

## APPENDICES

1. Regional Institutions and Policy in the East Midlands - Report of Chief Executive to Scrutiny Commission 5 November 2003.
2. What does emda do?
3. A short introduction to SSP's in the East Midlands - Extracts from emda documents.
4. East Midlands Regional Assembly Economic Review Group papers regarding Scrutiny Panel Inquiry into the effectiveness of SSP's so key delivery mechanisms for delivering economic development at the sub regional level.
5. LSEP Board Members.
6. Extracts from LSEP Action Plan 2004-2007.
7. Summary of LCC led LSEP funded projects.
8. Diagram of regional and sub regional working.



**Scrutiny Commission**

**5<sup>th</sup> November 2003**

**Regional Institutions and Policy in the East Midlands**

**Report of the Chief Executive**

**Purpose of the Report**

1. This report describes recent developments at regional level and summarises the roles and responsibilities of regional institutions and agencies in the East Midlands, in particular the East Midlands Regional Assembly (EMRA), the East Midlands Development Agency (emda) and the Government Office for the East Midlands (GOEM).

**Background**

2. The regional tier of governance has become increasingly significant in recent years. The establishment of regional government offices in 1995 including the Government Office for the East Midlands was subsequently followed by the establishment of regional development agencies (including emda) and voluntary regional chambers (including the East Midlands Regional Assembly) in 1998/9. Many government agencies are now organised on a regional basis (eg the Countryside Agency) and new joint working arrangements on specific issues have been created (including regional cultural consortia such as Culture East Midlands, and regional rural affairs forums such as EMRAF in this region).
3. Developments since 1997 have taken place within the context of the Government's approach to regionalism. The regions White Paper 'Your Region; Your Choice', published in May 2002, confirmed the Government's intention to take forward the regional governance agenda in England, with the stated aim being to strengthen the economic performance of the English regions to achieve regionally balanced growth, and to tackle the inequalities between and within the regions.
4. One chapter of the White Paper deals with enhancing existing arrangements in all regions, including by strengthening the roles of the voluntary regional chambers/ assemblies. The remaining chapters deal with proposals relating to the establishment, membership and responsibilities of elected regional assemblies, including by setting out a process by which regions could move towards this status.

5. The first stage in this process was a 'soundings exercise' within each region to gauge whether there was significant interest in holding referenda for the establishment of elected regional assemblies. Within the East Midlands a broad consensus was reached that a referendum should not be held in the region. This consensus was summarised in a position statement issued in 2002 by the East Midlands Regional Assembly. In short the agreed position was that the Assembly supports "a progressive approach to regional governance delivered through an evolving, partnership-based Assembly. It is explicitly stated that the Assembly advises the Government that the region does not wish to trigger the process that could lead to a referendum on introducing a directly elected assembly in the East Midlands." This position statement was supported by the County Council.
6. The White Paper explicitly linked the issue of elected regional assemblies with local government reorganisation, with the government requiring that any referenda for the establishment of elected Assemblies should be preceded by a review of local government structures with a view to creating a unitary structure below the regional level. In its response to the White Paper the County Council expressed its opposition to costly and disruptive local government reorganisation, and also indicated that it did not consider that the case for a direct link between the establishment of elected assemblies and local government reorganisation had been convincingly made.
7. Following the soundings exercises in the English regions the Government announced that referenda would be held in 2004 in three regions; the North East, North West and Yorkshire & Humber. These regions are currently undergoing reviews of local government structures.

#### **Regional Governance in Context**

8. Whilst there has been an increase in the significance and influence of regional bodies and agencies it is still the case that they only control or influence a very small part of managed public expenditure in each region. According to a joint Local Government Association report on regional developments published this month the combined spend of regional development agencies, regional assemblies and government offices in the English regions currently makes up between 2% and 5% of total identifiable public expenditure in the regions.

#### **A Summary of Key Regional Bodies in the East Midlands**

##### East Midlands Regional Assembly

9. The East Midlands Regional Assembly has 111 members of whom 70 are local government Members, and the remainder a mix of social, environmental and economic partners. The main roles of the Regional Assembly are to provide a regional partnership for regional stakeholders to develop a clear vision for the future of the Region and to help in the promotion and delivery of this vision, to scrutinise the activities of emda,

and to produce Regional Planning Guidance (or Regional Spatial Strategies). The Assembly is based at Melton BC's offices in Melton Mowbray, has a budget of £1.6m for 2003/4, and when fully staffed will employ 18 people.

10. In July 2003 Mr Parsons CC was elected to become the next Chair of the Regional Assembly, and he will take up this role at the next full Regional Assembly meeting in December 2003. Mr Miller CC is also a Member of the Regional Assembly.
11. Mr Sprason CC and Mr Barber CC also represent the County Council on Regional Assembly sub-groups. Mr Sprason CC is a member of the Regional Planning Board and Mr Barber CC a member of the Transport Task Group.
12. At the last Regional Assembly meeting on the 12 September 2003 a new structure for the Regional Assembly was agreed upon, which will streamline the current arrangements which include a large number of topic based task groups. The new structure will consist of an Executive Board under the Full Assembly, and under the Executive Board will sit a Regional Planning Board, Regional Scrutiny Board and Regional Policy Board. The Assembly will consider more detailed proposals at its next meeting with a view to implementing the new structure in the early part of 2004.

#### East Midlands Development Agency

13. The role of the Regional Development Agency, known as emda, is to:
  - champion the Region's economy and its development,
  - increase business competitiveness,
  - develop people's skills,
  - attract new businesses and create new jobs,
  - regenerate local communities, and
  - create the right climate for investment.
14. Emda groups its work into three main areas:

Economic Development - a range of economic policy and specific development issues, including the promotion of business growth, broadband technology, learning and skills, land reclamation, business cluster development and coalfield regeneration. Emda also works to develop enterprise and innovation, sub regional strategic partnerships, and provide support for market towns, business births and ICT.

Corporate Services and Investment - attracting overseas investment, developing international trading opportunities, supporting tourism initiatives and analysing and informing on European Union policy.

Strategy and Communications – including developing a regional economic strategy and monitoring/ researching the region's economic performance through the East Midlands Observatory. Emda also seeks

to support the development of sustainable communities, including through addressing economic inclusion, transport, housing and planning issues, environmental sustainability, energy, diversity, crime & disorder and health.

14. Emda's annual budget for 2002/2003 was £104 million. There are 15 Board members formed into teams under the five themes in the Regional Economic Strategy (RES).
  15. Since April 2003 Sub-Regional Strategic Partnerships (SSPs) have been set up to receive part of emda's budget to fund economic development at sub-regional level, and in Leicester and Leicestershire this has been mainly through the Leicester Shire Economic Partnership (LSEP). Mr Parsons CC is a member of the LSEP Board. There is also a SSP covering the Welland area meaning that Melton and Harborough districts are covered by two SSPs. It is worth noting that as part of its scrutiny role the Regional assembly is planning to scrutinise the operations of SSPs in the near future, and the LSEP/ Welland overlap issue is likely to be considered as part of this.
  16. The new resources (over and above inherited SRB commitments) being made available to the LSEP by emda is £3.3m in 2003/4 rising to £7.3m in 2004/5 and £9.7m in 2005/6. The equivalent figures for the Welland SSP are £841k (2003/4), £1.9m (2004/5) and £2.5m (2005/6).
- Government Office for the East Midlands
18. The Government Office brings together the regional activities of the Office of the Deputy Prime Minister, the Department for Transport, the Department of Environment, Food and Rural Affairs, the Department for Education and Skills, the Department of Trade and Industry, and the Home Office. It also hosts from the Department for Culture, Media and Sport and the Department of Health. In 2002/3 it was responsible for expenditure amounting to £435m.
  17. GOEM's role is to "work with regional partners and local people to maximise competitiveness and prosperity in the East Midlands, and to support integrated government policies for an inclusive society." It is also responsible for a range of specific activities, including:
    - approving and administering various national and European grant programmes such as the European Social Fund (ESF), European Regional Development Fund (ERDF), neighbourhood renewal funding, New Deal for Communities and the Home Office's targeting policing agenda, as well as several smaller funding programmes;
    - supporting local highway authorities in the production, and subsequent monitoring, of Local Transport Plans, including the planning of major public transport and road schemes.
    - scrutinising development plans (include structure plans) to ensure consistency with national and regional guidance;

- assessment of local authorities' asset management plans and administration of the single capital pot; and
- working with local authorities to raise standards in education and skills, including through following up OFSTED inspections.

#### Other regional bodies

19. The East Midlands Regional Local Government Association (EMRLGA) represents the interests of local authorities in the region. Other regional forums and groupings have been established to look at particular issues from a regional perspective – examples include Culture East Midlands (the region's Cultural Consortium) and the East Midlands Rural Affairs Forum (EMRAF) both of which report to Govt Departments (DCMS and DEFRA respectively). Increasingly other Government agencies and quangos are organised on regional lines in line with the emerging regional structures.

#### Current Key Policy documents

20. On its launch in December 1998 the East Midlands Regional Assembly decided to develop an Integrated Regional Strategy. This has since developed as a framework document within which other key regional strategies and policies can be developed in a consistent and co-ordinated fashion. The IRS, which also doubles up as the region's Sustainable Development Framework, is structured around 4 key themes; Economic (led by emda through its Regional Economic Strategy); Spatial (led now by the Assembly's Planning Board), Environmental; and Social (both led through Assembly task groups). The Assembly has recently commenced a review of the IRS and a consultation draft of a revised IRS will be issued in early 2004. Whilst the IRS has proved a useful document to assist collaboration between bodies at regional level it has had much less impact on sub-regional and local organisations.
21. The revised Regional Economic Strategy (Destination 2010) was published by emda in March 2003. The RES aims to move the East Midlands into the top 20 regions (in terms of GDP per head) in Europe by 2010. The East Midlands is currently placed 35<sup>th</sup>.
22. Regional Planning Guidance (RPG) will, under the proposed planning reforms, become Regional Spatial Strategies (RSS). The Draft Revised RPG8 contains the Regional Transport Strategy, and during November 2003 a Public Examination will be held on the Draft Revised RPG8. There will be a separate Public Examination held in March 2004 on the Milton Keynes and South Midlands Sub-Regional Strategy and the findings of the two public examinations will inform the update of the current RPG8 issued in January 2002.
23. There are also other regional strategies such as the Regional Strategy for Housing Investment which is of growing importance because of the

influence it will have over resource allocation, and the Regional Cultural Strategy.

#### **European Funding context**

24. The current main European funding programmes in the region are due to end in December 2006. Within the EU, the future economic and social cohesion policy for an enlarged Europe post 2006 is being firmed up, with a progress report on Economic and Social Cohesion due in early 2004. The principle of achieving economic and social cohesion through the concentration of resources in the poorest member states will be retained, with regions falling outside of this category likely to choose from a number of themes focusing on employment issues. It is growing increasingly likely that regions themselves will have a greater role in the management of EU funded programmes.

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## APPENDIX '2'



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**What is emda**

- ✓ **What We Do**
- **Our Achievements**
- **About the East Midlands**
- **Sub Regional Strategic Partnerships**
- **Integrated Regional Strategy Framework**
- **Our Openness Policy**
- **Customer Care Standards**
- **Freedom of Information Act**
- **Annual Report & Accounts**
- **About RDAs**

**Board Pages**

- **Board Members**
- **Meeting Minutes**
- **Board Commitments**
- **Board Appointments**
- **Chairman Statement**
- **Chief Executive Statement**

**What does emda do ?**

Since we launched our Regional Economic Strategy, called Prosperity Through People, in 1999, emda has become synonymous with the challenge we, and our many partners, have set ourselves – to make the East Midlands a Top 20 European region in just 10 years.

Our work is managed across three teams:

**1. Economic Development**

Features a wide range of economic policy and specific development issues, ranging from the promotion of business growth to broadband technology, learning and skills to land reclamation, business cluster development to coalfield regeneration. Also works to develop enterprise and innovation, sub regional strategic partnerships, support for market towns, business births and ICT.

**2. Corporate Services and Investment**

Champions the East Midlands in terms of attracting overseas investment, developing international trading opportunities and supporting tourism initiatives, emda's human resources, finance and facilities and IT and knowledge management.

**3. Strategy and Communications**

Manages corporate and strategic planning, monitors and researches the region's economic performance through the East Midlands Observatory and analysing and informing on European Union policy, emda's communications programme, taking in media and public relations and marketing and web communications. Also gives emda focus to support sustainable communities and targets economic inclusion, transport and housing planning issues, environmental sustainability and issues relating to energy, diversity, crime and disorder and health.

**What drives us?**

Our new Regional Economic Strategy Destination 2010, Launched in March 2003, will help us achieve our mission to lead the East Midlands to become a Top 20 region in Europe. Our three key drivers to success are:

**1. Employment, Learning and Skills**



The East Midlands has much work to do if it is to be known as a dynamic, learning region. It suffers from a lack of demand for highly skilled workers, meaning that we have a low wage economy. If we are to be successful in today's highly competitive world, the East Midlands has to achieve a quality reputation, offering the prospect of working with one of the most adaptable, the most motivated and the most highly skilled workforces in Europe.



## 2. **Enterprise and Innovation**

We have to break away from our reliance on the more traditional, lower value industries in the East Midlands. We all have to become more enterprising and more innovative. We have to adopt much more of a positive 'can-do' culture if we are to see East Midlands businesses operating at the forefront of Europe.

## 3. **A Climate for Investment**

If the region's businesses and communities are to prosper, if we're to attract international companies, visitors and investment to the region, the East Midlands has to develop the right conditions for a progressive, modern economy, where success breeds success.

### **12 steps to 2010**

**Enterprise** - encouraging people to start a business, getting existing companies in shape

**Enterprising communities** - providing economic opportunity for all

**Employment, learning and skills** - giving you a chance of a better job, motivating people

**Innovation** - turning good ideas into good earners

**International trade and inward investment** - equipping business to go global

**Economic growth and the environment** - minimising waste and pollution

**Site provision and development** - securing the right sites, building better premises

**Transport** - connecting you where and when you need to travel

**Information communication technologies (ICT)** - enabling you to get online for better services, learning opportunities and business

**Tourism and culture** - increasing visitors, tourist income, investment, improving leisure

**Rural development** - improving services, reviving communities, boosting business

**Urban regeneration** - inspiring people and businesses by a new urban renaissance



## APPENDIX '3'



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- **About RDAs**

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- **Board Commitments**
- **Board Appointments**
- **Chairman Statement**
- **Chief Executive Statement**

### A Short Introduction to Sub Regional Strategic Partnerships

#### Progress through partnership

Our work is carried out in partnership with organisations and individuals from across the East Midlands. We very much recognise the vital role that these partnerships play in delivering results.

#### Sub Regional Strategic Partnerships - SSPs

These partnerships have become even more valuable with the launch, in 2001, of sub regional strategic partnerships (SSPs). Bringing together a wide range of interests - including business, public sector, voluntary and community groups - SSPs will see the Regional Economic Strategy delivered in local communities at a sub regional level. With SSPs already active in all of the region's counties, emda has a full quota of SSPs working across the whole of the East Midlands.

#### SSP Web Sites

The Northamptonshire Partnership

Lincolnshire Enterprise

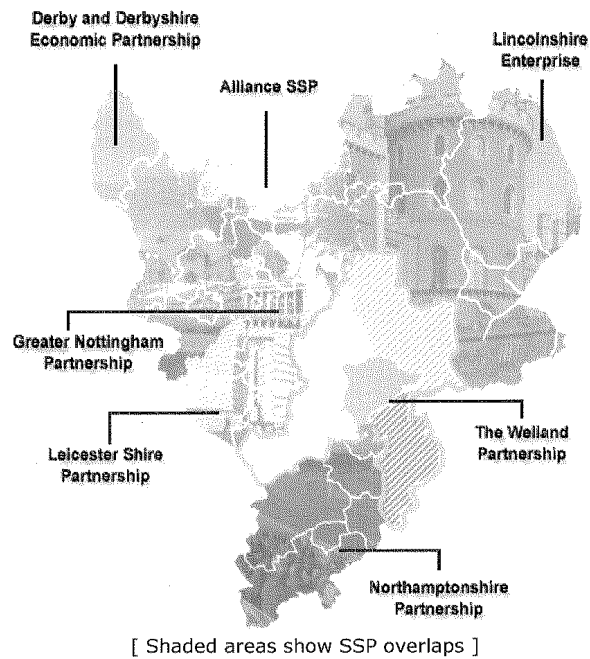
Leicester Shire Economic Partnership

Greater Nottingham Partnership

The Welland Partnership

Alliance SSP

#### SSP Area



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**EAST MIDLANDS REGIONAL ASSEMBLY  
ECONOMIC REVIEW GROUP  
29<sup>th</sup> September 2003**

**SCRUTINY PANEL INQUIRY INTO THE ROLE AND EFFECTIVENESS OF SUB-REGIONAL STRATEGIC PARTNERSHIPS (SSPs) AS A KEY DELIVERY MECHANISM FOR DELIVERING ECONOMIC DEVELOPMENT AT THE SUB-REGIONAL LEVEL.**

**Synopsis**

This report suggests the remit for the scrutiny panel considering SSP as a key delivery mechanism of the RES.

**1 Introduction**

- 1.1 As endorsed by the Economic Review Group, the role of the panel will be to consider the role and effectiveness of sub-regional strategic partnerships (SSPs) as a key delivery mechanism for delivering economic development at the sub-regional level.

**2 Proposed Remit**

- 2.1 The proposed remit has been informed by the discussions of ERG members and suggestions from sub-regional partners.
- 2.2 As agreed at the July meeting of ERG, the Chair (Pat Zadora) and secretariat have discussed the proposed approach with *emda*.
- 2.3 The proposed remit is attached as Appendix 7(a) and covers four broad themes relating to the activities and responsibilities of SSPs:
- Clarity of purpose, organisation and operation
  - Effective partnerships
  - Accountability
  - Sub-regional strategic role
- 2.4 The comprehensive remit proposed for this panel will require both thorough research and consultation with partners. To allow for this, it is suggested that the panel will present the key issues to ERG at its meeting in March 2004 and submit the final report for the consideration of ERG at its meeting in May 2004.

**3 Recommendations**

- 3.1 **The Economic Review Group is invited to:**



- a) Consider and endorse the proposed remit as set out in Appendix 7(a).
- b) Submit to the secretariat any expression of interest to serve on the panel.
- c) Propose to the secretariat any other individuals appropriate for potential panel membership.
- d) Agree to the Secretariat supporting the establishment and on-going requirements of this panel.

Pat Zadora  
Chair of SSP Panel

**Scrutiny Panel Inquiry into the Role and Effectiveness of Sub-Regional Strategic Partnerships (SSPs) as a Key Delivery Mechanism for Delivering Economic Development at the Sub-Regional Level.**

**Introduction**

As endorsed by the Economic Review Group (ERG) at its meeting of 14<sup>th</sup> May 2003, the role of the panel will be to consider the role and effectiveness of SSPs as a key delivery mechanism of the Regional Economic Strategy and bring together the views from regional, sub-regional and local stakeholders.

The standard membership template for scrutiny panels is detailed below. It has been agreed that this should contain representatives from both sub-regional and local organisations. Discussions are on-going to identify specific panel members:

- Local authority member(s)
- A representative of a relevant specialist agency
- An academic specialist
- An economic development practitioner
- A business organisation representative (*Pat Zadora – Chair*)
- A Trade Unions representative
- Voluntary and/or community sector representative
- Others as suggested by the ERG

**Proposed Remit**

**1 Clarity of Purpose, Organisation and Operation**

- 1.1 Do emda, SSPs themselves and local partners have a shared understanding of the purpose of SSPs?
- 1.2 Is there adequate awareness and understanding between SSPs and other sub-regional and regional organisations of their respective roles and responsibilities?
- 1.3 Is there adequate co-ordination between policy development at the regional level and delivery at the sub-regional level?
- 1.4 How effective is emda in supporting the SSP agenda and process – and what are the strategic and operational implications emda's strict gatekeeper role (perceived or real) in controlling the level of resources to them.
- 1.5 The effectiveness of SSPs in addressing concerns relating to their geographical coverage. Potential issues may include the co-ordination of SSP activity in overlap areas and managing the development of area based schemes, e.g. county based initiatives that may require the agreement of 2 SSPs – do potential problems arise if the endorsement of only one SSP is forthcoming?
- 1.6 Is there adequate clarity and understanding between all partners (local, sub-regional and regional) concerning the relationship between the SSPs and emda?
- 1.7 Are there adequate communication channels between regional and sub-regional partners?

**2 Effective Partnerships**

The effectiveness of SSPs at establishing inclusive partnerships that are able to promote ownership and effectively deliver economic development at the sub-regional level.

- 2.1 The effectiveness of sub-regional and local relationships, e.g. co-ordination and inclusive joint working between SSPs and Local Strategic Partnerships to ensure alignment of local, sub regional and regional priorities. In particular, is there adequate accountability and communication between the SSPs and their constituent local partnership base, particularly the LSPs?
- 2.2 The role of emda and SSPs in disseminating effective methods of working throughout the region and sharing their success with other partnerships (local, sub-regional and regional).
- 2.3 To ensure appropriate focus and avoidance of duplication of effort, SSPs should build upon relationships with other agencies and initiatives such as URCs, LSPs, LSCs Business Links and regeneration programmes (e.g. Neighbourhood Renewal).

### **3 Accountability**

This is a review of the public accountability of SSPs. While this is a more general issue that relates to the panel's wider remit, particular issues for consideration include:

- 3.1 The effectiveness of relationships between SSPs and their wider stakeholders, e.g. are board structures appropriate and adequately inclusive?
- 3.2 Are there adequately open, transparent, published and accountable procedures for appointing all board members?
- 3.3 Once individuals become board members is their role as stakeholder representatives complicated by their dual role, i.e. being both a stakeholder representative while accepting collective responsibility for actions of the SSP.
- 3.4 The role and effective influence of different sectors within the sub-region and their relationship with SSPs, e.g. voluntary and community sector, local authorities.

### **4. Sub-Regional Strategic Role and Delivery**

- 4.1 Are economic strategies of the SSPs appropriately focused on the key challenges facing each particular sub-region?
- 4.2 How effective are SSPs in linking to the drivers of the Regional Economic Strategy at the sub-regional level.
- 4.3 SSPs have a critical role to play in determining sub-regional priorities – is there sufficient capacity to deliver a coherent strategy for sub-regional economic development.
- 4.4 Ability of SSPs to be autonomous and to champion the sub-regional agenda, and to be independent of emda and other organisations on issues as appropriate. Does the nature of these relationships inhibit this?
- 4.5 The delivery of SSP economic development strategies in effectively promoting sustainable development?
- 4.6 The effectiveness of SSPs in their awareness of, and integration with, other regional, sub-regional and local strategies.
- 4.7 In particular, do SSPs demonstrate a firm commitment to the principles of sustainable development as identified by the IRS?

**EAST MIDLANDS REGIONAL ASSEMBLY  
ECONOMIC REVIEW GROUP  
26<sup>th</sup> November 2003**

**Progress of the SSP Scrutiny Panel**

**Synopsis**

This report updates members as to the progress of the SSP panel.

**1 Introduction**

- 1.1 At its meeting on the 29<sup>th</sup> September, ERG members endorsed the remit of the proposed scrutiny panel inquiry into the role and effectiveness of SSPs as a key delivery mechanism of the Regional Economic Strategy.
- 1.2 This paper updates members as to the progress made in the establishment of this scrutiny panel and future developments.

**2 Key Points**

- 2.1 It was originally envisaged that the first meeting of the SSP panel would occur late October/early November. However, this has not been possible due to delays in the identification and agreement of potential members, and delays caused by the completion of the business birth rate and survival panel inquiry.
- 2.2 Through consultation with partners and the Chair of the SSP scrutiny panel, the Secretariat has identified the following individuals as potential members. In accordance with the agreed procedure, ERG members are invited consider and endorse their membership.

Ivan Annibal:	Head of Operations - Lincolnshire Development and Chair of Regional Development Network
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Wynne Garnett:	Chief Executive of Engage East Midlands Voluntary Sector Representative
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Terry King	Local Authority Member – Deputy Leader Rutland County Council and Representative of the Private Sector
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- 2.3 To support the Panel, the Secretariat proposes appointing external consultants to undertake research and consultation with key regional and sub-regional stakeholders.
- 2.4 The panel will present the key issues to ERG at its meeting in March 2004 and submit the final report for the consideration of ERG at its meeting in May 2004.

**3 Recommendations**

**The Economic Review Group is invited to:**

- 3.1 **Endorse the proposed panel members as identified in paragraph 2.2 above.**

Stuart Young  
Head of Economic Review



# Appendix 5



- Home
- About LSEP
- News
- Events
- Documents
- Board Pages
- Contacts
- Links

## Leicester Shire Economic Partnership Board Members.

[Click here for Board Meeting Minutes](#)

The LSEP Board is made up of individuals who represent a diverse range of partners and organisations from across the city and county. In addition to this there are a number of observers who also play an active role.

<b>Nick Townsend</b>	Chairman,	Group Legal Director, Wilson Bowden plc
<b>Martin Traynor</b>	Vice Chairman,	Chief Executive, Leicestershire Chamber of Commerce
<b>Kishor Tailor</b>	Chief Executive,	Leicester Shire Economic Partnership
<b>Councillor David Parsons</b>		Leader, Leicestershire County Council
<b>Councillor Roger Blackmore</b>		Leader, Leicester City Council
<b>Professor Bob Burgess</b>		Vice Chancellor, University of Leicester
<b>Professor John Coyne</b>		Pro Vice Chancellor, De Montfort University
<b>Philip Hammersley</b>		Chairman, University Hospitals of Leicester NHS Trust, and Chairman, National Space Centre (Operations) Ltd
<b>Neil Morris</b>		Senior Partner, KPMG, Leicester
<b>Bishop Tim Stevens</b>		Bishop of Leicester
<b>Kevan Liles</b>		Director, Voluntary Action Leicester
<b>Ashwin Mistry</b>		Chairman, Brett & Randall
<b>Bernard Greaves</b>		Leicester City West PCT
<b>Councillor Max Hunt</b>		Leader, Carnwood Borough Council
<b>Yakoob Dassu,</b>		Managing Director, ARC Fabrics
<b>Observers</b>		
<b>Rodney Green</b>		Chief Executive, Leicester City Council
<b>John Sinnott</b>		Chief Executive, Leicestershire County Council
<b>Brian Hayes</b>		Chief Executive, Charnwood Borough Council
<b>Matt Baggott</b>		Chief Constable, Leicestershire Constabulary
<b>Tina McEwen</b>		Chief Executive, Leicestershire Development Agency
<b>Freda Hussain</b>		Principle, Moat Community College
<b>Abby Johnson-Brennan</b>		Director International Development, EMDA
<b>Roger Poole</b>		Director of Industry, Education and Skills, GOEM

### Sub Group Membership



LEICESTER SHIRE  
economic  
partnership

**LEICESTER SHIRE ECONOMIC PARTNERSHIP**

**ACTION PLAN**

**2004-2007**

**March 2004**

# CONTENTS

	PAGE
Foreword	
Executive Summary	1
SECTION 1	
Strategic Context	9
▪ Review of Progress	9
▪ Sub-Regional Strategic Priorities	10
▪ RES/SRES Links	14
▪ Addressing Cross-Cutting Theme of ICT	15
▪ Addressing the 12 Strands of the RES	16
SECTION 2	
Partnership Arrangements	20
▪ LSEP Organisation	20
▪ Accountable Body Arrangements	22
▪ Capacity and Capability	22
▪ Partners' and Business Engagement	23
SECTION 3	
Key Deliverables	25
▪ Schedule 1: Operational Resource	28
▪ Schedule 2: Year 1 Plan	29
▪ Schedule 3: Year 2-3 Plan Forecast	80
▪ Contribution to Tier 3 Targets	92
SECTION 4	
Management and Evaluation	92
▪ LSEP Decision-Making	92
▪ Project Appraisal Arrangements	94
▪ Monitoring and Evaluation	95
▪ Reporting	96

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## FOREWORD

The Leicester Shire Economic Partnership (LSEP) is required each year to prepare an Action Plan which sets out what we plan to achieve with East Midlands Development Agency (emda) funds and how we plan to do it. This current Action Plan is the second produced by LSEP.

The Action Plan sets out what are our priorities and what we plan to deliver in 2004/05. It also looks more generally at what we want to achieve in the following two years.

The LSEP Board agreed to forward a first draft of our 2004-2007 Action Plan to emda in November 2003. After discussion with us on a small number of issues the emda Board gave their formal approval to our Plan. Following emda's appraisal the Action Plan has been formally agreed by the LSEP Board at its meeting on 18<sup>th</sup> March 2004. Funding of £7.256m has been made available to LSEP in 2004/05 and £9.674m in 2005/06. As emda's corporate planning period currently extends only to 2005/06 it isn't possible at present to confirm our allocation for 2006/07. Emda have said though that it will advise LSEP of this when it knows its own allocation for 2006/07.

The Plan has been developed following a major 'opportunities' exercise in summer 2003. At this time about 300 Expressions of Interest were submitted to the LSEP seeking funds of more than £50m in 2004/05. A number of these ideas have helped to shape the programme set within our priorities for next year and beyond. Following our Action Plan submission to emda about 60 project ideas have been invited to put forward detailed applications for appraisal. We have also put a small number of project ideas on a reserve list which might be brought forward should additional funding be available from emda.

More than 25 organisations will be leading in the delivery of these projects. In many cases they will be working with other organisations, bringing together funding which in total might exceed £25m of investment in the economic regeneration of Leicester and Leicestershire next year.

Together with the Board and Executive Team of LSEP, I look forward to working closely during 2004/05 with emda and the many organisations involved in turning our Action Plan into reality.

Nick Townsend  
Chairman, LSEP

## **EXECUTIVE SUMMARY**

### **Vision**

The Leicester Shire Economic Partnership (LSEP) was conceived in Autumn 2001 as a sub-regional strategic partnership (SSP), and accredited by *emda* in Spring 2002. The aspirations for the sub-region are set out in the Leicester and Leicestershire Economic Regeneration Strategy, 2003 to 2012. This ten-year strategy sets out the overarching vision for the LSEP:

“To create the right economic conditions which can improve the quality of people’s lives and the environment within which they live.”

The strategy is based around four key themes:

- People and Skills
- Enterprise and Innovation
- Land and Buildings
- Sustainable Communities

In addition, the LSEP has identified two crosscutting themes:

- ICT
- Research and Intelligence

### **Action Plan 2004-2007**

Under its agreement with the East Midlands Development Agency (*emda*), the LSEP is required to submit to *emda* an Action Plan for 2004 to 2007, which sets out its funding requirements for 2004/05 and beyond. The Action Plan identifies the key activities for the LSEP over the next three years. These activities are considered to be essential to the delivery of the LSEP’s ten-year Economic Regeneration Strategy. They also relate closely to the 12 strands of *emda*’s Regional Economic Strategy.

In developing the Action Plan, the LSEP recognised the need to focus its efforts on some key areas where it could make a significant impact, rather than spread its resources too thinly. These priorities were clearly set out in the Funding Opportunities 2004/2007 brochure, published in July 2003. Almost 300 Expressions of Interest were received in response to this brochure.

In addition, the LSEP’s six theme groups played a significant role in the development of the Action Plan. These groups bring together specialists from key organisations that are also investing in the sub-region. The theme groups provide ongoing advice to the LSEP about where it is best to invest and how project ideas fit with other activities in the sub-region. They bring coherence to local planning, ensure the LSEP involvement adds value and help to remove the potential for duplication.

The LSEP has worked closely with *emda* to develop a balance within the programme, reflecting *emda*'s requirements and our local needs.

The LSEP is committed to working with existing partnership structures and helping to bring greater coherence to partnership working wherever possible. Partnership working is essential to the delivery of this Action Plan.

### Funding

A summary of the funding required from *emda* in 2004/05 and other resources it will attract is shown in table one.

Table 1 - Funding 2004/05 by LSEP Theme

Theme	Emda £'000s			Other £'000s		
	Capital	Revenue	Total	Capital	Revenue	Other
People and Skills	30	720	750	-	1,495	1,495
Enterprise and Innovation	450	1,050	1,500	500	1,150	1,650
Land and Buildings	2,250	400	2,650	4,500	1,000	5,550
Sustainable Communities	910	290	1,200	1,250	1,230	2,480
ICT	350	150	500	330	260	590
Research	70	380	450	10	345	355
Administration	-	250	250	-	235	235
<b>TOTAL</b>	<b>4,060</b>	<b>3,240</b>	<b>7,300</b>	<b>6,590</b>	<b>5,715</b>	<b>12,305</b>
<b>Additional Funding</b>	<b>2,300</b>	<b>865</b>	<b>3,165</b>			

The programme submission for 2004/05 totals £7.3m of *emda* funding with *emda* agreeing indicative funding of £7.256m. The LSEP has included under some of the programmes the possibility of an extended package of schemes using *emda* funds. This could increase *emda* funding to more than £10m in 2004/05, should *emda* funding be available. The total value of the programme, including funding from other organisations, is likely to be nearly £30m next year. *Emda* has also indicated that it is likely to make available about £10m of its funds to LSEP in 2005/06 and 2006/07.

Table two shows how the funding sought from *emda* in 2004/05 links to the main 'drivers' in *emda*'s strategy.

**Table 2 – Funding 2005/06 by emda ‘Driver’**

Driver	emda Funding £'000s		
	Capital	Revenue	Total
Employment, Learning and Skills	550	950	1,500
Enterprise and Innovation	1,230	1,520	2,750
Climate for Investment	2,280	520	2,800
Administration	-	250	250
<b>TOTAL</b>	<b>4,060</b>	<b>3,240</b>	<b>7,300</b>

**Priorities for 2004 to 2007**

The priority projects identified within each of the six themes are set out below. All the projects identified will be delivered through partnership working.

**People and Skills**

- **Linking Employers to Training.** Supporting the development of enhanced leadership skills amongst SMEs to improve the overall level of management skills.
- **Graduate Employment.** Improving graduate retention from the three universities in the sub-region by developing an understanding of the brokering support currently available; identifying placement opportunities and helping SMEs to determine how graduate placements can add value to their business.
- **Deprived Communities.** Helping people from deprived communities to enter the labour market by providing support, guidance and information, and piloting improved access to training opportunities.
- **Matching Skills and Training.** This will address skills shortages by improving the matching of skill needs with training provision; and by funding innovative ideas for key growth sectors such as construction, education, food and drink, health/social care, engineering and hospitality.

## **Enterprise and Innovation**

- **Co-ordination of Business Support and Development.** Working with Business Link and others to develop a package of measures to provide enhanced start-up and after-care support to SMEs, including the provision of loan finance and linking with other sources of funding for business support.
- **Stimulating the Formation of Key Clusters.** Activities may include providing infrastructure support, encouraging diversification and innovation, and developing supply chains (especially through ICT). During the first year, examples include food and drink, film and media and space.
- **Promotion of an Enterprise Culture and Enterprise Development.** Activities will support entrepreneurship in schools, colleges and universities; encouraging people to set up their own business and helping people to develop the enterprise skills they need to be successful.
- **Developing Strong Links with Business and Universities.** Indicative ideas cover customised incubator support; supporting "spin-offs" from universities and large companies; improved access to the universities' knowledge base and greater information sharing using ICT.

## **Land and Buildings**

- **Inward Investment.** Providing support to Leicester Shire Promotions, to promote a positive image for Leicester and Leicestershire as an investment and tourist destination. In year one, the focus is on the development and implementation of a comprehensive and innovative place marketing strategy. The implementation will continue into years two and three, where it will be important to maintain the momentum.
- **Science Parks.** Promoting the development of science park facilities related to local universities. Specific projects include:
  - assisting in the development of a Science and Technology Park, possibly adjacent to the Space Centre, as part of Leicester Regeneration Company's Master Plan.
  - continued support to the expansion of Loughborough Science Park.
- **Incubator / Workspace.** Supporting the development of incubator and workspaces for new businesses in urban and rural areas.
- **Site Provision and Development.** Facilitating the release of employment land for commercial development. A specific project has been identified in Lutterworth for year one. Further potential sites will be earmarked during years 2 and 3.

- **Smaller Urban Areas and Market Towns.** Support to projects that will stimulate economic activity and improve the built environment in the smaller urban areas and market towns in the sub-region.

#### **Sustainable Communities**

- **Social Enterprise Development.** Establishing a sub-regional support framework for the development of social enterprise; and providing resources needed to kick-start new social enterprises through the development of an "Enterprise Chest" in year one. Financial assistance, advice and guidance will continue in years two and three.
- **Developing Access Centres and Community Facilities.** Especially to ensure access to economically beneficial activities such as training, ICT and childcare.
- **Environmental Technologies.** Research into waste management in year one, with support for activities identified through research in years two and three. Modest investment and continued support to the "Renewable Energies project".
- **Rural Community and Business Development.** Work to develop the rural economy, to include; building economic capacity, retail support, establishing a rural community chest, developing rural centres and continued support to the Heritage Regeneration Scheme (HERS).
- **Community Finance.** Support to two community finance initiatives:
  - Community Re-Investment Trust, a city wide project.
  - Developing Leicestershire Credit Unions, in South Wigston, Loughborough and Hinckley (2004/05); to be expanded to other areas in years two and three.

#### **ICT / Broadband**

The focus for this cross-cutting theme in 2004/05, will be to:

- Address gaps in Broadband provision and improve the uptake of Broadband in line with emda and government targets.
- Support businesses in their adoption of ICT and their use of Broadband.
- Create an ICT brokerage for SMEs to provide a single independent point of contact across the sub-region for ICT support.
- Ensure that the ICT infrastructure and service needs of new and existing business developments are fully understood and satisfied.

The programme in 2005 and beyond will further encourage the use of ICT to drive economic benefit through the innovative design and delivery of web based content and applications that meet defined sectoral or geographic business need. The LSEP will increasingly work across its core themes to ensure that the ICT infrastructure and service needs of new and existing business developments are fully understood and satisfied.

#### **Research/Intelligence**

The research and intelligence programme will provide strategic input to the LSEP as a whole and specific support to individual themes as required. The programme will incorporate:

- Local economic analysis, baseline studies, business surveys, unemployment bulletins, business bulletins, sector specific studies, support to Data4Business.
- Development of the Community and Economic Information Web Portal, where individuals will have rapid access through a single web portal to high quality community and economic information.
- More detailed analysis of deprivation in the City and County to inform evidence based intervention.
- Commissioning bespoke research projects to fill gaps in our local knowledge and to support each theme.
- Communicating research findings to inform local partners.

#### **Impact**

Table 3 indicates the contribution that the LSEP Action Plan will have on *emda's* tier 3 targets over the period 2004 to 2007.

In addition, the LSEP will develop an evaluation framework to assess the overall achievement of the LSEP and its partners. A baseline study is underway to measure local economic performance on key indicators against national, regional and comparator areas. This will be reviewed on an annual basis through the research theme.

#### **Project Arrangements**

The LSEP is now encouraging a number of organisations, who have previously submitted Expressions of Interest which meet its priorities, to develop and submit applications for 2004/05. Each project application will be appraised by an independent panel, whose recommendations will be considered for decision by the LSEP.

The LSEP has also received a number of ideas, which have potential as projects, but require further development. The LSEP will work closely with its

theme groups during 2004 to pursue the potential of these ideas and seek opportunities for inclusion in its programme, should funding become available.



**Table 3 LSEP Contribution To emda Tier 3 Targets**

Emda Outputs		LSEP Forecast Outputs		
		2004/05	2005/06	2006/07
1	Employment Opportunities: a) Created b) Safeguarded c) Total	175 175 350	350 350 700	350 350 700
2	Brownfield Land: Remediate/Recycled Land	7.0 hectares	10.0 hectares	10.0 hectares
3	Education and Skills: Individual/Learning Opportunities Created	550	1,350	1,350
4	Business Performance: Number of New Businesses Created/Attracted	125	220	220
5	Strategic Influence: Improvement	-	-	-
6	Number of Additional Community Facilities Including Access Centres	10	10	10
7	Number of Science and Technology Based Spin-Out Companies	5	10	10
8	Number of New Cluster Maps/Strategies Developed/ Number of Businesses Engaged	50	70	70
9	Number of Businesses Supported to Increase Their Use of ICT	115	280	280
10	Number of Enterprises Assisted by Regional Investment Funds	-	-	-
11	Number of New Social Enterprises	5	15	15
12	Number of Graduates Newly Employed in Small Businesses	20	15	15
13	Number of People Over 45 Receiving Advice/Guidance to Return to Labour Market	50	60	60
14	Number of Businesses Expanding Their Aftercare Visits: a) Businesses Expanding b) Aftercare Visits	1 20	1 50	1 50
15	Newbuild or Refurbished Space: a) Workspace b) Housing	5,000 sqm -	6,500 sqm -	6,500 sqm -

LEICESTERSHIRE COUNTY COUNCIL - EXPRESSIONS OF INTEREST 2004/05

Ref. No.	Project Title	EOI Decision	Lead Officer and Department	LSEP Funding	Total Funding
<b>PS2/</b>	<b>People and Skills</b>				
PS2/15	Intermediate Labour Market Development Project	Successful	Tim Frenneaux, Chief Executives	£36,667	£67,567
PS2/16	Year 2 Leicestershire Renewal Framework	Successful	Alan Tuppen, Community Services	£100,000	£166,200
PS2/41	Land Based Industry Training	Successful	Tim Frenneaux, Chief Executives	£17,500	£36,400
PS2/19	Soft Skills for Employability	Successful	Wendy Manning, Education	£32,950	£43,760
PS2/18	Leicestershire Social Care Development Group	Discuss Further	Joanna Boulton, Social Services	£15,000	£30,000
PS2/28	Job Brokerage Scheme	Unsuccessful	Community Services	£294,000	£588,000
PS2/17	Health / Social Care Workers (Addressing Shortages)	Unsuccessful	Social Services	£20,000	£20,000
<b>LB2/</b>	<b>Land and Buildings</b>				
LB2/18	Rural Visitor Accommodation Scheme	Successful	Tim Frenneaux, Chief Executives	£25,000	£61,400
LB2/19	Market Towns Programme	Successful	Tim Frenneaux, Chief Executives	£50,000	£174,800
LB2/20	Town and Village Centres Townscapes Improvements	Successful	Tim Frenneaux, Chief Executives	£25,000	£75,000
LB2/21	New Life for Redundant Buildings Initiative	Successful	Tim Frenneaux, Chief Executives	£60,000	£304,500
LB2/30	Town Centre Manager Support Project	Successful	Alan Tuppen, Community Services	£35,000	£70,000
LB2/41	The Revitalisation of Bosworth Battlefield	Successful	Paul Startin, Community Services	£320,325	£468,325
LB2/47	Phoenix Green	Successful	Mike Thomson, Community Services	£280,000	£591,000
LB2/56	Provision of Roads and Services, Leaders Farm, Lutterworth	Successful	Elaine Derrick, Resources	£260,000	£500,000
LB2/36	Regeneration of the Power House, Stribston	Discuss Further	Heather Broughton, Community Services	£250,000	£400,000
LB2/39	Stribston Regional Conference Centre	Discuss Further	Paul Love, Resources	£100,000	£200,000
LB2/40	Improving Access to East Midlands Airport - Feasibility Study	Discuss Further	James Holden, HTWM	£15,000	£15,000
LB2/42	Sibley Incinerator and Tip	Discuss Further	Mike Thomson, Community Services	£400,000	£1,000,000
LB2/43	Improving Non-Car Access to Peripheral Industrial Estates	Discuss Further	James Holden, HTWM	£50,000	£50,000
LB2/44	Ashby Canal	Unsuccessful	Community Services	£4,000,000	£10,000,000
LB2/45	Measham Station	Unsuccessful	Community Services	£140,000	£600,000
LB2/46	Newfield Colliery	Unsuccessful	Community Services	£150,000	£300,000
LB2/48	South Leicesters Colliery Tip	Unsuccessful	Community Services	£100,000	£300,000
LB2/49	Walsstone Colliery	Unsuccessful	Community Services	£600,000	£1,500,000
LB2/50	Watermead County Park Visitor Centre	Unsuccessful	Community Services	£800,000	£2,000,000
LB2/51	Mellon Town Estate	Unsuccessful	Community Services	£75,000	£1,300,000
<b>EI2/</b>	<b>Enterprise and Innovation</b>				
EI2/81	Rural Micro Business Employment Grants	Successful	Tim Frenneaux, Chief Executives	£25,000	£58,400
EI2/82	Farmers' Market Support and Local Food Promotion	Successful	Tim Frenneaux, Chief Executives	£10,000	£20,000
EI2/83	East Midlands Regional Food and Drink Festival	Successful	Tim Frenneaux, Chief Executives	£30,000	£66,500
EI2/84	Farmers' Business Development Grants	Successful	Tim Frenneaux, Chief Executives	£25,000	£83,400
EI2/85	Equestrian Support Initiative	Successful	Tim Frenneaux, Chief Executives	£12,500	£36,080
<b>SC2/</b>	<b>Sustainable Communities</b>				
SC2/32	Building Economic Capacity in Rural Communities	Successful	Tim Frenneaux, Chief Executives	£42,501	£89,501
SC2/33	LSEP Rural Community Chest	Successful	Tim Frenneaux, Chief Executives	£31,000	£40,000
SC2/34	Countryside Retail Support Grant Scheme	Successful	Tim Frenneaux, Chief Executives	£10,000	£20,000
SC2/35	Village Shop and Post Office Training Seminars	Successful	Tim Frenneaux, Chief Executives	£750	£1,500
SC2/43	Rural Centre Project (Phase 2)	Successful	Tim Frenneaux, Chief Executives	£15,637	£55,037
SC2/44	Rural Heritage Economic Regeneration Scheme	Successful	Tim Frenneaux, Chief Executives	£25,000	£125,000
SC2/68	Developing Credit Unions in Leicestershire	Successful	Alan Tuppen, Community Services	£54,600	£105,900
SC2/46	Access Centres Programme	Discuss Further	Margaret Bellamy, Community Services	£1,050,000	£2,650,000
SC2/42	Developing Rural Child Care Through Social Enterprise	Unsuccessful	Chief Executives	£30,000	£60,000
SC2/47	Developing Rural Care Co-Operatives	Unsuccessful	Community Services	£35,000	£35,000
SC2/49	Loughborough Bangladeshi Community Training/Advice Project	Unsuccessful	Community Services	£60,000	£60,000
<b>ICT2/</b>	<b>ICT/Broadband</b>				
ICT2/13	Broadband Local Communities Programme	Successful	Andy Robinson, Chief Executives	£200,000	£400,000
ICT2/04	Websites for Rural Businesses	Unsuccessful	Chief Executives	£20,000	£50,000
ICT2/05	Supporting Rural Business Development	Unsuccessful	Chief Executives	£184,000	£500,000
ICT2/06	The Leicestershire Food Interactive Web Trading Portal	Unsuccessful	Chief Executives	£85,000	£195,000
ICT2/07	Community Access Points	Unsuccessful	Chief Executives	£35,000	£300,000
ICT2/08	Content for Community Websites	Unsuccessful	Chief Executives	£75,000	£150,000
ICT2/16	Developing One Stop Shop Business Services	Unsuccessful	Chief Executives	£150,000	£300,000

Appendix 7

**APPENDIX 8 - REGIONAL AND SUB REGIONAL PARTNERSHIP RELATIONSHIPS**

