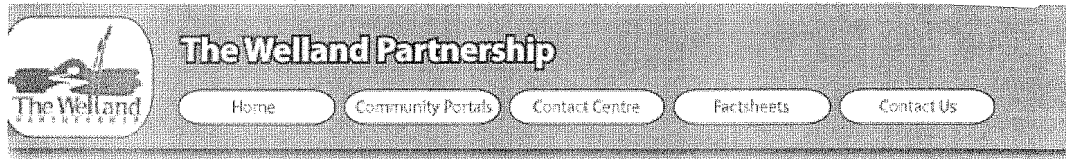
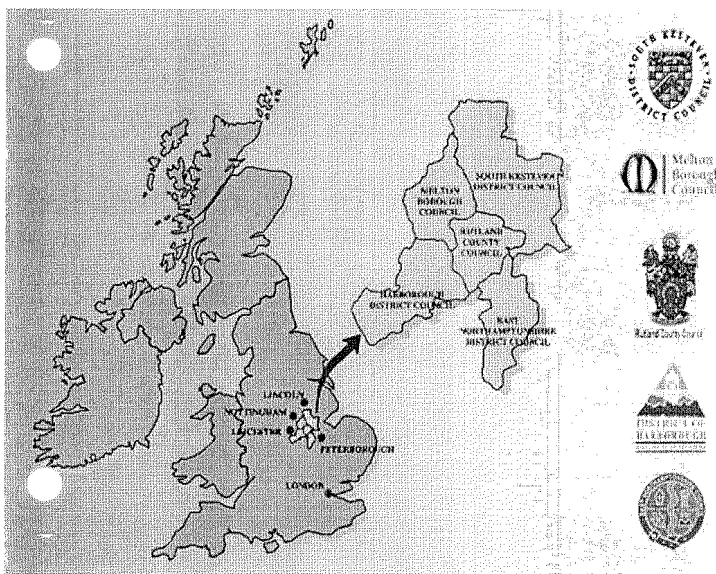


Appendix A



The Welland Partnership formed in 2000 is an alliance of five partner authorities, from four counties. These are:

- East Northamptonshire Council - Northamptonshire
- Harborough District Council - Leicestershire
- Melton Borough Council - Leicestershire
- Rutland County Council - Rutland
- South Kesteven District Council - Lincolnshire



The partnership was created in 2000 to serve the need of a rural sub-region of the East Midlands to deal with issues surrounding service and delivery.

Each authority has the same rural agenda - no large conurbations, problems with public transport and fairly sparsely populated (the population of the Welland Region is 355,000 in an area of 292,000 hectares - less than 1 person per hectare).

The Welland Partnership compares, contrasts and co-operates in facing common agendas and believes that working together results in gains for all the communities.

The Partnership has, since its formation, been involved with Government led projects on e-government and has also set up the Welland Sub Regional Strategic Partnership (SSP) - <http://www.wellandssp.org.uk/>

[Home](#) | [Community Portals](#) | [Welland Contact Centre Initiative](#) | [Factsheets](#) | [Contact Us](#)

The Welland SSP Board is business led and comprises:



James Briggs
(Chairman), Harboro
Rubber Company.



Linda Neal
representing the
Welland Partnership
Authorities.



Derek Brewer
Regional Director,
Royal Bank of
Scotland



Jack Ward
East Midlands
Regional Director
NFU



Roger Begy
Lyle Foods.
(Learning and Skills
Councils)



Steve Banbury
South Leicestershire
CVS



Robin Totten
representing the
Welland Partnership
Authorities



David Scott
J. Scotts (Thrapston)
Ltd

Marion Winterton
Business Link,
Business Enterprise
and Membership
Manager



Byron Rhodes
representing the
Welland Partnership
Authorities

About the **Welland** area and district maps

Composition of our **Secretariat**

Appendix C

**WELLAND SUB-REGIONAL STRATEGIC
PARTNERSHIP**

BUSINESS PLAN

April 2004 – March 2007

December 2003

1 – STRATEGIC CONTEXT

Review Of Progress

- 1.1 The Welland SSP became operational in October 2002 and the subsequent six months saw substantial progress made in relation to baseline studies, capacity building work and preparing an economic strategy. The current year has been centered round the implementation of our current Business Plan and the key achievements have been :-
- (i) Submission of a Business Plan for April 2003- March 2006 in January 2003 with approval by emda in April 2003
 - (ii) Completion of a fully staffed Secretariat based at Market Harborough.
 - (iii) Putting in place all monitoring and accounting procedures envisaged in the Business Plan and ensuring their compatibility with emda's Portfolio Director system. All relevant staff have been trained in the operation of Portfolio Director.
 - (iv) Full involvement of our partners in preparing the "rolled-forward" Business Plan for 2004-7.
 - (v) Substantial progress in implementing the Business Plan proposals for 2003-4. The bulk of the programmes and projects in the current Business Plan were given early approval to allow partners the maximum time to develop them this year. Members of the Secretariat have consistently provided strong support to lead partners of projects.
 - (vi) The full integration of the SSP with the five Welland Local Strategic Partnerships in line with the partnership structure agreed last year.
 - (vii) The holding of a Launch Event in June 2003, together with a number of Discussion Days for partners to identify broad issues for the SSP.
 - (viii) Progress in publicising the work of the Partnership through both publications and the SSP website.
- 1.2 As a relatively new partnership grouping we are conscious of the need to develop baseline appraisals and data for an area not previously recognised for statistical purposes, and to ensure that our partners are engaged in strategy and project development. Both are complicated by the fact that the SSP covers parts of four counties. While other SSPs often have to deal with a single Rural Community Council, Learning and Skills Council or Business Link, we have to co-ordinate the work of two or three. However the positive response we have received has been gratifying and the enthusiastic support for the Welland concept of a rural/market town SSP has been remarkable. Inevitably, however it will take time for these relationships to consolidate, although the effective manner in which we

work. The SSP can add value to this approach by extending the current emphasis on advisory services to innovative business development packages including the targeting of businesses with growth aspirations, and provision of integrated support packages. Provision of grant support to encourage improvements in productivity, profitability, e-commerce and the skills base would be particularly beneficial. The Welland Development Fund and the Welland Business Development Pilot projects under the Enterprise and Innovation theme are jointly led by both Business Links. The role of the Business Link organisations is currently under review at the regional level and Business Link Lincolnshire and Rutland has worked closely with the SSP Secretariat to prepare a strategic view for business support which emphasizes the role of Business Links as brokers rather than deliverers of the service. This role is reflected in the proposed Welland Micro-Business project.

- (e) The **Tourism Officers** in the five Welland Local Authorities have worked together to develop a strategy for marketing and business support. They have also included private sector tourism interests in this work, including the Hidden England Consortium which co-ordinates the marketing of five stately homes in the Welland region. The effectiveness of joint working in this area is demonstrated by the Quality Tourism for All and Welland Tourism Marketing projects in the current programme. The Tourism Marketing proposals contained in this Plan incorporate the marketing work of both the Welland Tourism Officers and the Hidden England Consortium.

Sub-Regional Strategic Priorities and Issues

- 1.6 The Welland SSP Economic Strategy sets out our strategic priorities for the period 2002-7. Appendix 1 lists these priorities by Theme and summarises how they relate to the Regional Economic Strategy framework. Appendix 2 shows how our priorities will contribute to Tier 2 outcome targets. The Economic Strategy also sets out the broad aims for the Strategy as follows :-

- Stimulating the creation of high value jobs in the area to give a more balanced employment base and to assist emda in moving the region away from its current image of a “low skills, low productivity, low earnings” economy.
- Raising skills levels so that a wider range of people can take advantage of these jobs.
- Addressing rural deprivation by encouraging business diversification.
- Addressing the problem of rural isolation via innovative ICT programmes.
- Investing in sustainable communities, both villages and market towns.
- Providing support and advice services for rural businesses, including the farming community
- Considering innovative branding and co-operative marketing approaches for tourism, local food products, etc.
- Developing the capacity and resources of voluntary and community organisations within the Welland area.

The box below sets out the major opportunities and threats to be addressed in the sub-region.

- 1.7 The creation of a fully-staffed Secretariat and the formation of the Consultative Groups and the Skills and Training Working Party have enabled the SSP to take a more positive and leading role this year, compared to the essentially “reactive” approach of 2002. We have been able to take a more strategic approach to emda’s key themes and develop broader programmes for inclusion in the Business Plan. The Consultative Groups and our partners generally have taken a more active role in developing these, with the guidance of both the SSP Board and the Secretariat. Our approach this year has been altogether more collaborative and we are moving more effectively towards a rolling programme of projects and expenditure.

<p>Opportunities</p> <ul style="list-style-type: none">• Proximity of the Welland area to some high tech clusters e.g. in the Cambridge area.• Leading role played by the Welland Partnership in e-government.• Untapped tourism potential.• A strong food manufacturing sector – with opportunities for joint marketing and branding.• Well developed partnership working in many parts of the Welland.• SRB programmes dealing with rural training, rural transport information and rural crime prevention.• Strong Welland representation in first batch of Market Town Health Checks• Established system of community portals as Welland On-line• Leader Plus project covering Rockingham Forest area
<p>Threats</p> <ul style="list-style-type: none">• Decline in manufacturing output and employment.• Sharp decline in agricultural incomes.• Reliance of many residents on jobs outside the area; with a potentially unbalanced labour market.• Future CAP changes are likely to exacerbate problems for the farming community• Low levels of unemployment and changes to the labour market leave the area susceptible to skills shortages in the future.• Problems of accessibility with low levels of public transport availability and usage affecting access to services, especially in the remoter rural areas.• Competition from urban neighbours in terms of shopping and leisure activities.• High house prices in some parts of the Welland sub-region.• Difficulties of providing adequate IT coverage in rural areas, including Broadband.

- 1.15 The use of ICT has already figured strongly in the approach of the Welland Partnership to rural problems. It has been used extensively in the SRB Rural Training Programme (for outreach facilities to villages, training for farmers,etc) and in successfully delivering on-line rural transport information. Rutland On-line has been appointed to manage the Broadband Co-ordination role until March 2005. A Broadband Delivery Plan was published in November 2002 and included an audit of broadband infrastructure, identified gaps in provision, potential technological solutions to fill those gaps and a strategy to show how demand could be increased. Rutland On-line is currently involved in delivering our Broadband Capital Fund, Broadband Channel 5 and Welland Business Directory projects. They have also completed a feasibility study for a Welland Innovation Centre.
- 1.16 In the period of the Business Plan we will continue to address the problem of filling the gaps in Broadband coverage in the sub-region. However the recent policy of BT to enable many local exchanges has reduced the need for SSP intervention in the process. We will also investigate ways of bringing Broadband services to rural communities not currently able to access them. Where broadband services are already available we will investigate ways of encouraging business users and others to make use of the services available. The current Broadband Channel 5 project is piloting an approach to this issue in the Harborough area.
- 1.17 The Business Skills and Training Survey (June 2003) carried out by Marketing Innovation Ltd provided the opportunity of investigating the extent of ICT usage in the business community within the Welland area. The survey of 1200 local firms included questions covering various aspects of ICT usage. The results were as follows :-

Percentage of companies planning to introduce new ICT hardware/software	25%
Percentage of firms where all staff have access to the Internet at work	31%
Percentage of firms with a website	59%
Trading on-line – percentage of firms buying on-line	28%
- percentage of firms selling on-line	15%
Percentage of companies using Broadband	11%
Percentage of companies without Broadband who intend to install Broadband	24%

The current Welland Business Directory project will enable us to expand and refine this database.

have, however, reviewed the role we can play and how this relates to emda's objectives and the approach of the County-based SSPs. We are particularly concerned that Rutland, which is unable to access funds from other SSPs, benefits from an inward investment role, especially in encouraging inward investment in accordance with the Welland objectives.

1.23 The SSP Board has approved a limited inward investment role in the Welland, which could be seen as supplementing the work of the County-based SSPs or as a preliminary approach, pending the availability of more resources. Three specific activities will be undertaken by the SSP Secretariat as follows :-

1. To liaise with the Inward Investment Managers at emda as to enquiries received for sites and premises in the Welland area. Emda currently supplies details to a number of Welland district councils who deal with them directly. The Secretariat would be prepared to deal with such enquiries for Rutland, and any other Local Authority specifically requesting that they do so, provided that a list of available sites and premises is prepared and regularly updated by the Council involved.

2. To undertake "aftercare" visits to any firms relocating to the Welland area and any local firms undertaking substantial expansion, at the request of individual Local Authorities. These visits would ensure that the firms were aware of the local services/support available and were briefed as to the role of the SSP and economic development issues generally.

3. To co-ordinate key information on available sites and buildings which would be attractive to high-tech industry. The District Council would have to provide initial details and regularly update these. The SSP would prepare a marketing document for use by all those dealing with enquiries (including emda).

1.24 Many of the activities of the SSP will, of course, contribute to making the area more attractive for inward investment. Projects relating to Broadband provision, improving workforce skills and provision of business support will all contribute to this aim. Current studies for a Welland Innovation Centre are also relevant. Both the Economic Strategy and the Business Plan emphasise the importance of attracting and nurturing a more diversified economic structure, including higher-value industries.

(iv) Economic Inclusion

1.25 Although the Welland area does not figure prominently in national assessments of deprivation there is considerable evidence of localised pockets of need. We see the voluntary and community sector as key partners in addressing issues of social inclusion. There is a need to develop the capacity and resources of the voluntary and community sector to enable more comprehensive support for people in difficulty and the disadvantaged.

area. Identifying and providing appropriate training in the workplace at times which suit the requirements of the employer/workforce is seen as a key element and we will continue to support colleges and other providers to build their capacity to respond effectively in meeting these requirements. We will work with our partners to encourage skills and training activity which can link into market town initiatives, tourism, food and drink initiatives, the potential usage of redundant buildings etc., to provide a comprehensive and integrated approach across other SSP activity. Our projects will complement activity elsewhere such as the Leicestershire LSC's "Skills at Work" and the EMRAF Delivery Plan for Sustainable Farming and Food.

- 1.30 Continued demands for increased skills within the land based sector to support diversification have been identified as a key area. Our aim will be to support activity which encourages the use of training needs assessments and provides practical skills training for those who have had little engagement in the skills agenda. This will combine well with other delivery of dedicated ICT training for the farming community. We have placed a high priority on supporting women into enterprise and to examine and develop the appropriate confidence building, training, support networks, incubation units needed. Work in this area is seen as key to unlocking the potential of rural women, in further developing their contribution to the rural economy and in overcoming the traditional barriers to take up of employment. Support continues for the development of skills within the voluntary sector from 2003-4 and further strengthening to support social inclusion and enterprise.
- 1.31 The development of higher-level skills will be important if we are to achieve our objective of a more balanced employment base and the stimulation of higher value jobs in the area. We also recognise the importance of the demand side emphasis set out in the FRESA. We have already provided for initial projects related to workforce training in 2003-4 and this will continue into 2004-5. The focus will be on SMEs, especially small rural businesses and we will develop the learning clusters approach piloted in our SRB Rural Training programme. Our Women into Enterprise project is also relevant to developing management and other higher level skills and a number of the projects in the Business Plan also allow for the development of such skills in an industry-specific context, such as the food sector, farming, and tourism.

6. set up working groups as appropriate to consider specific issues; and to receive their recommendations for projects and their delivery.
7. be responsible for all performance monitoring, including the monitoring of project delivery

The Board will also be required to report to the Annual Partnership Forum.

- 2.5 The five Local Authorities have agreed representation by three members, which will be regularly refreshed from the other Districts. The Learning and Skills Council representative has been confirmed as a Board member by the Chairmen of the 3 Learning and Skills Councils which cover the Welland area. We have taken the view that such representation is critical as a result of the emphasis we have given to skills and training in our priorities. The Voluntary and Community Sector representative was nominated by a broad voluntary sector forum. An emda representative will be invited to attend Board meetings as an observer. The Board has also agreed that representatives of GOEM and the Countryside Agency may attend occasional meetings on an observer basis. A Partnership Concordat has been agreed with emda which defines the relationship between emda and the SSP and provides a framework to promote further partnership working.
- 2.6 The membership of the SSP is set out at Appendix 3. There is a separate listing of those attending specific Consultative Groups and other organisations/members committed to the Partnership. The Consultative Groups proved a very effective way of ensuring that a co-ordinated approach was adopted and that our programme for 2004-5 and beyond had wide partner support. The Consultative Groups made recommendations to the Board so that a specific programme could be agreed for the Business Plan. As explained above it is expected that the Consultative Groups will take a key role in identifying issues and developing strategy in the future.
- 2.7 In drawing up its programme for allocating Single Programme resources in 2004-5 and beyond the SSP used the following sequence :-
 - (i) Meetings of Discussion Groups and early contact with LSPs to agree some basic priorities.
 - (ii) Initial meetings of Consultative Groups to establish outline ideas for programmes and projects .
 - (iii) Partners worked up programmes and projects with the assistance of the Secretariat. Where possible this led to the submission of Expressions of Interest, and partners generally were encouraged to submit Expressions of Interest for any projects they considered appropriate.
 - (iv) Consideration of programmes and projects by the Consultative Groups, who were invited to give a priority rating to them to guide the Board in its consideration of the rolled-forward Business Plan.
 - (v) The Board considered the recommendations of the Consultative Groups and agreed a detailed programme for 2004-5 and outline programmes for subsequent years.

Assembly's sustainability appraisal checklist in our monitoring and evaluation procedures. The SSP will be using emda's Portfolio Director system as a central element in the monitoring of projects and the systems infrastructure for this is now in place at our Market Harborough office.

Capacity and Capability of Partners to Develop and Deliver Projects

- 2.13 We will continue to pay particular attention to the capacity and capability of our partners to develop and deliver projects. We regard our current Business Plan programme as an effective one and we are confident that we can deliver it, including specified outputs. However we are still addressing the inherent problems of a cross-border partnership which relies heavily on co-operation between many of our partners. Capacity building in the voluntary sector will continue to be a key issue. The specialist appointments to the Secretariat are critical for building on the promising start we have made. The degree of support and commitment we have received from Learning and Skills Councils, Colleges, Rural Community Councils, Tourism groups and operators, business groups and the voluntary sector has been very welcome.
- 2.14 Where cross-boundary groups have been involved in a project we have had no difficulty in identifying lead partners. Nevertheless, the majority of projects will need to be carefully handled to ensure that they do deliver on time and that problems are dealt with at an early stage. While the Local Strategic Partnerships will be important in providing a community-based structure to initiatives and priorities, it is the Consultative Groups who will ensure that a Welland-wide approach is maintained. These Groups, together with relevant members of the Secretariat, will play a key role in ensuring that partners do have the capacity and capability to develop and deliver projects.

Engagement with Local Strategic Partnerships and the Private Sector

- 2.15 Local Strategic Partnerships (LSPs) are totally integrated into the Welland SSP decision-making structure. They are a key part of our aim to achieve broad ownership of the priorities and activities of the SSP, both by geography and by sector. Whilst each LSP will have its own structure to reflect local conditions, there will be a consistent approach to the relationship with the SSP. The five LSPs will, naturally, communicate through the strong linkages in place. Most Board members are likely to have leading roles within the LSP framework.
- 2.16 All LSPs will contain representatives from the four sectors we have identified as components of the SSP. However the LSPs are distinctive in that they have a wider brief than SSPs and are not specifically required to be business-led. Nevertheless it is expected that each LSP will have an "economic" arm which should be strongly business-biased (for example, South Kesteven has an Economy/Enterprise Implementation Group). The nominating of members from the LSP to the Consultative Groups of the SSP will facilitate strong two-way communication and co-ordination.

3 – KEY DELIVERABLES

- 3.1 The Schedule of Operational Resources required by the SSP to carry out its role is set out on page 21. The Welland contribution to these costs for 2004-5 will be made up as follows :-

Welland Local Authorities	- £ 30k in-kind*
	- £116.7k cash
Lincs and Rutland Business Link	- £ 19k cash
TOTAL	- £165.7k

*Accountable body and accommodation/support costs.

- 3.2 Our programme for Year 1 (2004-5) is set out at pages 22-57 . Projects continued from 2003-4 are included in the Table on pages 22-25. New projects for 2004-5 are set out in the schedules on pages 26-57. All outputs in the schedules are net attributable outputs for the SSP. Resources required for the delivery of the programme are as follows :-

Driver	Total cost	Single Programme		Leverage
		Revenue	Capital	
Climate for Investment	1176k	127k	232k	817k
Enterprise and Innovation	2793k	455k	714k	1624k
Employment Learning and Skills	755k	224k	68k	463k
TOTAL	4724k	806k	1014k	2904k
Reserve projects/programmes	1070k	479k		591k

Single Programme resources required for our programme are thus £1820k, to contribute to a programme totalling about £4.7m – a leverage ratio of about 1.5:1. In addition to the projects listed in the programme we have also identified the reserve projects set out on pages 67-69.

- 3.3 **Our bid for Single Programme funding is therefore £150k for Operational Resources and £1820k for our programme – a total of £1970k.**

Schedule 1: Year 1 – 3 OPERATIONAL RESOURCES

STAFFING	YEAR 1 (000s)	YEAR 2 (000s)	YEAR 3 (000s)
Executive Director	15.5		
Director of Operations	37.2		
Business Development Manager	31.0		
Skills and Training Manager	26.3		
Community Development Officer	26.3		
Programme Manager	26.3		
Secretarial/admin	14.0		
On costs (27%)	47.6		
Other staff Costs			
Accountable Body	12.5		
Publicity Contract	12.0		
TOTAL STAFF COSTS	248.7	256.9	265.9
RUNNING COSTS			
Office Rent	9.5		
Heat / Light	3.2		
Telephones / IT	5.3		
Stationery	6		
Marketing	12		
Travel	18		
Training	3		
Other costs	10		
TOTAL RUNNING COSTS	67	70	74
RESOURCE PLAN FUNDING	YEAR 1 (000s)	YEAR 2 (000s)	YEAR 3 (000s)
<i>emda</i>	150	160	165
Partners	165.7	166.9	174.9
TOTAL RESOURCE PLAN	315.7	326.9	339.9