added value provided by the European dimension are recognised and publicised;

- The transparency of the operation of the Programme is evident; and
- Best practice is disseminated widely.

## **2.2 Guiding Principles**

All activity undertaken will be guided by the following principles:

- Information will be presented in a clear, accessible and easy-to-understand format;
- Wherever possible, activity will be targeted to ensure that relevant messages are communicated to the appropriate target audience; and
- All activity will be complementary and consistent, ensuring that partners and stakeholders receive a cohesive message.

## **2.3 Accessibility**

In line with the public duty requirements of the Race Relations Act and Disability Equality legislation, the Programme's publicity and communications strategy identifies the need to ensure that there is equality of access to information. Disability, ethnicity, gender and age diversity considerations will be mainstreamed into the Programme's approach to communications.

# **SECTION 3: TARGET AUDIENCE & METHODS OF COMMUNICATION**

## **3.1 Target Audience**

The range of individuals and organisations to whom communications will be directed is wide and varied and each will have different needs, requiring tailored methods of communication. The section below attempts to group potential target audiences into categories and provides a short analysis of the needs of the group, the information to be communicated and the anticipated method of communication.

## **3.2 Regional Strategic and Delivery Partners**

This category comprises organisations involved in the strategic management and delivery of the Programme in the region. At the time of writing, this includes organisations such as:

- East Midlands Business Forum;
- East Midlands Development Agency (*emda*);
- East Midlands Innovation;
- East Midlands Councils;
- East Midlands Universities Association;
- Government Office for the East Midlands;
- Local Authorities;
- Local Economic Partnerships;
- Third sector organisations;
- Trade Unions; and
- Urban Regeneration Companies.

This audience requires the most comprehensive level of information to enable them to play an active and informed role in the operation of the Programme. Detailed information on the Programme itself, an understanding of the Investment Framework, and guidance on applying for funding will be essential for these stakeholders and they will need to receive it through a variety of methods.

The Programme governance arrangements will ensure that these organisations receive information appropriate to their needs through established channels of communication with their representatives on the Programme Monitoring Committee (PMC) and the two Priority Axis Sub-Groups (two thematic sub-groups set up for each of the main Priority Axes that support and advise the PMC). The website will also provide a forum for provision of this information and it is anticipated that this audience will also be the main target group for events run by the Programme.

### ***3.3 The Wider Economic Development Community and Potential Beneficiaries***

In addition to those organisations directly involved in the management and delivery of the Programme, the wider economic development community will need to be aware of the Programme, its aims and achievements, and where it complements their activity. These will include:

- The private sector;
- Other public sector funding bodies;
- European Social Fund Co-financing Organisations;
- East Midlands European Office; and
- Members of Parliament / Members of European Parliament.

Once again, the website will serve as the main method of communicating with this audience, however this will be enhanced through the provision of information through other established communication channels and tools, including the media (see section 6.1). Regional strategic and delivery partners will play an important role in ensuring that messages are cascaded to appropriate partners in this category.

### ***3.4 The General Public***

It is important that the general public has an awareness of the Programme, its aims and achievements, and the added value that the European dimension gives to economic development in the region. The website will be accessible to the general public and generic enquiries will be directed to the site in the first instance, then secondly to the primary contact within *emda*. The media will also play an important role in transmitting information to this audience, in particular through the use of publications in local press to raise the profile of ERDF projects in the region and promote the achievements of the European Union contribution.

### ***3.5 The Media***

In addition to being an audience in its own right, the media will also provide a channel of communication to transmit information to the general public and it is,

therefore, vitally important that communication with the media is pro-active, collaborative and ensures an “open-door” approach to Programme publicity. Periodic press briefings will therefore be produced as required and frequent press releases will be issued to ensure that the achievements of the Programme are widely publicised. A press pack will also be made available to enable *emda*’s Public Relations team, who will provide dedicated support for ERDF publicity and marketing activity, to provide journalists with the information they require quickly and accurately.

### **3.6 UK Audience**

Organisations at a national level will have an interest in the operation of the funds, these will include:

- Government departments responsible for oversight of the funds;
- Strategic management and delivery organisations in other English regions; and
- UK devolved administrations.

For those organisations with specific roles and responsibilities in relation to the management of the Programme, official reporting arrangements such as the Annual Implementation Report will be used to communicate information on the operation of the Programme (including examples of project level activity). Once such reports have been approved by the European Commission they will be made available on the East Midlands ERDF website to ensure they are widely accessible.

It is anticipated that the Department for Communities and Local Government (CLG), as the Managing Authority, will establish a national Communications network that will be used to facilitate the exchange of experience in implementing the Plan. *emda* also intend to share best practice with other strategic management and delivery organisations through established channels of communication and will signpost target audiences to examples of successful communications practice on the website.

### **3.7 Wider European Audience**

As at the national level, the wider European audience is divided between those to whom the Programme has responsibilities for information provision, and those with whom the Programme will share information to ensure close collaboration and the sharing of best practice. The wider European audience consists of:

- The European Union institutions; and
- Regions in other Member States

As above, for those organisations with specific roles and responsibilities in relation to the management of the Programme, official reporting arrangements are in place to communicate information on the operation of the funds.

*emda* also intends to share best practice with other Member States through established channels of communication and will signpost target audiences to examples of successful communications practice on the website.

## **SECTION 4: ROLES & RESPONSIBILITIES**

### **4.1 *Role of emda***

As Programme Secretariat and on behalf of the PMC, *emda* will take the lead in implementing this Strategy and coordinating communications and publicity activity undertaken by partners. The Programme will be able to draw on the expertise and resources of *emda*'s Communications Team, for example, to build on the strong relationships already established with the regional media.

It is a regulatory requirement that the EU flag is flown by the Managing Authority, for one week starting 9 May every year – it is therefore anticipated that both CLG and *emda* will be required to undertake this.

The primary contact within *emda* for all matters relating to Publicity and Communications will be the ERDF Governance Manager.

### **4.2 *Role of the PMC***

PMC members are responsible for oversight and strategic management of the publicity and communications activity undertaken by the Programme. The PMC will endorse this Strategy and approve annual reporting and updates against the Strategy as part of the Programme's Annual Implementation Reports. In addition, PMC members will play an important role in cascading the information with which they are provided in their strategic management capacity, to the sector which they represent, and to partners with whom they are in close contact.

### **4.3 *Role of Project Managers***

In fulfilling their regulatory requirements, project managers make a strong contribution to the Programme's publicity and communications strategy. A template publicity and communications strategy will be provided to ensure complementarity with the Programme Strategy. They will be encouraged to share their successes and will be assisted to do so by the provision of key marketing materials and offers of support, including use of the website's events diary to profile their events, and guidance on the use of the East Midlands ERDF identity. Project managers will also be provided with a standard press release template including notes to editors to ensure a standard approach to media relations.

## SECTION 5: RESOURCES

### 5.1 East Midlands ERDF Allocation

The East Midlands 2007-2013 ERDF allocation is €268.5m (approx £231m) and the full Programme value, including match funding, is €537m (approx. £462m). The East Midlands allocation has been split across three Priority Axes. The budget for Technical Assistance (Priority Axis 3) is approximately £9.26m ERDF that will be equally matched with public funding giving a total Technical Assistance budget of approx £18.5m. This is based on a currency conversion rate of 1.16<sup>1</sup> and is intended as an approximate guide only.

### 5.2 Publicity and Communications resources

It is anticipated that activity to support the implementation of the Strategy will be eligible for Technical Assistance at an intervention rate of 50%; the remaining 50% must be matched with other public funding.

It is anticipated that *emda*, as the Programme Secretariat and on behalf of the PMC, will apply for Technical Assistance to support the costs for overall publicity and marketing activities for the Programme. Publicity and marketing activities at project level must be built into project budgets.

The operational budget for Publicity and Communications activity will be subject to approval of the approach contained within this Strategy.

### 5.3 Indicative Budget

It is anticipated that the Programme will require an **annual Publicity and Communications budget of approximately £30,000**, with an enhanced budget required in 2008 to support the set up and launch of the Programme. These costs will be finalised in *emda*'s technical assistance application, along with an amount to allow for unforeseen costs or, indeed, promotional / publicity opportunities.

The following table details costs for the entire Programme period. The costs shown in bold are actual expenditure and those in italics are estimated ongoing costs.

Related Action*	Method	Expenditure item	Cost (£)
3	EM ERDF identity	Graphic design (developed in-house)	Nil
3, 4	Programme Events (2008-10)	Venues	£24,765
		Event organisers	£21,298
		Event Marketing Materials & Literature (i.e. PA1 Prospectus, pens, pull-up stands, folders, cotton bags)	£8,645
		Photographer	£837
3, 9-10	Publicity 'Toolkits'	Responsibilities Fact Sheet	Nil

<sup>1</sup> January 2011



		Booklets: Logo 'Style Guide'	Nil
		CD ROMs: Official Logos (50p per CD rom – based on 1000)	£511
		ERDF Plaques x 210	£5,037
3, 6	Programme Literature, Communication and Marketing Tools	Letterheads & Compliment Slips x 10,000	£2,500
		ERDF leaflets, cribcards & memory sticks	£3,280
		Press Releases x 16 (2days @ £350 a day)	£700
		ERDF DVD	£6,095
		Ongoing Communication & Marketing Tools	£5,000
6	Major ERDF Information Events** x 5	Venue	£43,235
		Event organisers	£31,702
		Marketing materials	£14,355
		Photographer	£1,500
		'Awards' ceremony	tbc

\* 'Action' is cross-referenced to the Activities contained within the Publicity and Communications Strategy Action Plan at Annex 1.

\*\* A 2.00% yearly inflation rate has been accounted for.

## SECTION 6: ACTIVITY

### 6.1 ERDF website

Due to its accessibility, ease of updating and ability to contain a large amount of information in one place, the website will be the main method of communicating with all audiences to ensure information is disseminated as widely as possible.

A bespoke stand-alone website has been established for the East Midlands 2007-13 ERDF Competitiveness Programme ([www.eastmidlandserdf.org.uk](http://www.eastmidlandserdf.org.uk)) with the aim of ensuring clarity and visibility for the Programme. It contains an introduction to the Programme, background documentation, Programme governance details and documentation, information on applying for funding and managing projects, information for the media, case studies and contact details for the Programme Secretariat. It will also be used to develop a mailing list of interested parties and host an electronic newsletter.

Existing channels of communication will be utilised to signpost all target audiences to the website. These include reference to the website wherever possible within regional and local publications, newsletters such as *emdaNews*, and links to the ERDF website on other regional stakeholder websites.

The website will be regularly monitored and updated to ensure that it contains timely, relevant information and the web address will be widely publicised to establish the website as the key tool for information provision.

The website will also be used to publicise a list of beneficiaries, the names of projects, and the amount of public funding allocated to the operations.

## **6.2 Marketing, Events, and an ERDF Identity**

An ERDF identity will be developed for the East Midlands 2007-13 ERDF Competitiveness Programme. This identity will be clearly visible on all ERDF publicity and marketing materials.

A suite of marketing materials will be available to raise awareness of the Programme, promote use of the website and increase the visibility of Community funding in the region. Promotional items such as pens, crib cards, jotters and pop-up stands will form part of a publicity support offer, encouraging partners to undertake appropriate and co-ordinated publicity activity. In addition, a “style guide” and publicity toolkit will be developed to assist project deliverers to fulfil their regulatory requirements. This will be available as a CD Rom and sent out with the offer letter and will also be posted on the Programme website.

Events will be facilitated on an annual basis with the aim of providing guidance to regional stakeholders, recognising the successes of the Programme and exchanging best practice. A launch event will take place to coincide with the launch of Programme activity.

## **6.3 Press and PR**

The Programme will seek to develop a positive, proactive approach to relationships with the media. The PR strategy will be to offer an open-door policy to the media and activities will include press briefings where appropriate, press releases on a regular basis, and fast and comprehensive responses to ad hoc enquiries to assist journalists in understanding the aims and achievements of the fund in the region.

## **6.4 Project Level Compliance**

To ensure project level compliance with beneficiary information and publicity regulatory requirements, a number of actions will be undertaken. These will include:

- Reference to beneficiary information and publicity responsibilities within any offer of grant;
- The production of a publicity toolkit to be issued alongside any offer of grant. This will include marketing materials and communications guidance;
- Plaques will be distributed as standard to all projects in receipt of funding from the Programme; and
- Ongoing support and guidance will be provided for all projects to ensure they fulfil their regulatory requirements.

## **6.5 Publicity and Communications Action Plan**

The Publicity and Communications Action Plan at Annex 1 details the specific actions, based on SMART principles and agreed by the PMC, that will be undertaken to ensure Programme and Project level compliance with the

regulatory requirements. The Action Plan will be updated on an annual basis to ensure all communications and publicity activity is timely and appropriately focused, and the channels of communication and audience groupings will be cross-referenced with activity to provide a detailed action plan for implementation.

## SECTION 7: MONITORING, OUTPUTS, REPORTING & EVALUATION

### 7.1 Monitoring

As Programme Secretariat, on behalf of the PMC, *emda* will have responsibility for monitoring and reviewing performance against the implementation of this Strategy on a continual basis. Performance will be monitored against the quantified outputs at section 7.2, and the measures and outputs agreed within the Action Plan. In addition, monitoring appropriate Publicity and Communications activity will also form part of the Programme's overall Monitoring and Evaluation Strategy.

### 7.2 Outputs

To support the Monitoring and Evaluation of the Programme the following outputs associated with the activities to be undertaken in delivering the Publicity and Communications Strategy and Action Plan have been quantified.

The outputs proposed are for the whole Programming period, they will be reviewed as part of the annual review of Programme implementation, and if required the outputs will be adjusted to ensure they adequately reflect the activity measures to be carried out.

Output	Expected	Achieved as at 31 Dec 10
No. of Programme Information Events i.e. Publicity Workshops and Major Information Events inc Launch	14	5
No. of delegates attending each Major Programme Information Events	100	236 (2008) 135 (2009) 146 (2010)
% of completed event feedback forms rate events as useful or above	75%	96%
No. of Press Articles associated with the Programme	30*	7**

\*On the basis of 1 per Quarter from summer 2008 to end 2015.

\*\*In addition we have collated over 300 press articles associated with the Programme initiated by projects.

### **7.3 Reporting**

This Strategy and the associated Action Plan will be reviewed by the Programme Secretariat and updated on a continual basis to ensure that activity being undertaken is timely and relevant.

The Programme's Annual Implementation Report (AIR), a progress report to the Commission on the implementation of the Operational Programme, will be presented to the PMC for their consideration and endorsement before it is submitted to the Commission. The AIR will include a written update on implementation of the Publicity and Communications Strategy and will include the following information:

- Progress on implementation of the Strategy and Action Plan;
- Detail on the information and publicity measures carried out;
- The means of communication used;
- Examples of such measures taken from a portfolio of case studies developed throughout the life of the Programme;
- Where the list of beneficiaries has been published (i.e. the web address); and
- Any major amendments to the Strategy.

The 2010 Annual Implementation Report and the final implementation report will contain a chapter assessing the results of the measures in terms of visibility and awareness of the Programme and the role played by the Community.

### **7.4 Evaluation**

*emda*, on behalf of the PMC, will be responsible for ensuring implementation of this Strategy is evaluated at appropriate points in the Programme and that delivery is adjusted where necessary to respond to the developing needs of the Programme. Data will be collated to facilitate the evaluation of activity against the agreed publicity and communication measures within the Strategy's Action Plan.

Evaluation of the delivery of the Publicity and Communications Strategy and Action Plan will be aligned with Programme Monitoring and Evaluation Strategy.

## Annex 1 - Publicity and Communications Action Plan – status update at 31 December 2010

PROGRAMME LEVEL ACTIVITY - JANUARY to DECEMBER 2007						
Action	Audience <sup>2</sup>	Method	Lead Body Responsible	Key Partners	Milestones	Measures to Evidence Successful Implementation
1 Set-up a Communications structure for ensuring information on the new 2007-13 ERDF Competitiveness Programme is as widely & easily accessible as possible throughout the life of the Programme	3.2 3.3 3.4 3.5 3.6 3.7	<ul style="list-style-type: none"> <li>Develop a stand-alone ERDF website for the region to widely disseminate Programme information</li> <li>Set up and administer an ERDF enquiries email address for the region to be accessed via the website</li> <li>Appoint a primary contact for all enquiries relating to Publicity &amp; Communications (P&amp;C)</li> </ul>	<ul style="list-style-type: none"> <li>Programme Secretariat</li> </ul>	<ul style="list-style-type: none"> <li>emda Comms Team</li> </ul>	<ul style="list-style-type: none"> <li>30 Nov 07: Website designed &amp; launched</li> <li>30 Nov 07: Enquiries email account activated</li> <li>1 Oct 07: Primary contact appointed</li> </ul> <p><b>All complete</b></p>	<ul style="list-style-type: none"> <li>Information on the ERDF website is timely and relevant</li> <li>'Hits' counter on website recording increased access each Quarter</li> <li>All email enquiries are responded to within 7 working days</li> </ul> <p><b>All measures ongoing</b></p>

<sup>2</sup> 'Audience' has been cross-referenced to the target audiences detailed at Section 3 of the Strategy. The following applies:

- 3.2 Regional Strategic and Delivery Partners
- 3.3 Wider Economic Development Community and Potential Beneficiaries
- 3.4 General Public
- 3.5 The Media
- 3.6 UK Audience
- 3.7 Wider European Audience

PROGRAMME LEVEL ACTIVITY – JANUARY 2008 onwards (to December 2015)							
Action		Audience	Method	Lead Body Responsible	Key Partners	Milestones	Measures to Evidence Successful Implementation
2	Detail and deliver the publicity measures to be taken throughout the Programme	3.2 3.3 3.4 3.5 3.6 3.7	<ul style="list-style-type: none"><li>▪ Prepare and deliver a Publicity &amp; Communications Strategy &amp; Action Plan</li></ul>	Programme Secretariat	<ul style="list-style-type: none"><li>▪ PMC</li><li>▪ PMG</li><li>▪ <i>emda</i> Comms Team</li></ul>	<ul style="list-style-type: none"><li>▪ 14 Feb 08: Strategy agreed by PMC. <b>Complete</b></li><li>▪ Jun/Dec each yr: Performance against implementation of P&amp;C measures is reviewed to ensure activity is timely &amp; relevant <b>Ongoing</b></li></ul>	<ul style="list-style-type: none"><li>▪ Strategy agreed by PMC &amp; endorsed by Commission <b>Complete</b></li><li>▪ PMC has satisfactory assurance the P&amp;C measures are being implemented throughout the Programme <b>Ongoing</b></li><li>▪ Strategy is updated to ensure measures are timely and relevant <b>Ongoing</b></li></ul>
3	Raise awareness of the region's 2007-13 ERDF Competitiveness Programme and of the role played by the EU	3.2 3.3 3.4 3.5 3.6 3.7	<ul style="list-style-type: none"><li>▪ Create a regional ERDF identity for use by the Programme Secretariat &amp; Delivery Partners on Programme literature &amp; communication tools</li><li>▪ Produce &amp; disseminate ERDF Publicity Materials</li><li>▪ Provide a link to region's</li></ul>	Programme Secretariat	<ul style="list-style-type: none"><li>▪ Media</li><li>▪ <i>emda</i> Comms Team</li><li>▪ PMC/PMG/P ASGs</li><li>▪ Regional Delivery Partners</li><li>▪ ERDF Practitioners</li></ul>	<ul style="list-style-type: none"><li>▪ Jan 08: Identity agreed <b>Complete</b></li><li>▪ Feb 08: Identity 'style guide' produced &amp; disseminated to partners <b>Complete</b></li><li>▪ Mar 08: Publicity materials, Programme literature, &amp;</li></ul>	<ul style="list-style-type: none"><li>▪ Various publicity materials are produced, utilised, &amp; disseminated</li><li>▪ Identity is clearly visible on all Programme related literature &amp; communication tools</li><li>▪ Re-production of the identity is in accordance</li></ul>

			<p>ERDF website on regional stakeholder sites</p> <ul style="list-style-type: none"> <li>Fly the EU Flag in front of the Art.59 premises</li> </ul>		<ul style="list-style-type: none"> <li>Beneficiaries</li> </ul>	<p>communication tools all produced with identity</p> <p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>9 May each yr: EU Flag is flown for 1 week</li> </ul> <p><b>Ongoing</b></p>	<p>with 'style guide'</p> <ul style="list-style-type: none"> <li>EU Flag is flown and clearly visible</li> </ul> <p><b>All measures ongoing</b></p>
4	Officially launch the 2007-13 ERDF Competitiveness Programme Operational Programme	3.2 3.3 3.5 3.6	<ul style="list-style-type: none"> <li>Programme Launch Event</li> </ul>	Programme Secretariat	<ul style="list-style-type: none"> <li>Media</li> <li>emda Comms Team</li> <li>Regional Strategic &amp; Delivery Partners</li> </ul>	<ul style="list-style-type: none"> <li>Jan 08: Agree date for launch</li> <li>Jan 08: Programme content agreed</li> <li>Feb 08: Invitations circulated to target audience</li> <li>Feb 08: Press interviews arranged</li> <li>Mar 08: Post-event review</li> </ul> <p><b>All complete</b></p>	<ul style="list-style-type: none"> <li>Local &amp; Regional media coverage pre &amp; post launch event evidenced</li> <li>Wide representation from across the region at the event</li> <li>Of returned evaluation forms the majority of attendees found the event useful</li> </ul> <p><b>All complete</b></p>
5	Ensure access to clear and detailed information on the Programme and its funding opportunities to potential beneficiaries	3.2 3.3 3.5	<ul style="list-style-type: none"> <li>Link to Operational Programme &amp; PMC papers available on website</li> <li>"Calls" for activity to be launched via website</li> <li>E-alerts notification issued once website updated with new information</li> <li>Bulletins issued to disseminate information on funding opportunities</li> </ul>	Programme Secretariat	<ul style="list-style-type: none"> <li>Media</li> <li>emda Comms Team</li> <li>PMC / PMG /PASGs</li> <li>Regional Strategic &amp; Delivery Partners</li> </ul>	<ul style="list-style-type: none"> <li>Mar 08: Contacts database developed</li> <li>Information on "calls" for activity to be available on website as soon as it is launched (to include detailed Prospectus, appraisal process, selection criteria, &amp; associated contacts)</li> </ul> <p><b>Complete and continually updated</b></p> <p><b>Ongoing</b></p>	<ul style="list-style-type: none"> <li>E-alerts/Bulletins are issued &amp; ERDF website updated as soon as "call" for activity is launched</li> <li>Website is updated with PMC papers within 10 working days of each meeting</li> </ul> <p><b>All measures ongoing</b></p> <p>In Addition: PA2</p>

						<ul style="list-style-type: none"> <li>▪ Bulletins issued to contacts database on funding opportunities as required. <b>Ongoing</b></li> </ul>	<b>Networking Sessions</b> took place during 2008 (15 December 08). 4x claims workshops held on 19 Feb (x2) & 12 March 2009 (x2).
6	Recognise and publicise the achievements of the Programme, the added value the European dimension provides to the region, and share best practice	3.2 3.3 3.4 3.5 3.6 3.7	<ul style="list-style-type: none"> <li>▪ Annual major ERDF information events</li> <li>▪ Identify and publicise flagship projects that highlight the EU contribution to the region</li> <li>▪ Create bespoke media page on ERDF website</li> <li>▪ Periodic press briefings, press releases, &amp; newsletters issued publicising the Programme's achievements</li> </ul>	Programme Secretariat	<ul style="list-style-type: none"> <li>▪ Media</li> <li>▪ ERDF Practitioners</li> <li>▪ Beneficiaries</li> <li>▪ PMC / PMG /PASGs</li> <li>▪ Regional Strategic &amp; Delivery Partners</li> <li>▪ Wider Economic Development Community</li> </ul>	<ul style="list-style-type: none"> <li>▪ Summer 09: Complete first major information event <b>Complete</b></li> <li>▪ Newsletters sent to stakeholders publicising Programme &amp; case studies <b>Ongoing</b></li> <li>▪ Mar 08: Creation of a 'Press Pack' to provide press with quick and accurate information on the Programme <b>Complete</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ 1 major information event per year</li> <li>▪ Local &amp; Regional media coverage evidenced that publicises the achievements of the Programme in the EM</li> </ul> <b>All measures ongoing</b>
7	Publicise a list of Programme beneficiaries	3.2 3.3 3.4 3.5 3.6 3.7	<ul style="list-style-type: none"> <li>▪ List publicised on ERDF website</li> </ul>	Programme Secretariat	<ul style="list-style-type: none"> <li>▪ <i>emda</i> Comms Team</li> <li>▪ Regional Strategic &amp; Delivery Partners</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mar 08: Ensure Offer Letter details all relevant P&amp;C issues (inc. publication of Programme beneficiaries). <b>Complete</b></li> <li>▪ Jul / Aug 08: Publicise first list of beneficiaries on website <b>Complete</b></li> <li>▪ Quarterly: List updated <b>Ongoing</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ An up to date list of beneficiaries is available and publicised on the ERDF website at any given time. <b>Ongoing</b></li> </ul>
8	Monitor, review,	3.6	<ul style="list-style-type: none"> <li>▪ Regular review of</li> </ul>	Programme	<ul style="list-style-type: none"> <li>▪ PMC</li> </ul>	<ul style="list-style-type: none"> <li>▪ 30 Jun each yr: Review</li> </ul>	<ul style="list-style-type: none"> <li>▪ AIR includes progress</li> </ul>



	and evaluate implementation of the P&C Strategy & Action Plan	3.7	performance against P&C measures <ul style="list-style-type: none"> <li>Progress report included in Annual Implementation Report to the Commission</li> <li>Any required changes to Strategy completed</li> </ul>	Secretariat	<ul style="list-style-type: none"> <li>PMG</li> </ul>	progress and report to the PMC via the Annual Implementation Report <i>Ongoing</i>	update on implementation of the Strategy <ul style="list-style-type: none"> <li>Delivery is adjusted to respond to developing needs of Programme</li> </ul> <i>All measures ongoing</i>
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**PROGRAMME LEVEL ACTIVITY to ensure PROJECT LEVEL COMPLIANCE**

Action		Audience	Method	Lead Body Responsible	Key Partners	Milestones	Measures to Evidence Successful Implementation
9	Ensure projects and beneficiaries are aware of their publicity and communications responsibilities	3.3	<ul style="list-style-type: none"> <li>P&amp;C toolkit to be issued with project Offer Letters</li> </ul>	Programme Secretariat	<ul style="list-style-type: none"> <li>emda Shared Resource Ctr</li> </ul>	<ul style="list-style-type: none"> <li>May 08: Toolkit complete <i>Complete</i></li> <li>Ongoing: Toolkits are issued with every offer of grant <i>Ongoing</i></li> </ul>	<ul style="list-style-type: none"> <li>Project sponsors and beneficiaries are aware of requirements and implement into project delivery. <i>Ongoing</i></li> </ul>
10	Ensure project beneficiaries have the necessary tools to comply with P&C requirements	3.3	<ul style="list-style-type: none"> <li>Produce and provide ERDF Plaques to projects</li> <li>Create and provide a template P&amp;C Strategy for use by projects</li> <li>Provide a 'style guide' on use of Programme logos</li> <li>Provide workshops, where needed, on P&amp;C requirements</li> <li>Ongoing offer of support</li> </ul>	Programme Secretariat	<ul style="list-style-type: none"> <li>emda Shared Resource Ctr</li> </ul>	<ul style="list-style-type: none"> <li>May 08: Plaques produced</li> <li>May 08: Template Strategy created</li> <li>May 08: 'Style guide' complete</li> </ul> All milestones complete <ul style="list-style-type: none"> <li><i>Ongoing</i>: workshops carried out where required</li> </ul>	<ul style="list-style-type: none"> <li>The availability of P&amp;C tools and support is widely disseminated to project beneficiaries</li> <li>Programme Plaques &amp; logos are displayed in accordance with Commission requirements</li> </ul> <i>All measures ongoing</i>

11	Ensure Project level compliance with P&C requirements	3.3	<ul style="list-style-type: none"> <li>▪ P&amp;C checks included within A13 Monitoring Strategy</li> </ul>	Programme Secretariat	<ul style="list-style-type: none"> <li>▪ <i>emda</i> Shared Resource Ctr</li> <li>▪ CLG as Audit Authority</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Ongoing:</b> Completion of Art 13 inspections</li> </ul>	<ul style="list-style-type: none"> <li>▪ Projects are compliant with P&amp;C, as demonstrated through Art 13 inspection</li> <li>▪ Where non-compliance is identified prompt action is taken to resolve the issue</li> </ul> <p><b>All measures ongoing</b></p>
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