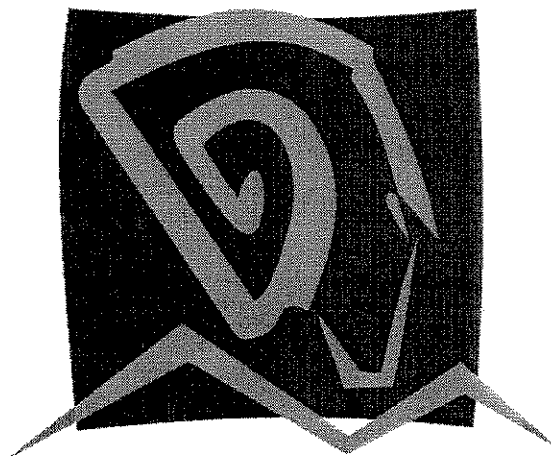


**DERBY AND**



**DERBYSHIRE**

E C O N O M I C  
P A R T N E R S H I P

## **Derby & Derbyshire Economic Partnership**

**Business Plan**

**2004 - 2007**

*Approved December 2003*

## **BUSINESS PLAN CONTENT**

	Page
<b>Chairman's Statement</b>	<b>3</b>
<b>1 SECTION 1 – STRATEGIC CONTEXT</b>	<b>4</b>
1.1 Review of Progress	<b>4</b>
1.2 RES/SRES Links	<b>5</b>
1.3 Sub-Regional Strategic Priorities	<b>8</b>
1.4 Addressing Cross Cutting Theme of ICT	<b>11</b>
1.5 Addressing the 12 Strands of the RES	<b>12</b>
<b>2 SECTION 2 – PARTNERSHIP ARRANGEMENTS</b>	<b>13</b>
2.1 SSP Organisation	<b>13</b>
2.2 Staffing Structure	<b>17</b>
2.3 Accountable Body arrangements	<b>17</b>
2.4 Capacity & capability	<b>19</b>
2.5 Partners & Business engagement	<b>19</b>
2.6 Publicity	<b>20</b>
<b>3 SECTION 3 – KEY DELIVERABLES</b>	<b>21</b>
3.1 Schedule 1: Operational Resource	<b>22</b>
3.2 Schedule 2: Year 1 Plan	<b>23</b>
3.3 Indicative allocations	<b>44</b>
3.4 Contribution to Tier 3 Targets	<b>45</b>
3.5 Schedule 3: Year 2– 3 Plan forecast	<b>46</b>
<b>4 SECTION 4 – MANAGEMENT &amp; EVALUATION</b>	<b>53</b>
4.1 SSP decision making	<b>53</b>
4.2 Project Appraisal arrangements	<b>54</b>
4.3 Monitoring, Evaluation and Reporting	<b>57</b>

### Contact Details:

David Wright – Executive Director  
DDEP, PO Box 6512, Town Hall, Market Place, Ripley, Derbyshire, DE5 3YS  
T:> 01773 514970  
E:> enquiries@ddep.co.uk

## **Chairman's Statement**

Over the past few months we have made considerable progress, drawing together as a team in readiness for our new challenge in April. The process that we have gone through in developing our Business Plan has given us the opportunity to discuss and agree appropriate business procedures for establishing and running the Derby & Derbyshire Economic Partnership as an effective economic regeneration organisation.

In presenting this plan we hope we are able to illustrate not just the *what* but also the *why* and the *how*, giving confidence to our sponsors that we have the right structure from which to build a viable strategic group.

There exists an enormous amount of commitment and energy to the concept and aspirations of the SSP which I am confident can be deployed to drive forward the key priorities and objectives that we have set ourselves.

As Chairman of the Board I recognise the importance of working closely with both our Public and Private sector partners and will be looking to build a special dialogue with both LSPs and emda to maximise the opportunities for all our organisations.

I believe we have an opportunity over the next three years to make a real difference in the sub region, directing resources to add real value to the communities of Derby & Derbyshire.

John Foxcroft

Chairman

## **SECTION 1 – STRATEGIC CONTEXT**

### **1.1 Review of Progress**

The in principle decision to establish a sub-regional strategic partnership (SSP) to support sustainable economic regeneration in Derbyshire was taken as early as 2001. This resulted in the formation of a shadow Board, with representation from both the public and private sector, being given the responsibility for creating the new partnership and driving forward its development agenda.

A key factor affecting the Derby & Derbyshire Economic Partnership's (DDEP) success has been its ability to motivate and engage significant private sector backing from major local employers. The involvement of Board level directors from PLC's, such as Toyota, Tarmac and Eurostar, alongside owner managers of SMEs and senior representatives from the voluntary & community sector, universities & education and the public sector has meant that the DDEP is now well positioned to fully exploit the opportunities open to the area.

The Partnership's submission for SSP status was made to *emda* in early December 2002 and it was formally accredited later that month. Having satisfied *emda* of its intentions and ability to work effectively as a regeneration Partnership the DDEP moved on to consider in more detail how it would service its customers and in which areas it would focus its limited resources.

The Shadow Board made its first two appointments, an Executive Director and Administrator, in May 2003 and scheduled a series of Board meetings culminating in an Away Day examining the issues faced by the communities living and working in Derby and Derbyshire.

Shortly after this Away Day work began on the detailed 3 year Business Plan. As part of this process a draft Sub Regional Strategy paper, outlining ideas on key themes and priorities, was presented to the Shadow Board in July. Following Board feedback an early list of DDEP draft priorities was drawn up and used to invite Expressions of Interest for future project activities.

In August the DDEP went out to the wider partnership inviting them to submit concepts, project ideas and worked up submissions for consideration. These Expressions of Interest were used to inform the Shadow Board of the type of activity being considered by partners and to provide evidence on which to structure financial allocations and outcome forecasts within the Business Plan.

DDEP has reinforced its commitment to the Peak District and established a formal Rural Action Zone (RAZ) with a Steering Group, chaired by a Board Director. The membership and roles of the Steering Group will evolve over time to include the private sector and other key partners. The Rural parts of Derbyshire and in particular the Peak District RAZ have huge potential to unlock the economic opportunities of the environmental economy and act as the cornerstone to a strong tourism offer, with the iconic brand of the Peak District, and emerging brands of the National Forest and Derwent Valley Mills World heritage corridor..

DDEP recognised the importance of the City as a key economic driver for the sub-region and is developing close working relationships with Derby Cityscape the URC. This relationship will

play a critical role in the future success of the sub-region and drive forward Derby as one of the core three cities and with the potential location to attract increased business tourism.

The need to use the strengths of the existing Community and Voluntary and Environment sectors is also seen as key issue as is the need to work collaboratively with Local Strategic Partnerships (LSPs), to bring forward and manage local activities which add value and fit strategically with DDEP priorities.

We have started the process to build lasting mechanisms to work closely with all of these key groups is seen as central to the success of the DDEP as it moves towards its first year of operation, however more needs to be done and will be to ensure our partnership is inclusive and that communication channels to and from our partners are continuously improved.

The Partnership was formally incorporated as a Company Limited by Guarantee in September 2003 with Shadow Board members making the transition to full Board Directors at the September Board meeting.

With the completion of this draft Business Plan the Board can now turn its attention to the development and agreement of a formal *Sub Regional Strategy*. As a starting point it will revisit the outcome of the Away Day and re-examine the draft paper presented at the July Board meeting which outlined examples of themed priority activities. To support this process a *State of the Sub Region* analysis will be commissioned to benchmark Derby & Derbyshire against each of the 12 STEP outlined in the Regional Economic Strategy (RES) and provide an insight into the depth and scale of the challenges which lay ahead.

The DDEP has two offices, a main office in Ripley and a secondary office in Bakewell supporting the Rural Action Zone (RAZ).

## **1.2 RES/SRES Links**

### ***1.2.1 Developing the Sub Regional Strategy***

The Board is determined to shift from a reactive project appraisal model to a proactive commissioning structure. By carrying out in depth analysis on the Sub Regions strengths and weaknesses the Board feels confident that it can identify and stimulate the type of activity capable of adding the most value and maximising the returns on DDEP investments.

The State of the Sub Region research will provide the Board with an insight into how Derby & Derbyshire compares against other areas of the East Midlands within the context of the 12 STEPs outlined in emda's RES.

A dedicated Board Away Day will be scheduled to discuss the finding of this research and to agree the main focus and fine detail of the Sub Regional Strategy.

Once the draft strategy has been endorsed by the Board a consultation Road Show will be initiated to share the DDEP vision and priorities with its partners. By April 2004, having incorporated appropriate feedback, the agreed strategy will be submitted to emda.

In advance of the final Sub Regional Strategy it was agreed by both the DDEP Board and emda that the outline priorities reviewed at the July Board meeting should be used to feed the Business Plan and shape the calls for Expressions of Interest going out to partners.

### **1.2.2 The DDEP Vision:**

***To stimulate, develop and exploit a range of sustainable economic opportunities in Derby and Derbyshire to improve the economic prosperity, quality of life and overall environment for Business, Individuals, Communities and Visitors.***

To help us achieve our vision we plan in consultation with key partners to develop a comprehensive sub-regional strategy for Derby and Derbyshire. Our aim is to have this in place by April 2004. This strategy will provide DDEP with the framework upon which our future priorities and funding decisions will be commissioned and approved.

In the interim we have identified the following three strategic aims linked to the Regional Economic Strategy.

***Learning Skills for Employment and Life*** - increasing the knowledge, skills, aptitudes and motivation of local people and communities.

***Energising Business and Entrepreneurs*** - improving the rates of business formation, survival and growth.

***Infrastructure for a Modern Economy*** - building an infrastructure which supports business and employment development whilst protecting the environment.

***Creating sustainable and enterprising communities*** is an under-pinning theme. Our partnership will strive to ensure that all people living within the sub-region can share in, as well as contribute to, its prosperity and success. Our partnership is principally concerned with addressing economic barriers to business and community development.

Local Strategic Partnerships (LSPs) will take the lead role in promoting and supporting social inclusion, however we will work closely with them to align and support their economic priorities where they complement those of the DDEP. Similarly the community voluntary and faith sector provides a significant contribution to the economic wellbeing of the sub region both as an employer and as an enabler.

### **1.2.3 Links to the RES**

The DDEP aims to build upon the strengths of the sub region whilst tackling its weaknesses. It will set objectives against which to measure impact against both Tier 2 Outcomes and Tier 3 targets.

The DDEP will co-ordinate project activity across the sub region on a thematic basis. The three Task Groups agreed by the Board and which form the backbone of our Sub Regional Strategy document mirror the three Key Drivers within the revised RES.

The responsibility of bringing appropriate projects to the Board for approval lies with the 3 Task Groups. Each Task Group will work within an agreed Action Plan to endorse and stimulate projects capable of contributing to the SSPs Tier 3 targets.

Task Groups will stimulate and co-ordinate activity, drawing together organisations that have a significant contribution to make either in terms of planning, advice or project delivery.

More localised project based activity will be overseen under LSP delivery contracts alongside specific rural issues contracted to the RAZ.

The economic sustainability of our communities is a priority which cuts across all that we do and therefore the integration of social, community and voluntary economic based activity remains high on our list of challenges for the future.

#### ***1.2.4 Analysing the Complementary Activity of Partners***

DDEP's role is to influence spend in mainstream activities, maximising leverage and aligning it to the economic priorities of the sub-region. DDEP will look to ensure that European and other funding sources are effectively accessed to increase economic impact. Understanding what different partners offer and how best they can contribute towards project activity to maximise the impact of limited DDEP resources will be an important challenge for both the Board and the Executive team.

Developing transparency in working relationships and establishing the detail of how programmes in the Action Plan can fill gaps and complement main programme resources will therefore be an area of priority for the DDEP during its first year of operation.

In order for the Board to assess DDEP impact a Tier 2 Outcome baseline position must be established, commissioned as part of the State of the Sub Regional analysis, and regularly reviewed.

#### ***1.2.5 Achievable Sustainable Development***

DDEP recognises the importance of the Sustainable Development Framework within the IRS and will work to ensure that projects satisfy the Regional Assembly's Sustainable Development Checklist. As projects are worked up they will be assessed for both environmental and economic sustainability. Projects which are found to have a detrimental effect on the environment will be challenged as will initiatives which fail to demonstrate an ability to continue after the initial pump-priming and development work has been completed.

##### ***1) Economic Sustainability***

Task Groups and Programme Managers will review exit strategies and closely examine income streams to ensure that investments are protected and that projects have a life after the completion of the funding programme. As a principal the DDEP will look to the beneficiaries of the support to build their capacity and ability to drive forward similar projects in the future.

## **II) Environmental Sustainability**

The DDEP recognises the importance of promoting sustainable development, improving the quality of peoples' lives whilst protecting the environment in which they live. In due course it intends to assess the compatibility and scope of its Sub Regional Strategy against national and regional sustainable development objectives using the Regional Assembly's Sustainability Appraisal Scheme. This will ensure that the Strategy does not support development which threatens economic, social or environmental well-being.

In the medium term, as part of our commitment to sustainable development, we will seek to establish a standard that all developments supported by the Partnership will be expected to achieve.

The DDEP is keen to engage the expertise and commitment of individuals previously involved economic regeneration within the area and will look to invite participation in working up, and championing, Environmental Improvement projects or to encourage the use of renewable energies or the reduction in wastage.

Projects presented for Board endorsement by the relevant Task Group will have already undergone *Sustainability Appraisal* through either the ERDF or SPAG route.

### **1.3 Sub Regional Strategic Priorities**

Although more in depth work is still required to finalise the Sub Regional Strategy the Board feels confident that the main activity themes under review by the Task Groups, the Voluntary Sector Hub (VSH), the RAZ team and individual LSPs will stay current in the short to medium term (1-5 yrs)

The DDEP is looking for projects that can contribute to an increase in GDP, create high value added jobs, promote equality and help build competitive and sustainable communities.

Emphasis and allocations may vary over time but in essence, given clear economic impact, activities supported by the DDEP will fall within one of the key themes outlined below.

#### **1.3.1 Learning & Skills for Employment and Life**

DDEP wants Derbyshire to be at the forefront of new and innovative developments designed to engage people of all ages and from all walks of life in learning activities aimed at enhancing business competitiveness and improving quality of life.

Our role is not to duplicate the work of partners already active in this field but instead to add value to it; to pilot new ideas; fill gaps in provision and bring forward activities that may otherwise not happen.

DDEP are looking to have an economy that creates high quality jobs ensuring the current and future workforce is highly skilled, motivated and flexible. We want to extend participation in education, learning and training opportunities for all people, including those living in the rural area and hard to reach communities and there is significant potential for the E Learning



agenda to enable these communities. We want to see increased engagement of employers in workforce development and to promote lifelong learning to improve basic skills and employability.

We wish to stimulate skills development in our key clusters namely; engineering, construction, tourism, hospitality and leisure, food and drink, creative industries and environmental technologies.

We wish to increase participation, particularly within the SME businesses, in management development and entrepreneurship and to encourage the retention of graduates through placements and employment programmes.

By supporting our higher and further education sectors in Derbyshire we can attract investment, assist in the development of an enterprise culture and promote first class learning opportunities.

We aim to increase the number of Derbyshire residents attaining managerial and other professional qualifications and support skills development where there are clear labour shortages.

Overall we wish to address barriers to participation in learning and employment amongst adults, including access to childcare, improved information, advice and guidance, women returners, ethnic minorities, over 45's and those considering employment post retirement age.

### ***1.3.2 Energising Business and Entrepreneurs***

The DDEP wishes to play an active role in creating an environment and culture conducive to entrepreneurship and business success. We will support the creation and survival of dynamic, innovative and entrepreneurial businesses and help them to be competitive and achieve their full potential in Derbyshire.

Our challenge with partners is to assist SMEs with growth potential, to encourage young people to be entrepreneurial and to see themselves as the business leaders of tomorrow.

We want local communities and the business development networks such as Business Link Derbyshire, the Derbyshire Chamber of Commerce, Sector Forums and Social and Minority Enterprises to play a more pro-active role in supporting business development and job creation across the sub-region. We also want to promote and encourage positive attitudes to entrepreneurship and business across the wider community

DDEP believes that it should work with key partners to develop pre- and early- start-up support helping would-be entrepreneurs to properly identify, develop and test new business ideas, formulate sound business plans and raises their awareness of the availability and value of support services. We wish to encourage measures that encourage start-up, diversification and development of businesses in Rural Areas, Market Towns and other hard to reach communities. Importantly we want to help equip individuals [including women and ethnic minorities] with the necessary skills, abilities and know-how to establish and run successful new businesses of all kinds.

DDEP considers that by increasing the availability, quality and accessibility of business incubators, and premises suitable for a variety of start-ups and smaller growing firms, we can help support and develop key existing and emerging clusters to grow namely; engineering, construction, tourism, hospitality and leisure, food and drink, creative industries and environmental technologies.

DDEP supports plans that improve the availability of, and access to, finance for new and established SMEs with growth potential, including social enterprises.

DDEP wishes to work with partners to promote Derbyshire for Inward Investment and to increase the range of direct investment through UK and FDI enquiries into the sub-region. Importantly however, we wish to ensure that established investors are encouraged to remain and expand in the area.

We wish to encourage more businesses to maximise international trade development opportunities offered by EU enlargement, to address competitive challenges and realise their exporting potential as a means of achieving business growth

We wish to encourage Derbyshire businesses to invest in, and make effective use of, information and communications technologies, where Broadband connectivity together with investment in ICT systems and skills training will become increasingly important to SME's who wish to reduce costs and participate in global supply chains.. We recognise that ICT is central to identifying and realising market opportunities, stimulating product and process innovation and promoting innovation, knowledge transfer.

### ***1.3.3 Infrastructure for a Modern Economy***

The infrastructure of the economy - land, buildings, transport and communications - are its very foundation. To support business and employment development we need to ensure that businesses and the workforce have a modern and sustainable infrastructure and therefore the quality, not just the quantity, of infrastructure will remain key concerns for the partnership. Developments should be in keeping with the history, culture and physical attributes of the sub-region whilst protecting our key assets - our environment and our culture.

DDEP want to work with partners to identify and bring forward high quality, strategic employment sites supporting business and employment development. We will use the RELPS report as an initial baseline to guide our thoughts. We want to work with partners to provide a range of flexible start-up incubators and managed workspace suitable for helping new and innovative businesses to establish themselves effectively.

We wish to increase the supply of business premises [including arts and craft studios/ suites] across the sub-region to help support the development of the creative industries sector [including access to appropriate business support and specialist expertise].

There is clear evidence of the need to intervene to help businesses have access to Broadband communications systems, particularly in rural areas. Without such intervention, rural SME's will find it increasingly difficult to compete and develop or attract new business.

DDEP also wishes to support the renewal and modernisation of urban areas within and around Derby City in conjunction with Derby Cityscape and to support and enhance the infrastructure of market towns within the County to realise economic and community development objectives.

The image of Derbyshire is important and we consider that with partners we should promote strategic environmental improvement schemes that enhance the quality of business estates, tourism and heritage areas within our urban and rural communities.

Within Derbyshire the potential of the Tourism product is as significant to the economy as anywhere in the East Midlands. We will look to support the established brand of the Peak District, the emerging brands of the National Forest and the Derwent Valley Mills (part of the regions only World Heritage Site) and the City of Derby as an attractive place for business tourism.

Many of these issues will be beyond the finances of DDEP alone but where we can add value we should seek to do so.

#### ***1.3.4 Sustaining Communities – Supporting Rural, Community & Voluntary and locally focused issues***

Creating sustainable and enterprising communities is an under-pinning theme. Our partnership will strive to ensure that all people living within the County can share in, as well as contribute to, its prosperity and success. Our partnership is principally concerned with addressing economic barriers to business and community development.

We want to ensure that opportunities created by programmes are open to all, that they tackle the barriers to participation and can effectively target disadvantaged urban and rural communities.

Sustaining Rural Communities is a challenge so integral to the success of the Peak District that it deserves a dedicated RAZ management team and financial resources to help address discrete and specific priorities.

Local Strategic Partnerships (LSPs) will take the lead role in promoting and supporting social inclusion. DDEP's role is not to fund the core staffing of LSPs however we recognise the benefit of working closely together to align the LSP economic activities to DDEP's priorities. Similarly the community voluntary and faith sectors provide a significant contribution to the economic wellbeing of the sub region both as an employer and as an enabler.

## **1.4 Addressing Cross Cutting Theme of ICT**

The development of ICT infrastructure, access and skills will under-pins all of our programmes. Task Groups will establish common guidelines to ensure that the ICT aspects of specific projects are considered during the appraisal process.

For example the Learning Skills for Employment and Life Task Group will not only be looking for projects which increase ICT literacy but also for innovative uses of ICT in delivering more traditional training.

The Infrastructure for a Modern Economy Task Group will also look to ensure that any capital development projects coming forward have considered the current and future needs of the community recommending the most appropriate use of ICT for specific projects. The championing of Broadband and other associated technologies is of particular interest as it is already having a significant affect on organic growth and Inward Investment decisions across the sub region.

Additionally, DDEP has appointed, in partnership with emda, a Broadband Manager to promote the benefits and support the use of Broadband and other ICT technologies across the sub-region. The Broadband Manager will support Programme Managers in assessing the ICT contribution of projects.

## **1.5 Addressing the 12 Strands of the RES**

The State of the Sub Region analysis is being commissioned to help shape the DDEP Strategy. It will allow the Board and Executive Director to make informed decisions about which of the 12 STEPs within the RES it should focus upon.

Although the DDEP can commission activities in every one of the 12 STEP areas it is unrealistic to think that all will warrant the same level of investment; either because other partners are better suited to lead on delivery or because the sheer size of investment required to make any significant impact is simply too large.

It is for the Board to determine the emphasis placed upon each individual strand based upon our state of the sub-region report. The Board, after careful consideration, will select those areas for intervention where it believes it can get maximum returns for its investment. Having established the three Task Groups to mirror the RES drivers we expect each of them to take responsibility for leading and promoting activity which contributes to the 12 steps.

The following table links the Task Group activity to the 12 steps within the RES. Examples of the type of projects that will be encouraged can be found in Schedules 2. Specific areas such as rural strands are developed with our activities to support the Peak District RAZ, the National Forest and the urban areas with Derby Cityscape URC and the market towns of the sub-region.

<b>LEAD TASK Group</b>	<b>Primary Step</b>	<b>Secondary Step</b>
<b>Learning Skills for Employment and Life</b>	<b>3</b>	<b>1, 2, 4, 10, 11, 12</b>
<b>Energising Business &amp; Entrepreneurs</b>	<b>1, 2</b>	<b>3, 4, 5, 6, 9, 10, 11, 12</b>
<b>Infrastructure for a Modern Economy</b>	<b>7, 8, 9</b>	<b>1, 2, 3, 4, 5, 10, 11, 12</b>
<b>RAZ</b>	<b>10, 11</b>	<b>1, 2, 3, 4, 6, 7, 8, 9</b>
<b>Community Voluntary Sector Hub</b>	<b>3,</b>	<b>1, 9, 11, 12</b>
<b>LSPs</b>	<b>1, 2, 3</b>	<b>9, 10, 11, 12</b>

### **1.5.1 Enterprise**

DDEP fully endorses the view that enterprise is a key driver of the RES. Our future SRES and Energising Business & Entrepreneurs Task Group priorities are expected to develop proposals that stimulate and generate new business start-up opportunities. DDEP endorses the work in starting this process with emda's New Business New Life Campaign. We will also be looking at how DDEP's resource can be used to add value to the work of Business Link Derbyshire and in particular how DDEP can support the networks and brokerage model currently under development. We are also looking to how we can stimulate an entrepreneurial approach amongst young people and will be working with partners such as Young Enterprise and The Princes Trust to explore how this can be developed further.

At this stage DDEP has not considered the question of Access to Finance for businesses across the sub-region. It is likely that in the short to medium term this is something should be handled at a Regional level.

The development of Clusters is a regional activity, we are however looking across our Task groups at the business, skills and infrastructure needs of those significant clusters within our sub-region and as proposals develop we will link closely to emda to ensure strategic fit.

### **1.5.2 Enterprising Communities**

Although there is much work to do across the sub-region DDEP is committed to working with the recently established Voluntary and Community Sector Hub to develop inclusive and sustainable communities. DDEP wants to see the Voluntary and Community Sector able to maximise their contribution to the economic activities within the sub-region both from a representative position and also in terms of developing and supporting the sector to become more economic sustainable. We would hope the work of the Regional Voluntary Sector cluster can provide a framework to influence and assist in this process. In assisting the Voluntary and Community sector in becoming more entrepreneurial we would look to investigate the potential of the Idea3 project being piloted with some of our partners. To achieve this it essential that the sector can become fully integrated within DDEP's developing advisory structures that will inform the work of the Board through its Task Groups. We are proposing to allocate capacity funding coordinated through the Voluntary and Community Sector Hub to help the sector come forward with mechanisms for this to happen.

We would also look to the SSP and emda to work together on the next pilot phase of Local Alchemy. In addition we are currently working with the LSP's across the sub-region to align their economic components of their community strategy to the SRES and RES.

The economic potential of communities and the voluntary sector to stimulate economic growth both as a deliver and employer is not fully recognised. DDEP are developing a pilot project with SEEM and other partners to explore how Social Enterprise can be enabled in the sub-region and how specialist business support advice as part of a brokerage service can be implemented. The stimulation of social enterprise within communities of interest and in particular how we can engage with women, people with disabilities, black and ethnic minorities and other disadvantaged groups provides a real opportunity for the sub-region to grow. We will work with partners to understand and develop the most appropriate and sustainable forms of business support.

We will look to work closely with emda's economic inclusion team to understand the SSPs future in promoting and enabling sub-regional corporate citizenship agenda.

### **1.5.3 Employment Learning & Skills**

The work of DDEP in this strand is seen to be primarily focussed upon ensuring that the areas for intervention identified within the FRESA are working within the sub-region. DDEP is clear that its role is not to duplicate the work of the Derbyshire Learning & Skills Council or other Learning providers but to add value to their work. Where DDEP intervention can bring forward activity more quickly or increase penetration or where gaps in support are identified that might have the potential as pilots to become mainstream provision in the future we will look to support them.

### **1.5.4 Innovation**

The themes identified within the strategic Framework for Innovation are endorsed by the SSP. The DDEP is likely to come forward with proposals for Innovation and Technology Centres. The development of Incubators is seen as important to the success of the sub-region, however the provision of follow on space and quality businesses environments are seen currently as barriers to our success. We are actively working with our Broadband Manager to ensure that businesses within the sub-region are able to benefit from access to ICT and from that we would hope to see businesses exploit the opportunities that the e-agenda provides for innovative actions.

### **1.5.5 International Trade and Investment**

DDEP are currently looking at how Inward Investment is coordinated in the sub-region. The main role of coordinating Inward Investment falls to emda at regional level, however the DDEP and partners wish to ensure that where we can enhance and add value to the regional offer we are able to do so.

We are looking to introduce Tractivity a consistent property handling system across the sub-region and are also negotiating with partners the appointment of an Aftercare Manager to help support FDI and significant businesses in the sub-region.

### **1.5.6 Economic Growth and the Environment**

DDEP fully supports the principles outlined in this strand. The sub region is fortunate to have a wealth of natural environmental assets, not least the potential for green tourism. DDEP are already talking to partners about developing a sub-regional forum to find positive ways to develop sustainable economic projects and engage the sector more effectively.

### **1.5.7 Site Provision and Development**

In the early work of DDEP the focus of our activity will be to consider the baseline position outlined as part of the IRS and in particular the opportunities and constraints identified in the RELPS report. DDEP supports the proposals for Junction 29a at Markham and recognises the benefits that will have to Derbyshire communities and businesses. DDEP will be working closely with Derby cityscape to support the development of the Master Plan to improve the city and in doing so enhance Derby's position within the 3 cities and its relationship to the East Midlands airport. We will be looking to develop an investment plan across the sub-region, considering how best to contribute to the overall scope for investment in strategic, and other key development sites, many of which may be in the ownership of emda or other key partners to ensure there is a blend and range of sites and premises that meet the existing and future demands of the sub-regions businesses. We are particularly keen to ensure that any future development are of a high build and design standard and where possible maximise the level of ICT, Broadband and environmental benefits for the development.

### **1.5.8 Transport**

At this stage DDEP does not envisage a direct involvement in Transport projects, other than in it's in principle support for the Manchester – Derby rail link. DDEP will of course be looking to see any new developments to maximise the potential for reducing car movements, and in looking at how rural or other isolated communities can access employment, leaning and other opportunities. We will however look to build on our relationships with emda to look at the development of the East Midlands airport and the impact of wider policy and multi modal studies have on the sub-region.

### **1.5.9 ICT**

DDEP are committed to supporting the enablement of exchanges within the sub-region. The sub-region has large rural areas that have little chance in the short – medium term to access Broadband opportunities without some direct intervention. We have recently appointed a Broadband manager and are in the process of establishing a sub-regional ICT Reference Group. This group will look at current and future ICT needs and put forward recommendations to the DDEP Task Groups on how to accelerate ICT enablement across the sub-region. Projects appraised by DDEP will need to consider the most appropriate level of ICT infrastructure for that particular project. DDEP and Derbyshire County Council are currently looking at ways to support the Broadband marketing campaign and DDEP are also looking to bring forward proposals to the Board to contribute towards the RABBIT fund for 2004/05.

### **1.5.10 Tourism**

DDEP endorses the principles outlined in the East Midlands Tourism Strategy and recognises the potential the sub-region has with tourism to create real economic benefits.

The Tourism offer in Derbyshire can be considered to be the backbone of the regions tourism offer. With the Iconic rural destination of the Peak District, the emerging brands of the National Forest and the Derwent Valley Mills World Heritage Corridor, combined with the potential for Derby to develop its business, cultural and arts base and with Market Towns Villages and such as Buxton and Wirksworth there is increased potential to build upon their growing reputation as festival destinations. The sub-region is fortunate to have some of the most significant country homes including Chatsworth. The potential of environmental or green tourism provide other opportunities for the sub-region and with the help of partners such as English Heritage, English Nature, The National Forest Company and Derbyshire Wildlife the sub-region can gain significant benefits.

The DDEP will work with the Destination Management Partnership structures to look at the strategic opportunities in the sub-region and seek to maximise the tourism offer including addressing key infrastructure, business and learning opportunities.

### **1.5.11 Rural Development**

The DDEP area has a strong rural base stretching from the internationally significant National Park and the Peak District in the North down to the National Forest in the south of the sub-region. It is a mixture of small rural villages, larger market towns and the rural economy is a significant attractor for tourism. The DDEP has established a formal Rural Action Zone and has allocated £500k per annum for the next three years to tackle many of the issues identified within the rural strand of the RES. The RAZ covers the whole of High Peak and Derbyshire Dales districts and this is seen as a powerful tool for driving forward the rural economy for the area in the future. An important and valued part of the RAZ and the Objective 2 and Leader + activity is in our cross boundary links with our partners in Staffordshire who share many of the economic opportunities and obstacles and who are an important and valued part of the RAZ. A key challenge is to ensure that much of the excellent work and partner engagement can be developed further and that the private sector can be engaged in the decision making process. The RAZ team based in Bakewell will coordinate with partners the specific rural activities for the area and will lead on ensuring that rural policy issues for the sub-region and in time will look at developing best practice across non RAZ rural areas. Not all rural activity however is centred upon the RAZ and the National Forest and western part of the sub-region have a significant rural impact. Support for Market Towns across the sub-region will be considered and indeed Health checks have already been commissioned across the sub-region.

In addition to the direct work of the RAZ and other rural areas, DDEP task groups will look to ensure that its approach to business, learning and infrastructure seeks to reflect an appropriate balance between the needs of the rural and urban areas.



### **1.5.12 Urban Regeneration**

As a starting point for the renaissance of urban areas DDEP will look to support and influence measures that compliment the implementation of the Urban Action Plans 13 Key deliverables.

The potential of the sub-regions city and smaller urban areas provides DDEP with a real opportunity to grow. DDEP are already working closely with Derby Cityscape to ensure that DDEP and the URC can develop a shared vision for the City, and to agree where DDEP or Cityscape resources might best be used. This relationship is strengthened with two DDEP Board Members who are also Board members of the URC.

DDEP is working with Local Authority partners and LSPs to align their economic priorities to DDEP's and in doing so to those identified in the RES. Joint working on Master planning in the URC area and also for Smaller Urban areas is another area we might look to develop further.

The impact of business crime is another area that DDEP will be looking to work with key partners.

DDEP is now involved in supporting the 3 cities initiative and will look at how it can support actions that impact upon Derby, particularly in relation to development opportunities around the city and linking employment opportunities to the development of East Midlands Airport.

## SECTION 2 – PARTNERSHIP ARRANGEMENTS

### 2.1 SSP Organisation

#### 2.1.1 Company Formation

The Derby & Derbyshire Economic Partnership was incorporated in September 2003 based upon its Memorandum and Articles of Association agreed by emda.

The company Board has 15 Directors and 2 observers. The Chairman is a representative of the business community and is supported by a further 4 Board Directors from the Private Sector. There is also representation on the Board from City, County and District Councils, other public bodies, the sub-regional universities and the voluntary and community sector. The observers are from *emda* and GOEM.

The following Directors have been appointed to the Board

#### Private Sector

John Foxcroft (Chair)	MD Garrandale Group
Alan Jones	Chairman, Toyota Manufacturing UK
Richard Brown	MD Eurostar
Clive James	MD Tarmac Holdings Central
Richard Horsley	MD QED Public Relations

#### Public Sector

Cllr Geoff Carlile (V Chair)	Cabinet Member Regeneration Derbyshire County Council
Cllr Barry Whyman	Leader South Derbyshire District Council
Cllr Maurice Burgess	Leader Derby City Council
Cllr Alan Wells	Deputy Leader High Peak Borough Council
Cllr Derek Orchard	Cabinet Member Regeneration Erewash Borough Council

#### Other Key Partners

Prof Roger Waterhouse	Pro Vice Chancellor University of Derby
David Hughes	Executive Director Derbyshire LSC
Sharon Forton	Acting Chief Executive Southern Derbyshire Chamber
Bimmy Rai	Chief Executive, Derby Millennium Network
David Coleman	Chief Constable, Derbyshire

#### Observers

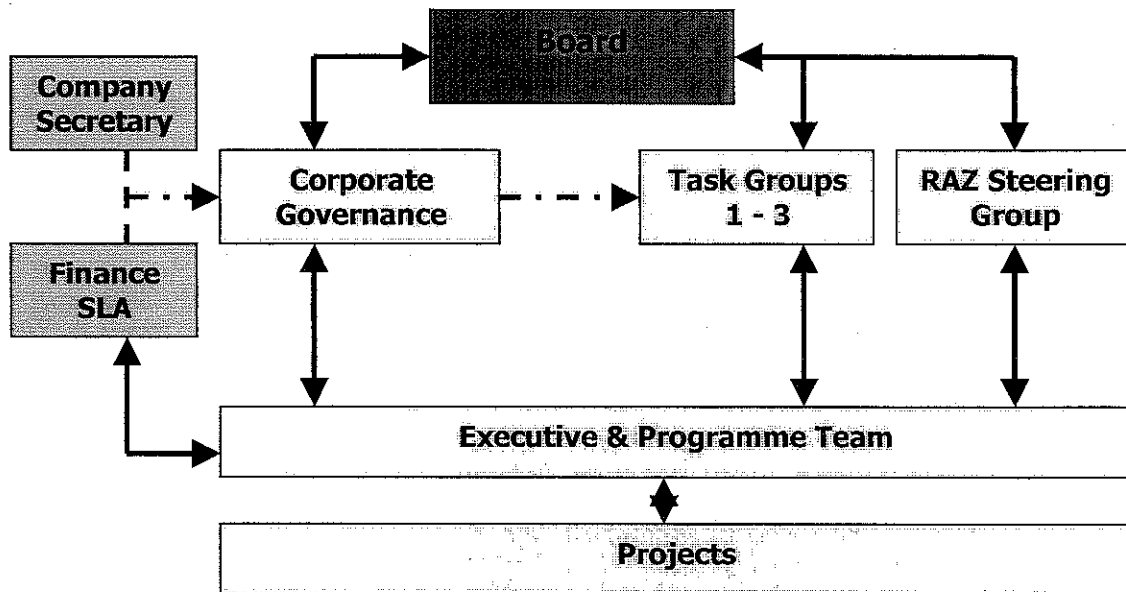
David Wallace	Director International Development, emda
Jan Sensier	Deputy Director Industry, Education and Skills GOEM

The DDEP have in place a process in its Memorandum and Articles of Association which outline how and when Board Members from all sectors will be refreshed. This for example includes the agreed rotation process for public sector members which will see at the next rotation Amber Valley and Derbyshire Dales join the board, and also how the business sector and other key partners will be appointed.

### 2.1.2 Operational Structure

The Organisation is made up of Executive Officers, employed on DDEP business, and Non Executive Officers who give their time free to the organisation, either as Board Members or Technical Advisers.

The DDEP operational structure is intended to be as simple as possible whilst retaining the necessary checks and balances to ensure the business runs effectively and to the agreed operational and financial procedures. Importantly this means ensuring that decision making processes are robust, owned by the board and capable of making quick informed decisions to our customers. The business is therefore structured as follows:



The DDEP Task Group structure has evolved during the Planning phase as the most appropriate mechanism to coordinate project endorsement, appraisal and authorisation. Task Groups will be encouraged to invite key partners and expert advisors as required to improve the decision making process by examining project ideas, assessing market demand and providing view on latest thinking. As advisors to the Task Group directors these invitees will not form part of the final project approval process.

In addition we have a RAZ Steering group with two Board members who with the RAZ team drive will forward the work of RAZ and economic priorities of the High Peak and Derbyshire Dales LSP.

The Task Groups, which in all cases will be chaired by members of the Board, have the following membership:-

**Learning Skills for Employment and Life**

Chair: David Hughes

Other Members Proposed: Alan Wells, David Coleman, Derek Orchard, Bimmy Rai

**Energising Business & Entrepreneurs**

Chair: Alan Jones

Other Members Proposed: Sharon Forton, Richard Horsley, Roger Waterhouse, Richard Brown

**Infrastructure for a Modern Economy**

Chair: Geoff Carlile

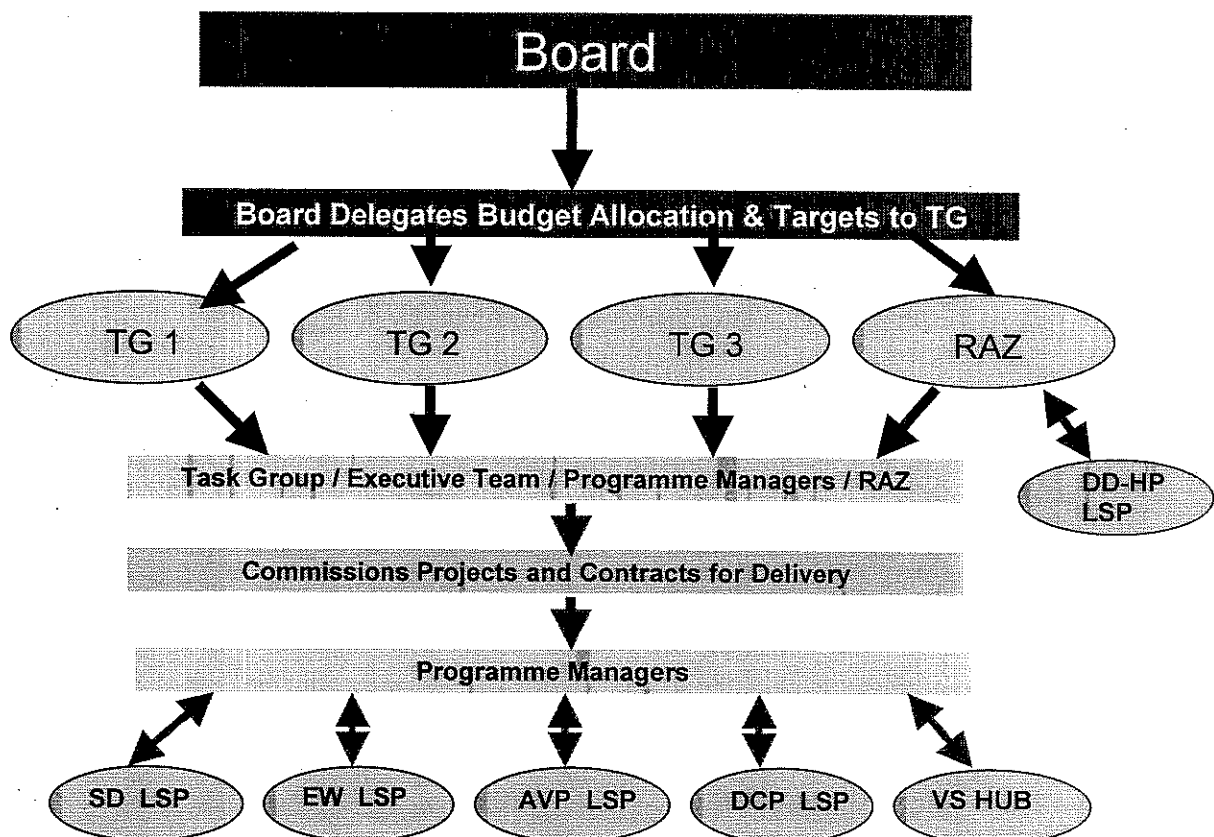
Other Members Proposed: Clive James, Barry Whyman, Maurice Burgess, John Foxcroft

**RAZ Steering Group**

Chair Professor Roger Waterhouse:

Other Members: Alan Wells

It is important for DDEP to get to a position where projects are reactive and lack real strategic fit and impact to a model where it can commission specific project activity to the priorities of the sub-region.



### ***2.1.3 Roles & Responsibilities of the Board***

- The Board is responsible for the strategic direction of DDEP and will ultimately be accountable for all moneys at its disposal. Directors are responsible for ensuring that moneys invested provide appropriate value added services to our target market.
- Board members will work collaboratively for the good of the sub-region as a whole, objectively identifying areas of need and overseeing the achievement of our aims and objectives.
- The Board will steer the activities of the DDEP in doing so providing the authority to nominated Task Groups and Officers to control operational delivery issues.
- Underperformance of the Task Groups and/or the Officers of the SSP will fall to the Board to address.
- The Board will operate openly and transparently with a clear set of business processes and protocols. Business processes outlined within the SSP Business Plan will be regularly reviewed by the Executive Director and the Corporate Governance Working Group. Amendments to SSP Operating Procedure will be discussed with the Board as the organisation evolves.

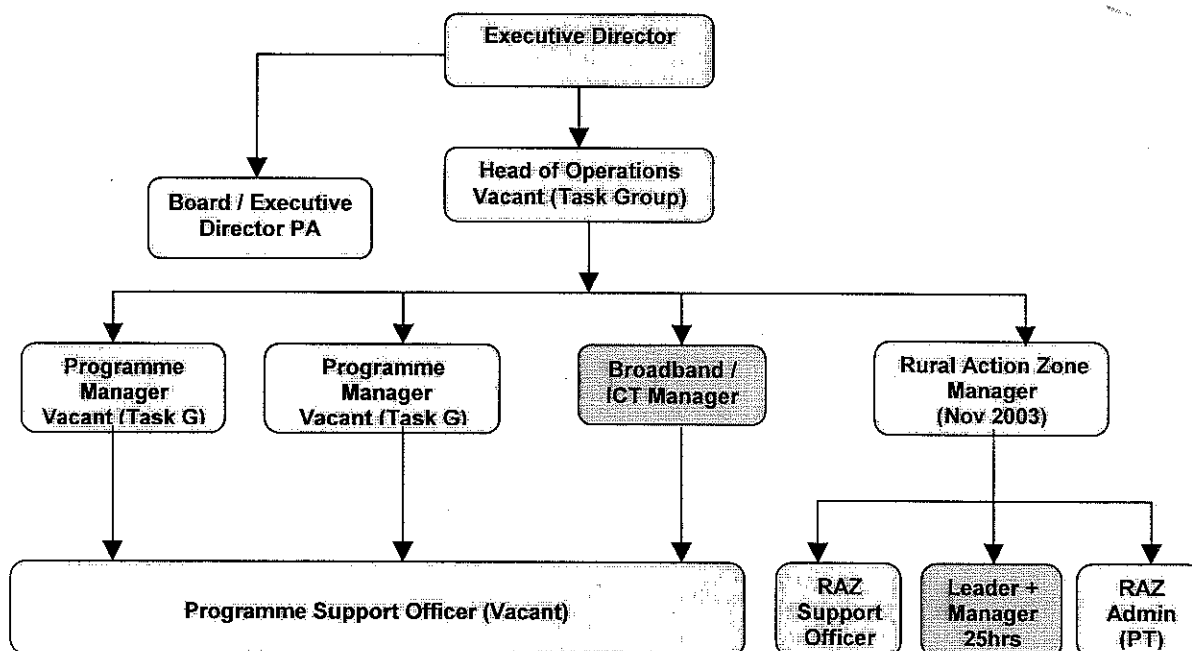
### ***2.1.4 Roles & Responsibilities of the Corporate Governance Working Group***

Members of the Board have corporate responsibility for ensuring that the Company complies with its memorandum and articles and any statutory or administrative requirements including the use of public funds. The Board has recognised its responsibilities in dealing with the public purse, but also as an employer. To help ensure that the company fulfils all its obligations the board has created a Corporate Governance Group. Some of its responsibilities include;

- implementing the Code of Conduct and a communications strategy including prompt response to public requests for information;
- ensuring that high standards of corporate governance are observed at all times;
- overseeing the delivery of planned results by monitoring performance against agreed strategic objectives and targets;
- ensuring that, in reaching decisions, the Board has taken into account any guidance issued by EMDA or any other relevant body;
- ensuring that the Board operates within the limits of its statutory authority; within the limits of the Board's delegated authority agreed with EMDA; and in accordance with any other conditions relating to the use of public funds;
- overseeing issues that are delegated to committees
- Reviewing Board processes and practices to ensure continuing compliance with its obligations and discharging of its responsibilities.

## 2.2 Staffing Structure

### 2.2.1 Organisational Structure for DDEP



## 2.3 Accountable Body Arrangements

The Partnership has now been registered with Companies House and has been established as a Company Limited by Guarantee – “Derby and Derbyshire Economic Partnership”. As a Company, it acts on behalf of the Partnership; has legal responsibility for the actions of the Partnership; and acts as the employer of the Partnership’s staff.

At this stage it is not thought that DDEP would register for VAT as it can only claim input tax if it has a significant level of outputs, which is unlikely. Corporation Tax payments can not be avoided although they will be limited to payments on interest received. An inflationary assumption of 3% has been made on annual operating costs

### 2.3.1 Service Level Agreement with Derbyshire County Council

Prior to the formation of the Company, Derbyshire County Council has been the ‘accountable body’ acting on behalf of the Partnership. The continued support of the County Council to the activities of the Company and of the Partnership will be needed for its effective operation. The value of the services to be provided by the County Council in the Service Level Agreement (SLA) is valued at a notional £35,000 and forms part of the in kind contributions to the Partnership’s annual operational budget.

From the outset Derbyshire County Council was invited to undertake the role of Accountable Body. As a fully operational SSP, DDEP will have its own bank account and auditors and takes full responsibility for its decisions and procedures. We have asked Derbyshire County Council to offer an agency service to the partnership. This allows DDEP to benefit from established clear accounting procedures; budgetary control; etc. Working with DDEP, Derbyshire County Council will on behalf of the partnership process all claims; issue quarterly funding profiles requests to emda; make payments; provides regular reports and reviews, monitor cash flow, etc. DDEP will produce an Annual Report and a statement of accounts approved by independent external auditors.

DDEP are negotiating the details of a SLA with Derbyshire County Council to formalise this agreement on behalf of the DDEP. The benefits of this are that it:

- Allows audited, established financial processes to remain.
- Reduces risk by maintaining public accountable funding systems
- Reduces running costs of the SSP.
- Reduces administration through direct payment of salaries and invoices
- Allows DDEP to have admitted body status to the Derbyshire Local government Pension Scheme.
- Allows DDEP to operate within emda's financial memorandum.

### ***2.3.2 Responsibilities associated with Accountable Body Status***

**Annual Meeting:** - An Annual General Meeting of the Company and its Directors is to be held each year. It is suggested that this be held in June at a date to be determined by the Chair.

**Annual Report:** - An Annual Report of the Company's activities is to be presented at the AGM by the Executive Director.

**Appointment of Company Secretary:** - The Board of the Partnership has agreed that the County Secretary of Derbyshire County Council be appointed to act as Company Secretary.

**Appointment of Auditors:** - DDEP and Derbyshire County Council Treasurers team are currently looking to appoint independent auditors.

**Company Accounts:** - Annual accounts for the Company are required to be published and these will be submitted to the Company AGM. A separate bank account for the Company is being established. Annual Accounts will cover the period 1<sup>st</sup> April to 31<sup>st</sup> March each year. Authorised signatories to sign cheques on behalf of the Company are also required and it is suggested these be the Executive Director; Company Secretary; the County Treasurer of Derbyshire County Council (or their nominated representatives).

The DDEP has agreed that, on its behalf, Derbyshire County Council (DCC) undertakes responsibility for ensuring that effective financial arrangements are in place to safeguard public money. This includes the receipt and payment of funds and the production of audited Annual Accounts. As outlined in an earlier paragraph this arrangement will be subject to a joint review undertaken by both the Corporate Governance Group and Derbyshire C.C.

- The financial relationships and requirements of the DDEP in relation to individual project providers will be set out within the offer letter.
- Emda's Portfolio Director System will be adopted by the Programme Managers to monitor project activity and spend.

## **2.4 Capacity & Capability**

DDEP has a strong and balanced Board. This brings with it an impressive blend of experience from the private, public and other key sectors. The partners around the Board, all of which have experience & track record of delivering economic development and regeneration projects, can bring their experience to ensure that projects commissioned, appraised and approved will ultimately deliver focussed, high impact projects. They will also ensure that projects are aligned to the SRES and RES, add value to our core business and are capable of being delivered on time and to budget.

The Board and Task Groups will be supported by a team that will ensure that objectives are delivered and high quality levels of appraisal, contract management and evaluation are implemented.

## **2.5 Partner & Business Engagement**

### ***2.5.1 Engagement of LSPs***

DDEP recognises that although LSPs have a broader social and community agenda that the SSP where local economic priorities can be aligned we will work to do so. DDEP has instigated and agreed a schedule of quarterly meetings with the Economic Development Managers in the area and their LSP colleagues, to share information on priorities and agree common objectives. To reinforce this relationship the Board has agreed to allocate a proportion of its indicative allocation to LSPs against their agreed local economic priorities.

### ***2.5.2 Engagement of Business Community***

The involvement of a strong business led Board, which also includes key other partners including Derbyshire Chamber of Commerce, and with that links to Derbyshire Business Link enables DDEP to start engaging fully with the business community. This will be reinforced as part of the formal consultation process in developing the SRES and also in their involvement as potential commercial delivers of programme delivery. This will include developing links through business estate management networks, consultation with Derbyshire Institute of Directors, the Business Champions network, Trade Associations and Forum.

### ***2.5.3 Wider Partnership Engagement***

Wider partnership engagement is reinforced through our working relationships with RAZ partners, the CVS Hub, established specifically to engage in DDEP activity, and through regular meetings with emda, GOEM and local authorities to ensure that key issues are identified and understood.



## 2.6 Publicity

The DDEP are committed to raising the local awareness of benefits and opportunities arising from the Programme, particularly within those themes and communities targeted for action. Generally, the high level of publicity will be continued through the development of a single DDEP communications strategy to ensure consistency across the whole of the sub-region. The strategy will incorporate the following:

- development of a world-wide web presence with programme information and interactive elements such as contact and on-line applications, integrated with the SSP site
- the corporate branding of all publicity and administrative material;
- maximising opportunities to promote access to the programme particularly in relation to programme commissioning processes;
- presentations and a rolling programme of promotional events aimed at engaging business groups, local authority partners and voluntary and community groups and organisations;
- production of quarterly DDEP Briefing paper to partners reporting progress, events etc
- press releases, interviews on the local radio and exploitation of other media opportunities as appropriate.
- wider partnership meetings.

Individual projects securing SSP resources will be required to reflect the support of the Programme and of emda through appropriate acknowledgements on stationery, sign-boards and related materials. This requirement will be built into Offer Letters.

### **3 SECTION 3 - KEY DELIVERABLES**

DDEP are in a similar position to those SSPs who were putting forward their first Business Plan in 2003/04. Following discussions with emda in advance of this plan we have agreed and adopted a thematic approach to our project deliverables. In agreement with emda we have decided to commission a State of the Sub region report that will look at the 12 strands of the RES and provide a baseline, and assessment of what they mean to the DDEP economy.

Our Board is very clear that it does not want to be in a continuous cycle responding to reactive projects that chase cash to exist. Instead the DDEP wishes to get to a point where it commissions projects specifically to deliver our key outputs based upon evidence rather than assumptions of need.

#### **In year achievement of Budget allocation and spend**

For 2003/04 emda and DDEP are jointly work to appraise and deliver the indicative allocation of £2.5m. For 2004/05 we have identified Expressions of Interest that, if all approved, could deliver over 4 times our allocation. Although DDEP is theoretically a year behind some of our SSP colleagues we believe that we can make a real and significant impact on spend next year and that emda can have confidence that DDEP will deliver against its allocation.

The DDEP Board realises that it cannot commit expenditure it does not have, however it recognises the need for flexibility to manage any potential under-spend or slippage, bringing forward additional Capital and Revenue projects in year if needed.

It is particularly important to note that Capital projects outlined in year 1 will not realise the full extent of their Tier 3 outcomes until the physical completion of the infrastructure. Projects must therefore be ready to be introduced quickly to ensure any slippage in project completion does not limit the DDEP's ability to deliver against agreed tier 3 targets.

## Schedule 1: Year 1 – 3 OPERATIONAL RESOURCES

<b>STAFFING Show all</b>	<b>YEAR 1 (000s)</b>	<b>YEAR 2 (000s)</b>	<b>YEAR 3 (000s)</b>
Executive Director	49	50	52
Admin Support	16	16	17
Head of Programmes (vacant)	36	37	38
Programme Manager 1(vacant)	28	29	30
Programme Manager 1(vacant)	28	29	30
RAZ Development Manager (Nov2003)	30	31	32
RAZ Prog Support / Admin	30	31	32
Programme Support Officer (vacant)	15	15	16
On costs including Pensions	63	66	66
<b>TOTAL STAFF COSTS</b>	<b>295</b>	<b>304</b>	<b>313</b>
<b>RUNNING COSTS</b>			
Accommodation / Venue Hire	17	18	18
Telephones / IT	15	16	16
Stationery / Print / Postage	11	12	12
Marketing & Promotion	10	10	10
Travel / Misc. Running Cost	17	17	17
Research, Consultancy & Training	15	16	16
Legal & Audit	5	5	5
Misc. Office Supplies	10	11	11
<b>TOTAL RUNNING COSTS</b>	<b>100</b>	<b>105</b>	<b>105</b>
<b>RESOURCE PLAN FUNDING</b>	<b>YEAR 1 (000s)</b>	<b>YEAR 2 (000s)</b>	<b>YEAR 3 (000s)</b>
<i>emda</i>	250	250	250
Partners (cash)	145	159	168
<b>Total Resource Plan (cash)</b>	<b>395</b>	<b>409</b>	<b>418</b>
Partners (in kind)	88	88	88
<b>TOTAL PLAN (cash/ in kind)</b>	<b>483</b>	<b>497</b>	<b>506</b>

## Schedule 2: Year 1 Project Activity

1(a). MAIN RES DRIVER: **Employment Learning and Skills**

1(b). LINKAGE TO THE 12 STRANDS:  
Primary Strand 3,  
Secondary Strands 1, 2, 4, 10, 11, 12

2. PROJECT TITLE: **Learning Skills for Employment and Life**

### 3. PROJECT DESCRIPTION

#### *Learning Skills for Employment and Life*

DDEP wants Derbyshire to be at the forefront of new and innovative developments designed to engage people of all ages and from all walks of life in learning activities that enhance business competitiveness and improve quality of life. Following our call for expressions of interest, DDEP has received over 35 project outlines with a total project value of over £13m. with a potential call on DDEP resource exceeding the indicative allocations by on average 4:1.

#### **The types of projects that have been encouraged will:**

- Create and fill high quality jobs ensuring the current and future workforce is highly skilled, motivated and flexible.
- Extend participation in education, learning and training opportunities for all people, including those living in the rural area and hard to reach communities.
- Increase engagement of employers in workforce development.
- Promote lifelong learning to improve basic skills and employability.
- Increase the number of young people and adults achieving recognised qualifications, including raising attainments of NVQ levels 3 and 4.
- Promote skills development in key clusters e.g. (engineering, construction, tourism, hospitality and leisure, food and drink, creative industries and environmental technologies)
- Increase participation, particularly within the SME business community in management development and entrepreneurship.
- Encourage the retention of graduates through placements and employment programmes.
- Increasing investment in the higher and further education sectors in Derbyshire and supporting them in their efforts to offer first class learning opportunities to a wide spectrum of people, and in their efforts to attract investment and assist in developing and enterprise culture.
- Increase the number of Derbyshire residents attaining managerial and other professional qualifications, or achieving qualifications in highly skilled trades where there are clear labour shortages.
- Address barriers to participation to learning or employment amongst adults, including access to childcare, improved information, advice and guidance, women returners, ethnic minorities, over 45's and those considering employment post retirement age.

#### 4. LEAD PARTNER

At this stage it is not appropriate to identify one key lead partner. DDEP considers that the activities we commission are likely to be converted into fully appraised and endorsed project activities that have a variety of lead partners.

A key element of the commission approach adopted by DDEP is that although expression of interest are received the Task Group will look at not the only the project but at who may be the most appropriate delivery organisation or groups. This will enable DDEP to ensure that we can strategically coordinate project planning and delivery of projects and add value to mainstream resources so that an appropriate a mix of funding partners can be brought together and avoid duplication.

#### **OTHER DELIVERY / FUNDING PARTNERS:**

The key partners to be engaged in delivery of these activities include Derbyshire LSC, University of Derby, FE Colleges, Jobcentre Plus, Connexions, Trade Associations, Sector Forums, The Voluntary Sector, Education Business Partnerships,

5. FUNDING	2004/05		FUTURE YEARS	
	CAP (£000)	REV (£000)	CAP (£000)	REV (£000)
<i>DDEP</i> contribution	272	540	276	2,481
EU funding (specify programme / package)	272	560	276	2,481
Specify Other Public Funding	544	1,100	552	4,962
Specify Private sector funding				
Specify voluntary sector / charitable funding				
<b>TOTAL FUNDING</b>	<b>1,000</b>	<b>2,000</b>	<b>1,000</b>	<b>10,000</b>

**Note Total funding Figures Rounded**

6. CORE TIER 3 OUTPUTS	2004/05	FUTURE YEARS
Employment opportunities		
Business Performance		
Brownfield land		
Education & Skills	595	1,300
Investment benefiting Deprived Areas		
<b>SUPPLEMENTARY TIER 3 OUTPUTS</b>		
Graduate Recruitment	15	35
Mature Workforce Development	128	128
Use of ICT	60	130

#### 7. ASSESSMENT OF CONTRIBUTION TO TIER 2 OUTCOMES:

- Target 1 : Growth in GDP
- Target 2 : Reduce Unemployment Count
- Target 4 : Increase employment in the priority target rural areas
- Target 6 : Increase in the Employment Rate
- Target 7 : Tackle specific sector skills
- Target 8 : Increase productivity
- Target 9 : Increase people going into business

## Schedule 2: Year 1 Project Activity

1(a). MAIN RES DRIVER: **Enterprise & Innovation**

1(b). LINKAGE TO THE 12 STRANDS:

Primary Strand 1, 2,

Secondary Strands 3, 4, 5, 6, 9, 10, 11, 12

2. PROJECT TITLE: **Energising Business & Entrepreneurs**

### 3. PROJECT DESCRIPTION

The DDEP wants to play an active part in creating an environment and culture conducive to entrepreneurship and business success. We will support the creation and survival of dynamic, innovative and entrepreneurial businesses and help them to be competitive and achieve their full potential in Derbyshire. We will focus upon existing SME's with growth potential. We want to encourage young people to be entrepreneurial and to see themselves as the business leaders of tomorrow. We also want local communities and the business development networks such as Business Link Derbyshire, the Derbyshire Chambers of Commerce, Sector Forums and Social and Minority Enterprises to play a more pro-active role in supporting business development and job creation across the sub-region.

#### *Projects to be encouraged will:*

- Promote and encourage positive attitudes to entrepreneurship and business across the wider community.
- Provide pre- and early- start-up support which helps would-be entrepreneurs to properly identify, develop and test new business ideas, formulate sound business plans and raises their awareness of the availability and value of support services.
- Increase the availability, quality and accessibility of business premises suitable for a variety of start-ups and smaller growing firms to help support the process of business incubation and growth.
- Support and develop key existing and emerging clusters e.g. (engineering, construction, tourism, hospitality and leisure, food and drink, creative industries and environmental technologies)
- Equip individuals [including women and ethnic minorities] with the necessary skills, abilities and know-how to establish and run successful new businesses of all kinds.
- Improve the availability of and access to finance for new and smaller businesses and for medium sized firms with growth potential.
- Provide opportunities for people to establish and sustain viable social and community enterprises.
- Support the start-up, diversification and development of businesses in Rural Areas, Market Towns and other hard to reach communities.
- Encourage more businesses to maximise international trade development opportunities offered by EU enlargement, to address competitive challenges and realise their exporting potential as a means of achieving business growth.
- Encourage Derbyshire businesses to invest in and make effective use of information and communications technologies [including broadband] to identify and realise market opportunities and stimulate product and process innovation.
- Promote Derbyshire for Inward Investment. Increase the range of direct investment into Derbyshire through UK and FDI enquiries into the sub-region. Encourage established investors to remain in and expand in the area.
- Promote innovation, knowledge transfer and environmental resource management within and between businesses.

#### 4. LEAD PARTNER

At this stage it is not appropriate to identify one key lead partner. DDEP considers that the activities we commission are likely to be converted into fully appraised and endorsed project activities that have a variety of lead partners. It is important however that we forge strong working relationships with Derbyshire Business Link and the emerging brokerage model to identify the most appropriate deliverers of business support Services in the sub-region.

A key element of the commission approach adopted by DDEP is that although expression of interest are received the Task Group will look at not the only the project but at who may be the most appropriate delivery organisation or groups. This will enable DDEP to ensure that we can strategically coordinate project planning and delivery of projects and add value to mainstream resources so that an appropriate a mix of funding partners can be brought together and avoid duplication.

#### **OTHER DELIVERY / FUNDING PARTNERS:**

The key partners to be engaged in delivery of these activities include Derbyshire Business Link, Chamber of Commerce, SEEM, MEEM, Business Associations, Business in the Community, Princes Trust, University of Derby, FE Colleges, Trade Associations, Sector Forums, The Voluntary Sector, Education Business Partnerships, Private Sector Deliverers, Derbyshire LSC

5. FUNDING	2004/05		FUTURE YEARS	
	CAP (£000)	REV (£000)	CAP (£000)	REV (£000)
<i>DDEP</i> contribution	545	674	735	2,942
EU funding (specify programme / package)	250	300	735	2,942
Specify Other Public Funding	500	650	735	2,942
Specify Private sector funding	250	650	735	2,942
Specify voluntary sector / charitable funding				
<b>TOTAL FUNDING</b>	<b>2000</b>	<b>2,000</b>	<b>3,000</b>	<b>12,000</b>

**Note Total funding figures rounded**



6. CORE TIER 3 OUTPUTS	2004/05	FUTURE YEARS
Employment opportunities	506	1140
Business Performance		102
Brownfield land		
Education & Skills		
Investment benefiting Deprived Areas		
SUPPLEMENTARY TIER 3 OUTPUTS		
Graduate Recruitment	15	35
After Care Visits	18	40
No of Social Enterprises	4	10
No of business engaged in Cluster Activity	68	170
No of Science Technology based spin outs	3	6
Use of ICT	60	130

#### 7. ASSESSMENT OF CONTRIBUTION TO TIER 2 OUTCOMES:

- Target 1 : Growth in GDP
- Target 2 : Reduce Unemployment Count
- Target 4 : Increase employment in the priority target rural areas
- Target 6 : Increase in the Employment Rate
- Target 7 : Tackle specific sector skills (improve ICT Skills)
- Target 8 : Increase productivity
- Target 9 : Increase people going into business
- Target 10: Increase FDI
- Target 11: Increase proportion of Innovative Businesses

**Assumption – Employment opportunities split 50/50 between Jobs created & safeguarded**  
**Assumption – Business performance - no outputs in year 1 as businesses must survive for 12 months before appearing on outcomes.**

## Schedule 2: Year 1 Project Activity

**1(a). MAIN RES DRIVER: Climate for Investment**

**1(b). LINKAGE TO THE 12 STRANDS:**

Primary Strand 7, 8, 9

Secondary Strands 1, 2, 3, 4, 5, 10, 11, 12

**2. PROJECT TITLE: Infrastructure for a Modern Economy**

### **3. PROJECT DESCRIPTION**

The infrastructure of the economy - land, buildings, transport and communications - are its very foundation. To support business and employment development we need to ensure that businesses and the workforce have a modern and sustainable infrastructure to work with and to use for leisure and community purposes. The quality, not just the quantity, of infrastructure will remain key concerns of the partnership. Since we want to modernise and extend economic infrastructure, developments should be in keeping with the history, culture and physical attributes of much of the sub-region whilst protecting one of our key assets - our environment and our culture.

#### ***Projects to be encouraged will:***

- Identify and bring forward high quality, strategic employment sites in order to support business and employment development, with consideration also to quality of life and environmental factors and concerns.
- Provide a range of flexible start-up incubators and managed workspace suitable for helping new and innovative businesses to establish themselves effectively.
- Support the renewal and modernisation of urban areas within and around Derby City in conjunction with Derby Cityscape
- Support and enhance the infrastructure of market towns within the County to realise economic and community development objectives.
- Increase the supply of business premises [including arts and craft studios/ suites] across the sub-region to help support the development of the creative industries sector [including access to appropriate business support and specialist expertise].
- Develop tourism infrastructure in the sub region.
- Promote transport and sustainable employment opportunities that can attract a range of investments across the sub-region.
- Continue to invest in the ICT infrastructure of the County to increase competitiveness and reduce unnecessary vehicle usage.
- Promote strategic environmental improvement schemes that enhance the quality of business estates, tourism and heritage areas within the urban and rural communities.

#### 4. LEAD PARTNER

At this stage it is not appropriate to identify one key lead partner. DDEP considers that the activities we commission are likely to be converted into fully appraised and endorsed project activities that have a variety of lead partners.

A key element of the commission approach adopted by DDEP is that although expression of interest are received the Task Group will look at not the only the project but at who may be the most appropriate delivery organisation or groups. This will enable DDEP to ensure that we can strategically coordinate project planning and delivery of projects and add value to mainstream resources so that an appropriate a mix of funding partners can be brought together and avoid duplication.

#### OTHER DELIVERY / FUNDING PARTNERS:

The key partners to be engaged in delivery of these activities include, Local Authorities, Derby Cityscape, Private Sector Developers, emda, English Partnerships, GOEM, Derbyshire LSC, University of Derby, National Forest Company, English Nature, National Trust, Countryside Agency,

5. FUNDING	2004/05		FUTURE YEARS	
	CAP (£000)	REV (£000)	CAP (£000)	REV (£000)
<i>emda</i> contribution	1,900	125	5,523	291
EU funding (specify programme / package)	1,900	125	5,523	291
Specify Other Public Funding	3,800	125	8,285	436
Specify Private sector funding	3,800	250	8,285	436
Specify voluntary sector / charitable funding				
<b>TOTAL FUNDING</b>	<b>11,000</b>	<b>1000</b>	<b>28,000</b>	<b>1,000</b>

**Note Total funding figure rounded**

6. CORE TIER 3 OUTPUTS	2004/05	FUTURE YEARS
Employment opportunities		
Business Performance		
Brownfield land (ha)	11	22
Education & Skills		
Investment benefiting Deprived Areas	£638,000	£612,000
<b>SUPPLEMENTARY TIER 3 OUTPUTS</b>		
New Build or Refurbished Space – (m2)	5000	8500

#### 7. ASSESSMENT OF CONTRIBUTION TO TIER 2 OUTCOMES:

Target 3 : Increase in new employment floorspace  
 Target 4 : Increase employment in the priority target rural areas  
 Target 5 : Reclaim Brownfield Land  
 Target 7 : Tackle specific sector skills (improve ICT Skills)  
 Target 10: FDI  
 Target 11: Increase no of innovative Businesses.

## Schedule 2: Year 1 Project Activity

**1(a). MAIN RES DRIVER: ALL RES DRIVERS**

**1(b). LINKAGE TO THE 12 STRANDS:**

**Primary Strand 11,10**

**Secondary Strands 1,2,3,4,6,7,8,9**

**2. PROJECT TITLE: Peak District Rural Action Zone**

### 3. PROJECT DESCRIPTION

The established RAZ team will present a portfolio of projects which address a wide variety of issues and opportunities faced by communities living and working in the High Peak and Derbyshire Dales area. These priorities, drawn from the RAZ Development Plan, currently under development, will be assessed for their strategic fit against the Sub Regional Strategy by a member of the Programme Team. The project proposals will be presented to the RAZ Steering Group and then the DDEP for formal Board endorsement.

Prior to individual projects authorisation the RAZ team will need to work up detailed project applications for full SPAG appraisal. Once approved a Programme Manager will monitor contract delivery and assess impact and Value for money.

The mix of projects coming forward is expected to touch on all aspects of economic regeneration and contribute to the three main RES drivers covered in the schedule 2s above. We would expect much of the work undertaken by the RAZ to maximize the funding available to the area from Objective 2 and other funding sources. Although DDEP resource can only be spent in its own area we are working with Staffordshire partners to encourage Advantage West Midlands to make a similar allocation to the RAZ area, thereby maximising the impact of our investment.

#### **The types of projects to be encouraged will:**

- Develop high quality existing and new visitor attractions, including building on our growing reputation for festivals
- Improve accessibility and awareness of the Peak District providing a high quality tourism experience for the visitor
- Provide infrastructure improvements to facilitate employment site development
- Develop Business / Innovation Centres
- Consider Market town health checks and action plans
- Develop the University of Derby College, Buxton
- Support rural community economic regeneration
- Develop the environmental economy, including farm business diversification and local produce marketing initiatives
- Consider support services for start-up and existing businesses, social and community enterprises and inward investing companies
- Secure full broadband coverage across the area and increase access and usage of ICT in the RAZ area.
- Promote strategic road and rail improvements
- Improve public transport facilities, cycleways, footpaths, bridleways and waterways.
- Extend participation in education, learning and training opportunities for people living in the rural area and hard to reach communities.
- Promote skills development in key clusters within the RAZ e.g. (Agriculture, tourism, hospitality & leisure and food and drink)

#### 4. LEAD PARTNER

DDEP through the RAZ Steering Group and Team will manage the budget and oversee its delivery. Specific project will have their own lead partners and it is likely that a variety of providers and partnership organisations will come forward and in due course become involved in the delivery of the outputs.

#### OTHER DELIVERY / FUNDING PARTNERS:

The key partners to be engaged in delivery of these activities include Derbyshire LSC, FE Colleges, Jobcentre Plus, Connexions, Trade Associations, Sector Forums, The Voluntary Sector, Education Business Partnerships, Local Authorities, Private Sector Developers, emda, English Partnerships, Peak Park Authority English Nature, National Trust, Countryside Agency, Derbyshire Business Link, Chamber of Commerce, Business in the Community, Princes Trust & the University of Derby, GOEM, Staffordshire partners.

5. FUNDING	2004/05		FUTURE YEARS	
	CAP (£000)	REV (£000)	CAP (£000)	REV (£000)
<i>emda</i> contribution	250	250	500	500
EU funding (specify programme / package)	250	250	500	500
Specify Other Public Funding	400	400	800	800
Specify Private sector funding	100	100	200	200
Specify voluntary sector / charitable funding				
<b>TOTAL FUNDING</b>	<b>1,000</b>	<b>1,000</b>	<b>2,000</b>	<b>2,000</b>

**Note:**

**Assumption - Every £1 DDEP contribution this has the potential to generate £1 EU funding and £2 public/ private contribution.**

**Assumption: Public/Private split of 80/20 for RAZ activity**

6. CORE TIER 3 OUTPUTS	2004/05	FUTURE YEARS
Employment opportunities		
Business Performance		
Brownfield land		
Education & Skills		
Investment benefiting Deprived Areas		
<b>SUPPLEMENTARY TIER 3 OUTPUTS</b>		
Community Facilities		
No of businesses involved in Cluster Activity		
No of businesses increasing their use in ICT		
Graduate Recruitment		
New Build or Refurbished Space – (m2)		

#### 7. ASSESSMENT OF CONTRIBUTION TO TIER 2 OUTCOMES:

- Target 1 : Growth in GDP
- Target 2 : Reduce Unemployment Count
- Target 3 : Increase in new employment floorspace
- Target 4 : Increase employment in the priority target rural areas
- Target 6 : Increase in the Employment Rate
- Target 7 : Tackle specific sector skills
- Target 8 : Increase productivity
- Target 9 : Increase people going into business
- Target 10: FDI
- Target 11: Increase no of innovative Businesses.

**Note:**

**Outputs from RAZ projects are contained within the 3 Main Task Group Schedules.**

## Schedule 2: Year 1 Project Activity

1(a). MAIN RES DRIVER: ALL RES DRIVERS

1(b). LINKAGE TO THE 12 STRANDS:

Primary Strand : 3, 1

Secondary Strands : 9,11,12

### 2. PROJECT TITLE: Supporting Community & Voluntary Sector Activity

### 3. PROJECT DESCRIPTION

The objective of this project is to help the Voluntary sector manage their transition from being seen as a bolt on to economic activity to one of a core contributor.

As with the RAZ the DDEP is keen to build strong working relationships with those organisations currently involved in serving the Community and Voluntary sectors. By providing development funding co-ordinated through the CVS Hub (reducing over a three year period ) the project will help the sector demonstrate how it can contribute economically in the sub-region.

Over the life of the project the sector will become fully integrated in the main DDEP Task Groups and in doing so ensure that projects appraised by the three Task Groups take account of economic inclusion and social regeneration issues. To help with this transition the VSH will pilot, deliver and encourage community and voluntary projects with clear economic impact.

This allows the DDEP to:

- ensure that opportunities created by programmes are open to all
- tackle the barriers that stand in the way of people participating in programmes and
- target disadvantaged urban and rural communities

The CVS Hub will present a portfolio of projects which addressing a wide variety of issues and opportunities faced by economically and socially excluded communities. These priorities, drawn from the CVS Hub will be assessed for their strategic fit against the Sub Regional Strategy by a member of the Programme Team and following formal Board endorsement will constitute a contract for service delivery between DDEP and the CVS Hub.

Prior to individual projects authorisation the CVS Hub will need to work up detailed project applications for full SPAG appraisal. Once approved a Programme Manager will monitor contract delivery and assess impact and Value for money. The mix of projects coming forward is expected to touch on all aspects of economic regeneration and contribute to the three main RES drivers covered in the schedule 2s above..

#### The types of projects to be encouraged will:

- Build the capacity of the voluntary sector to play a decisive and active role in Economic Development in the sub-region.
- Promote and support equality of opportunity and identifying best practice.
- Support efforts by local communities to revitalise their areas, attract new investment and stimulate business and employment creation, and where clear economic benefits are shown measures to reduce crime and improve overall quality of life. Projects should improve accessibility for local people especially those who are most economically disadvantaged or in rural areas.



#### 4. LEAD PARTNER

DDEP will manage the budget and oversee its delivery. Specific project will have their own lead partners and it is likely that a variety of providers and partnership organisations will come forward and in due course become involved in the delivery of the outputs.

Once the overarching contract has been agreed it is likely that a variety of providers and partnership organisations will come forward and in due course become involved in the delivery of the contracted outputs.

#### **OTHER DELIVERY / FUNDING PARTNERS:**

The key partners to be engaged in delivery of these activities include, CVS, Derby Millennium Network PDRDF, Derbyshire Rural Community Council, Faith Communities, Engage EM, VOICE EM, SEEM, Groundwork, English Nature, Derbyshire Wildlife Trust, Parish Councils

5. FUNDING	2004/05		FUTURE YEARS	
	CAP (£000)	REV (£000)	CAP (£000)	REV (£000)
<i>emda</i> contribution	30	120	30	120
EU funding (specify programme / package)				
Specify Other Public Funding				
Specify Private sector funding				
Specify voluntary sector / charitable funding	30	120	30	120
<b>TOTAL FUNDING</b>	<b>60</b>	<b>240</b>	<b>60</b>	<b>240</b>

6. CORE TIER 3 OUTPUTS	2004/05	FUTURE YEARS
Employment opportunities		
Business Performance		
Brownfield land		
Education & Skills		
Investment benefiting Deprived Areas		
<b>SUPPLEMENTARY TIER 3 OUTPUTS</b>		
Mature Workforce Development		
Community Facilities		
No of Social Enterprises		

**7. ASSESSMENT OF CONTRIBUTION TO TIER 2 OUTCOMES:**

- Target 1 : Growth in GDP
- Target 2 : Reduce Unemployment Count
- Target 4 : Increase employment in the priority target rural areas
- Target 6 : Increase in the Employment Rate
- Target 9 : Increase people going into business

**Note: Outputs from V S Hub projects are contained within the 3 Main Task Group Schedules**

## Schedule 2: Year 1 Project Activity

1(a). MAIN RES DRIVER: ALL RES DRIVERS

1(b). LINKAGE TO THE 12 STRANDS: All strands

2. PROJECT TITLE: **Influencing Local Economic Development**

### 3. PROJECT DESCRIPTION

One of the main objectives of the DDEP is to align the economic priorities and activities of the LSPs with the sub-regional strategy. This will help coordinate a range of local economic provision using the experience of established partnerships on the ground.

Each LSP will be invited to develop and submit a local regeneration plan addressing a wide variety of economic issues and opportunities faced by their local communities and place them into priorities for sub-regional support. These themed activities and projects will be assessed for their strategic fit against the Sub Regional Strategy by a member of the Programme Team and following formal Board endorsement will constitute a contract for service delivery between DDEP and the LSP.

Prior to individual projects authorisation each LSP will need to work up detailed project applications for full SPAG appraisal. Once approved a Programme Manager will monitor contract delivery and assess impact and Value for money.

The mix of projects coming forward is expected to touch on all aspects of economic regeneration and contribute to the three main RES drivers covered in the schedule 2s above.

#### **The types of projects to be encouraged will:**

- Help to tackle the growing problem of business-related crime, including vandalism.
- Support the creation and growth of community-based social enterprises in areas of economic and social need with the assistance of business support agencies in the public and private sectors.
- Support efforts by local communities to revitalise their areas, attract new investment and stimulate business and employment creation.
- Support Estate Management Schemes
- Support activities which regenerate business estates and towns
- Support the development of master plans to maximise the economic impact of local opportunities.
- Identify, support and address discrete localised skills and employment issues.
- Support local environmental improvement schemes that contribute to economic development
- Support Quality of Life issues such as Health, Leisure, and Childcare etc.

#### 4. LEAD PARTNER

As each LSP will have a single contract for the delivery of multiple projects it will be necessary to appoint a single lead partner with whom to contract. Detailed discussions are underway to identify the most appropriate organisation to fulfil this role.

Once the overarching contract has been agreed it is likely that a variety of providers and partnership organisations will come forward and in due course become involved in the delivery of the contracted outputs.

#### **OTHER DELIVERY / FUNDING PARTNERS:**

A wide range of partners are to be engaged in delivery of these activities including Local Authorities, local employers, community groups, police, environmental groups, etc.

5. FUNDING	2004/05		FUTURE YEARS	
	CAP (£000)	REV (£000)	CAP (£000)	REV (£000)
<i>emda</i> contribution	450	300	900	600
EU funding (specify programme / package)	50	50	100	100
Specify Other Public Funding	225	150	450	300
Specify Private sector funding	225	150	450	300
Specify voluntary sector / charitable funding				
<b>TOTAL FUNDING</b>	<b>950</b>	<b>650</b>	<b>1,900</b>	<b>1,300</b>

**Note:**

**Assumption - Every £1 DDEP contribution this has the potential to generate limited EU funding and £1 public/ private contribution.**

**Assumption – Public/Private split of 50/50 for LSP activities**

<b>6. CORE TIER 3 OUTPUTS</b>	<b>2004/05</b>	<b>FUTURE YEARS</b>
Employment opportunities		
Business Performance		
Brownfield land		
Education & Skills		
Investment benefiting Deprived Areas		
<b>SUPPLEMENTARY TIER 3 OUTPUTS</b>		
Community Facilities	6	12
No of businesses involved in Cluster Activity		
No of businesses increasing their use in ICT		
Graduate Recruitment		

**7. ASSESSMENT OF CONTRIBUTION TO TIER 2 OUTCOMES:**

- Target 1 : Growth in GDP
- Target 2 : Reduce Unemployment Count
- Target 4 : Increase employment in the priority target rural areas
- Target 6 : Increase in the Employment Rate
- Target 7 : Tackle specific sector skills
- Target 8 : Increase productivity
- Target 9 : Increase people going into business
- Target 11: Increase no of innovative Businesses.

## Schedule 2: Year 1 Project Activity

1(a). MAIN RES DRIVER: ALL RES DRIVERS

1(b). LINKAGE TO THE 12 STRANDS: Links to all 12 strands

2. PROJECT TITLE: **Research and Development**

### 3. PROJECT DESCRIPTION

All sound economic decisions require a solid baseline of information. In moving to a commissioning model the Board Task Groups of the DDEP will require high quality, accurate timely information to improve the strategic decision making process. Where research can compliment the work of emda and others then DDEP would work closely to do this.

Another key element for the Board is the ability to research demand and viability of new and innovative ideas. By commissioning research from a discrete budget the DDEP Board can have confidence that their decisions are largely evidence based.

#### **The types of research to be commissioned are:**

- Sector specific studies to support the SRES
- Base lining for Task Groups planning
- Area based assessments to explore economic potential
- Research viability of project proposals such as demand for Incubator Units/ Social Enterprise/ ICT etc.
- Strategy reviews and sub-regional economic analysis and impact.
- Environmental Impact Assessments
- Research into Infrastructure needs and Opportunities
- Potential for Tourism Sector Growth
- Viability of a Derby and Derbyshire Observatory

#### 4. LEAD PARTNER

DDEP Executive Team will manage this project on behalf of the Board and Task Groups.

#### OTHER DELIVERY / FUNDING PARTNERS:

Links with other research and information providers such as Business Link, Derbyshire LSC, University of Derby, Local Authorities, The Voluntary Sector emda and the EM Observatory will be developed to ensure that research costs are minimised and project activity is not duplicated.

5. FUNDING	2004/05		FUTURE YEARS	
	CAP (£000)	REV (£000)	CAP (£000)	REV (£000)
<i>emda</i> contribution	20	80	20	80
EU funding (specify programme / package)				
Specify Other Public Funding				
Specify Private sector funding				
Specify voluntary sector / charitable funding				
<b>TOTAL FUNDING</b>	<b>20</b>	<b>80</b>	<b>20</b>	<b>80</b>

6. CORE TIER 3 OUTPUTS	2004/05	FUTURE YEARS
Employment opportunities		
Business Performance		
Brownfield land		
Education & Skills		
Investment benefiting Deprived Areas		
<b>SUPPLEMENTARY TIER 3 OUTPUTS</b>		
Community Facilities		
No of businesses involved in Cluster Activity		
No of businesses increasing their use in ICT		
Graduate Recruitment		

**7. ASSESSMENT OF CONTRIBUTION TO TIER 2 OUTCOMES:**

The basis of this research should support the overall contribution to all Tier 2 Outcomes.



04/15	Revenue	Capital	2005/6 Total	Revenue	Capital	2006/7 Total	Revenue	Capital	Total
12,000			£7,749,000			£7,749,000			£21,310,000
50,000	£250,000	£0	£250,000	£250,000	£0	£250,000	£250,000	£0	£750,000
00,000	£80,000	£20,000	£50,000	£40,000	£10,000	£50,000	£40,000	£10,000	£200,000
00,000	£250,000	£250,000	£500,000	£250,000	£250,000	£500,000	£250,000	£250,000	£1,500,000
50,000	£120,000	£30,000	£100,000	£80,000	£20,000	£50,000	£40,000	£10,000	£300,000
50,000	£300,000	£450,000	£750,000	£300,000	£450,000	£750,000	£300,000	£450,000	£2,250,000
50,000	£1,000,000	£750,000	£1,650,000	£920,000	£730,000	£1,600,000	£880,000	£720,000	£5,000,000
62,000			£6,099,000			£6,149,000			£16,310,000
12,000	£540,000	£272,000	£1,220,000	£1,098,000	£121,980	£1,537,250	£1,383,525	£153,725	£3,366,350
19,000	£674,000	£545,000	£1,525,000	£1,220,000	£304,950	£2,152,150	£1,721,720	£430,430	£4,489,300
31,000	£123,000	£1,908,000	£3,354,000	£168,000	£3,186,728	£2,459,600	£122,980	£2,336,620	£8,454,350
12,000	£2,337,000	£3,475,000	£7,749,000	£3,406,000	£4,343,658	£7,749,000	£4,108,225	£3,640,775	£21,310,000

n from emda  
 research activities  
 ication £500k to align against agreed RAZ / LSP priorities  
 ntary Sector Hub for Economic Transition, this support falls off by £50k pa by 2006/07  
 based upon 60% capital and 40% revenue allocation

<  
 <  
 <  
 <

of £4.062m year 1 funds allocated to Task Groups.  
 e have assumed 70% revenue and 30% capital  
 of £4.062m year 1 funds allocated to Task Groups.  
 have assumed 55% revenue and 45% capital  
 of £4.062m year 1 funds allocated to Task Groups.  
 have assumed 5% revenue and 95% capital



### Schedule 3: Year 2- 3 Proposed Development Activities

1(a). **MAIN RES DRIVER: Employment Learning and Skills**

1(b). **LINKAGE TO THE 12 STRANDS:** Primary Strand 3,  
Secondary Strands 1, 2, 4, 10, 11, 12

**2. ACTIVITY TITLE or THEME: Learning Skills for Employment and Life**

**3. BRIEF DESCRIPTION OF WHAT IS INTENDED TO BE ACHIEVED (INCL TIMESCALES)**

The Task Group responsible for Learning Skills for Employment and Life issues will use information coming from the State of the Sub Region analysis and data provided by partners to commission activities aimed at increasing access and participation in innovative skills development and employment initiatives.

Over time the proportion of funding allocated to Learning Skills & Employment will increase from 15% in year 1 to 25% by year 3. The type of projects being encouraged will be similar to those outlined in schedule 2.

**4. ADDITIONAL BACKGROUND INFORMATION IF READILY AVAILABLE:**

Partners will be invited to submit proposals for the delivery of priority activities, demonstrating how they will achieve outcomes within budget and to timescales.

Although each project will be assessed individually for strategic fit, delivery quality and Value for Money the DDEP hopes to achieve an overall minimum leverage of 3:1, matching every £1 of DDEP resource against £1 of EU funding and £2 of public and private funding.

It also envisages that in total around 90% of the annual allocation will be committed against revenue expenditure leaving 10% for capital projects.

**5. INDICATIVE FUNDING SUMMARY (£000's)**

	<b>2005/6(C&amp;R)</b>	<b>2006/7(C&amp;R)</b>	<b>Total(C&amp;R)</b>
emda Contribution	1,220	1,537	2,757
EU Funding	1,220	1,537	2,757
Public Sector Funding	2,440	3,074	5,514
<b>Total Funding</b>	<b>4,880</b>	<b>6,148</b>	<b>11,028</b>

**6. SUMMARY OF ANTICIPATED OUTPUTS (INCLUDING TIMESCALES)**

	<b>2005/6</b>	<b>2006/7</b>	<b>Total</b>
Learning Opportunities	600	700	1300
Graduate Recruitment	16	16	32
Mature Workforce Dev	60	68	128
Cos using ICT	60	70	130

### Schedule 3: Year 2- 3 Proposed Development Activities

1(a). **MAIN RES DRIVER: Enterprise & Innovation**

1(b). **LINKAGE TO THE 12 STRANDS:** Primary Strand 1, 2,  
Secondary Strands 3, 4, 5, 6, 9, 10, 11, 12

**2. ACTIVITY TITLE or THEME: Energising Business & Entrepreneurs**

**3. BRIEF DESCRIPTION OF WHAT IS INTENDED TO BE ACHIEVED (INCL TIMESCALES)**

The DDEP wants to play an active part in creating an environment and culture conducive to entrepreneurship and business success. We will support the creation and survival of dynamic, innovative and entrepreneurial businesses and help them to be competitive and achieve their full potential in Derbyshire. We will focus upon existing SME's with growth potential. We want to encourage young people to be entrepreneurial and to see themselves as the business leaders of tomorrow. We also want local communities and the business development networks such as Business Link Derbyshire, the Derbyshire Chambers of Commerce, Sector Forums and Social and Minority Enterprises to play a more pro-active role in supporting business development and job creation across the sub-region.

**4. ADDITIONAL BACKGROUND INFORMATION IF READILY AVAILABLE:**

By year 2 the Energising Business & Entrepreneurs Task Group will have moved to a commissioning business model, using the information and market knowledge obtained through the State of the Sub Region analysis to target areas of priority activity. Partners invited to tender for the design and delivery of projects will be asked to demonstrate a successful relevant track record before being assessed against minimum delivery standards to ensure outcomes can be delivered to budget and within timescales.

Leverage across the entire annual allocation is expected to exceed 3:1 with funding being drawn from Europe and the Public & Private sectors. In years 2 & 3 allocations of £1.525m & £2.152m are expected to lever in an additional £4.575m & £6.456m respectively,

**5. INDICATIVE FUNDING SUMMARY (£000's)**

	<b>2005/6(C&amp;R)</b>	<b>2006/7(C&amp;R)</b>	<b>Total(C&amp;R)</b>
emda Contribution	1,525	2,152	3,677
EU Funding	1,525	2,152	3,677
Public Sector Funding	1,525	2,152	3,677
Private Sector Funding	1,525	2,152	3,677
<b>Total Funding</b>	<b>6.100</b>	<b>8.608</b>	<b>14.708</b>

**6. SUMMARY OF ANTICIPATED OUTPUTS (INCLUDING TIMESCALES)**

	<b>2005/6</b>	<b>2006/7</b>	<b>Total</b>
Jobs Created	270	300	570
Jobs Safeguarded	270	300	570
Graduates Recruited	16	16	32
Aftercare visits	20	20	40
No of Social Enterprises	4	6	10
Cos engaged in Cluster Activity	80	90	170
No of Science & Tech Spin Outs	3	3	6
No of Cos using ICT	60	70	130

### Schedule 3: Year 2- 3 Proposed Development Activities

1(a). **MAIN RES DRIVER: Climate for Investment**

1(b). **LINKAGE TO THE 12 STRANDS:** Primary Strand 7, 8, 9  
Secondary Strands 1, 2, 3, 4, 5, 10, 11, 12

2. **ACTIVITY TITLE or THEME: Infrastructure for a Modern Economy**

#### 3. BRIEF DESCRIPTION OF WHAT IS INTENDED TO BE ACHIEVED (INCL TIMESCALES)

The infrastructure of the economy - land, buildings, transport and communications - are its very foundation. To support business and employment development we need to ensure that businesses and the workforce have a modern and sustainable infrastructure to work with and to use for leisure and community purposes. The quality, not just the quantity, of infrastructure will remain key concerns of the partnership. Since we want to modernise and extend economic infrastructure, developments should be in keeping with the history, culture and physical attributes of much of the sub-region whilst protecting one of our key assets - our environment and our culture.

#### 4. ADDITIONAL BACKGROUND INFORMATION IF READILY AVAILABLE:

By year 2 the Infrastructure for a Modern Economy Task Group will have moved to a commissioning business model, using the information and market knowledge obtained through the State of the Sub Region analysis to target areas of priority activity.

Partners invited to tender for the design and delivery of projects will be asked to demonstrate a successful relevant track record before being assessed against minimum delivery standards to ensure outcomes can be delivered to budget and within timescales.

Leverage across the entire annual allocation is expected to exceed 4:1 with funding being drawn from Europe and the Public & Private sectors.

In years 2 & 3 a total allocations of £5.814m is expected to lever in an additional £23.256m from Europe, Public & Private sector.

#### 5. INDICATIVE FUNDING SUMMARY (£000's)

	2005/6(C&R)	2006/7(C&R)	Total(C&R)
emda Contribution	3,354	2,460	5,814
EU Funding	3,354	2,460	5,814
Public Sector Funding	5,031	3,690	8,721
Private Sector Funding	5,031	3,690	8,721
Total Funding	16,770	12,300	29,070

#### 6. SUMMARY OF ANTICIPATED OUTPUTS (INCLUDING TIMESCALES)

	2005/6	2006/7	Total
Brownfield Land (Ha)	12	10	22
Investment benefiting Deprived areas	£312k	£300k	£612k
New Build (m2)	4500	4000	8500

### Schedule 3: Year 2- 3 Proposed Development Activities

1(a). **MAIN RES DRIVER: ALL RES DRIVERS**

1(b). **LINKAGE TO THE 12 STRANDS:** Primary Strand 11,10  
Secondary Strands 1,2,3,4,6,7,8,9

#### 2. **ACTIVITY TITLE or THEME: Peak District Rural Action Zone**

#### 3. **BRIEF DESCRIPTION OF WHAT IS INTENDED TO BE ACHIEVED (INCL TIMESCALES)**

The established RAZ team will present a portfolio of projects which address a wide variety of issues and opportunities faced by communities living and working in the High Peak and Derbyshire Dales area. These priorities, drawn from the RAZ Development Plan will be assessed for their strategic fit against the Sub Regional Strategy by a member of the Programme Team. The project proposals will be presented to the RAZ Steering Group and then the DDEP for formal Board endorsement.

Prior to individual projects authorisation the RAZ team will need to work up detailed project applications for full SPAG appraisal. Once approved a Programme Manager will monitor contract delivery and assess impact and Value for money.

#### 4. **ADDITIONAL BACKGROUND INFORMATION IF READILY AVAILABLE:**

The mix of projects coming forward is expected to touch on all aspects of economic regeneration and contribute to the three main RES drivers covered in the schedule 2s above. We would expect much of the work undertaken by the RAZ to maximize the funding available to the area from Objective 2 sources. Although DDEP resource can only be spent in its own area we are working with Staffordshire partners to encourage Advantage West Midlands to make a similar allocation to the RAZ area, thereby maximising the impact of our investment.

Leverage across the annual allocation is expected to exceed 3:1 with £1m DDEP resources levering in a minimum of £3m from Europe and the public & private sectors over years 2 and 3.

#### 5. **INDICATIVE FUNDING SUMMARY (£000's)**

	<b>2005/6(C&amp;R)</b>	<b>2006/7(C&amp;R)</b>	<b>Total(C&amp;R)</b>
emda Contribution	500	500	1,000
EU Funding	500	500	1,000
Public Sector Funding	800	800	1,600
Public Sector Funding	200	200	400
<b>Total Funding</b>	<b>2,000</b>	<b>2,000</b>	<b>4,000</b>

#### 6. **SUMMARY OF ANTICIPATED OUTPUTS (INCLUDING TIMESCALES)**

	<b>2005/6</b>	<b>2006/7</b>	<b>Total</b>
--	---------------	---------------	--------------

**Outputs from RAZ projects are contained within the 3 Main Task Group Schedules.**

### Schedule 3: Year 2- 3 Proposed Development Activities

1(a). **MAIN RES DRIVER: ALL RES DRIVERS**

1(b). **LINKAGE TO THE 12 STRANDS:** Primary Strand : 3, 1  
Secondary Strands : 9,11,12

**2. ACTIVITY TITLE or THEME: Supporting Community & Voluntary Sector Activity**

**3. BRIEF DESCRIPTION OF WHAT IS INTENDED TO BE ACHIEVED (INCL TIMESCALES)**

By providing development funding co-ordinated through the CVS Hub (reducing over a three year period) the project will help the sector demonstrate how it can contribute to the economic success of the sub-region.

The project allows the DDEP to:

- ensure that opportunities created by programmes are open to all
- tackle the barriers that stand in the way of people participating in programmes and
- target disadvantaged urban and rural communities

**4. ADDITIONAL BACKGROUND INFORMATION IF READILY AVAILABLE:**

By the end of year 1 representatives of the CVS Hub will be participating fully in Task Group meetings ensuring that projects coming forward for endorsement and appraisal are considered for social inclusion and economic inclusion issues.

Over the course of 3 years the number of projects funded discretely under the CVS contract will reduce as they become incorporated into mainstream economic activity.

Funding targeted at the CVS Hub will reduce from £150k in yr 1 to £50k by yr 3. Overall funding is expected to generate 1:1 leverage from the voluntary sector. 80% of expenditure is expected to be revenue based.

**5. INDICATIVE FUNDING SUMMARY (£000's)**

	<b>2005/6(C&amp;R)</b>	<b>2006/7(C&amp;R)</b>	<b>Total(C&amp;R)</b>
emda Contribution	100	50	150
Voluntary Sector & Charity funding	100	50	150
<b>Total Funding</b>	<b>200</b>	<b>100</b>	<b>300</b>

**6. SUMMARY OF ANTICIPATED OUTPUTS (INCLUDING TIMESCALES)**

**2005/6                      2006/7                      Total**

**Outputs from V S Hub projects are contained within the 3 Main Task Group Schedules**

### Schedule 3: Year 2- 3 Proposed Development Activities

1(a). **MAIN RES DRIVER: ALL RES DRIVERS**

1(b). **LINKAGE TO THE 12 STRANDS: All Strands**

2. **ACTIVITY TITLE or THEME: Influencing Local Economic Development**

3. **BRIEF DESCRIPTION OF WHAT IS INTENDED TO BE ACHIEVED (INCL TIMESCALES)**

One of the main objectives of the DDEP is to align the economic priorities and activities of the LSPs with the sub-regional strategy. This will help coordinate a range of local economic provision using the experience of established partnerships on the ground.

Each LSP will be invited to develop and submit a local regeneration plan addressing a wide variety of economic issues and opportunities faced by their local communities and place them into priorities for sub-regional support. These themed activities and projects will be assessed for their strategic fit against the Sub Regional Strategy by a member of the Programme Team and following formal Board endorsement will constitute a contract for service delivery between DDEP and the LSP.

4. **ADDITIONAL BACKGROUND INFORMATION IF READILY AVAILABLE:**

Prior to individual projects authorisation each LSP will need to work up detailed project applications for full SPAG appraisal. Once approved a Programme Manager will monitor contract delivery and assess impact and Value for money.

The mix of projects coming forward is expected to touch on all aspects of economic regeneration and contribute to the three main RES drivers covered in the schedule 2s above.

5. **INDICATIVE FUNDING SUMMARY (£000's)**

	<b>2005/6(C&amp;R)</b>	<b>2006/7(C&amp;R)</b>	<b>Total(C&amp;R)</b>
emda Contribution	750	750	1,500
EU Funding	100	100	200
Public Sector Funding	375	375	750
Private Sector Funding	375	375	750
Total Funding	1,600	1,600	3,200

6. **SUMMARY OF ANTICIPATED OUTPUTS (INCLUDING TIMESCALES)**

	<b>2005/6</b>	<b>2006/7</b>	<b>Total</b>
Community Facilities	6	6	12



### Schedule 3: Year 2- 3 Proposed Development Activities

1(a). **MAIN RES DRIVER: ALL RES DRIVERS**

1(b). **LINKAGE TO THE 12 STRANDS: Links to all 12 strands**

2. **ACTIVITY TITLE or THEME: Research and Development**

#### 3. BRIEF DESCRIPTION OF WHAT IS INTENDED TO BE ACHIEVED (INCL TIMESCALES)

In moving to a commissioning model the Board Task Groups of the DDEP will require high quality, accurate timely information to improve the strategic decision making process. In year 2 & 3 the budget allocation will be used to 1) benchmark the sub region through a State of the Sub Region review and 2) Test assumptions on demand/evidence need for projects.

The research allocation will add value to, not replace, the work already being undertaken by emda and the sub regional partnership.

#### 4. ADDITIONAL BACKGROUND INFORMATION IF READILY AVAILABLE:

The types of research to be commissioned are:

- Sector specific studies to support the SRES
- Base lining for Task Groups planning
- Area based assessments to explore economic potential
- Research viability of project proposals such as demand for Incubator Units/ Social Enterprise/ ICT etc.
- Strategy reviews and sub-regional economic analysis and impact.
- Environmental Impact Assessments
- Research into Infrastructure needs and Opportunities
- Potential for Tourism Sector Growth
- Viability of a Derby and Derbyshire Observatory

#### 5. INDICATIVE FUNDING SUMMARY (£000's)

	2005/6(C&R)	2006/7(C&R)	Total(C&R)
emda Contribution	50	50	100
EU Funding			
Public Sector Funding			
<b>Total Funding</b>	<b>50</b>	<b>50</b>	<b>100</b>

#### 6. SUMMARY OF ANTICIPATED OUTPUTS (INCLUDING TIMESCALES)

	2005/6	2006/7	Total
--	--------	--------	-------

## SECTION 4 MANAGEMENT & EVALUATION

### 4.1 SSP Decision Making

In the short term the Board has agreed it will need to meet every month; however it is felt that as the business becomes fully operational Main Board meetings would move to a bi-monthly basis.

The Board has agreed to adopt three roles:

- 1 **Strategic Commissioner:** where the Board sets the priorities for DDEP against its Sub-regional Economic Strategy and Business Plan. It empowers the Task Groups to consult, develop and recommend areas of activity that satisfy DDEP's corporate aims against that Task Groups indicative allocations.
- 2 **Endorser and Approver:** where the Board receives worked up proposals and recommendations for projects and activities. When endorsed approval is delegated back to the Task Groups and Executive Team to complete the appraisal, contracting and delivery process.
- 3 **Performance Manager:** where the full Board receives bi monthly Task Group / Operational Team reports on progress against financial and project T3 outputs and monitors the overall performance of the business.



## **4.2 Project Endorsement, Appraisal and Authorisation Arrangements**

### **4.2.1 Project Development**

- Task Groups will work up projects within their indicative budgets to go to Board for endorsement or for information.
- Programme Managers working with Task Groups & RAZ will encourage partners to develop and submit proposals which address key priorities and deliver target outcomes.
- A package of projects will be worked up by LSPs, Voluntary Sector Hub and the RAZ steering group for consideration by Programme Managers. Any projects and Tier 3 Outputs will be agreed in advance of any contract being finalised. Similar to an IFE this contract will allow groups to work up specific projects over a period of time before calling down funding.

### **4.2.2 Project Endorsement**

- Recommendations will be made and the Board will be invited to endorse themed activity or individual projects.
- Board can endorse projects at all levels, however projects in excess of £100k are currently required to go to emda to review the appraisal process - not the project
- Board can empower Task Groups to authorise projects (following satisfactory project appraisal) up to £100k once the principle of the project, or area of intervention, has been agreed.

### **4.2.3 Full Project Appraisal**

- Programme Managers working within Task Groups will assess project viability and fit before moving to full SPAG appraisal. This will include ensuring that projects are checked for sustainability using the IRS agreed Sustainability checklist.
- Assuming projects meet the standards of the SPAG appraisal they can move directly to expenditure authorisation without returning to the board for sign off (unless the individual project exceeds £100k)
- Proposed VSH & LSP delivery contracts will be appraised for general strategic fit and contributions to Tier 3 outputs by Programme Managers before being presented to the main Board for overarching endorsement. Once endorsement has been secured for clusters of activity or themed projects individual projects can come forward to Programme Managers for full detailed SPAG appraisal.

### **4.2.4 Approval and Authorising Expenditure**

- Board has authority to endorse, approve and authorise project expenditure up to £100k (emda would approve a project over £100k, however this figure may increase

dependent upon DDEP demonstrating our systems and quality of appraisals are consistently high)

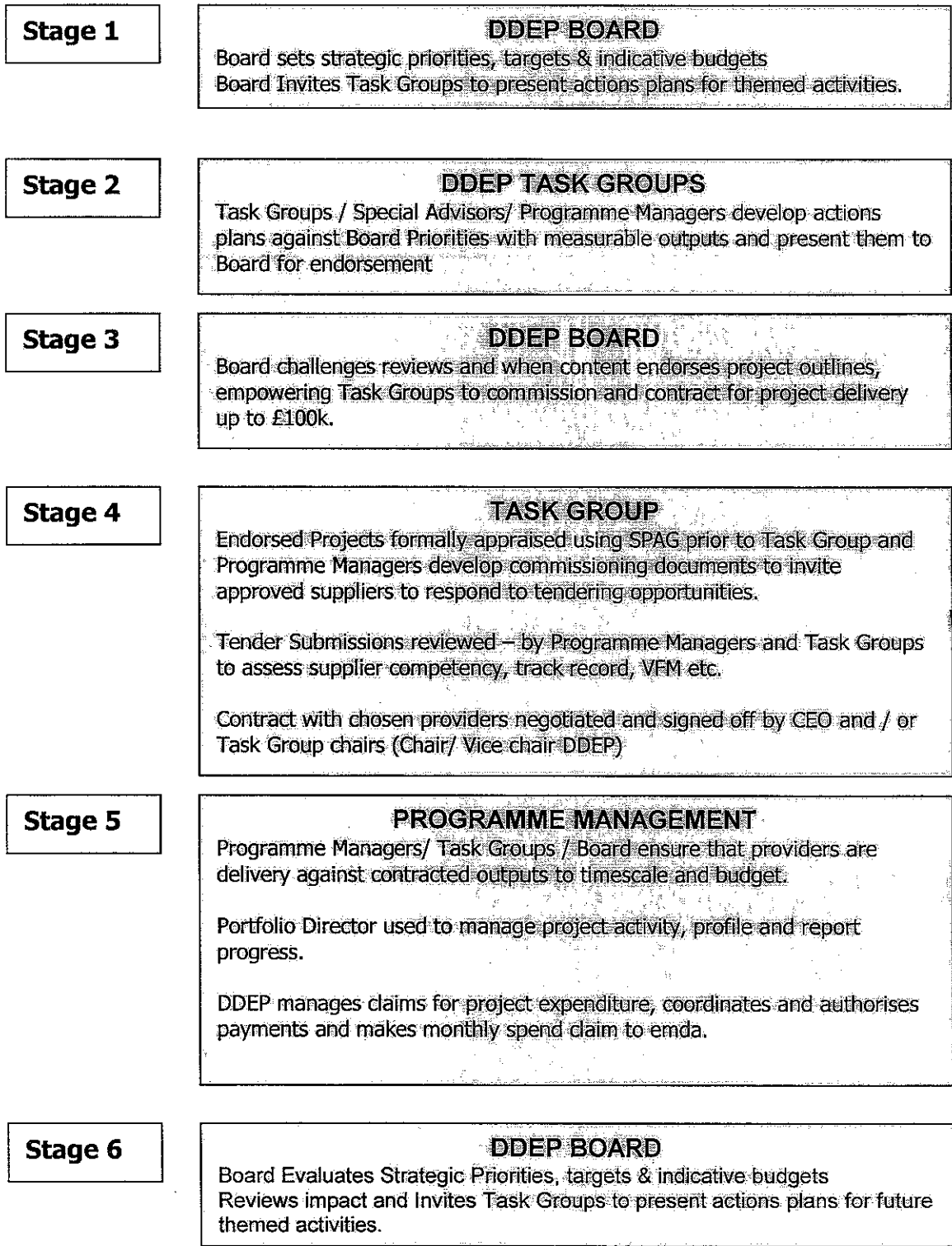
- Task Group Chairs (or Chair, Vice Chair or Chair of Corp Gov Group) can authorise project expenditure up to £100k once in principle endorsement has been given by the Board and successful appraisal completed.
- Executive Director or Head of Programmes plus the appropriate TG chair (or RAZ chair) to sign contracts on behalf of DDEP Board and in their absence the Chair or Vice chair
- Executive Director has delegated level to authorise expenditure up to £100k and to approve projects up to £25k against endorsed and appraised projects.
- Head of Programmes has delegated level to authorise expenditure of up to £50k

#### **4.2.5 Project Management**

- The role of the Executive and Programme Managers is to support Board and Task Groups in developing and appraising projects, contract writing & management, monitoring of outputs, managing project performance and spend. An important function of the Programme Manager is to carry out periodic reviews of projects to learn lessons on impact and value for money.
- In the short term we accept that there will be a number of projects which are forwarded to DDEP for appraisal and endorsement that are reactive in nature. These in the transitional period will be appraised by DDEP until we have progressively moved to a commissioning model.
- Our intention is to get to this model as quickly as possible as it allows the Board to tender for specific projects to meet its strategic priorities and focus in on areas that make a difference and have impact.
- However there will of course always be need for the Board to be flexible in its approach, reacting to events and opportunities as they arise
- The following diagram illustrates how this commissioning model would work.

**4.2.5 Commissioning Projects**

Emda  
For Approval over: £100k



### **4.3 Monitoring, Evaluation and Reporting**

All approved projects (having been subject to the appraisal and approval process) will receive quarterly return forms from the Programme Team that must be completed by respective project managers. Details of spend, leverage, outputs and progress are sought, together with a declaration of accuracy and that a full audit trail is being maintained. Projects will be supported throughout this process by the Programme Team based at Ripley.

This information is checked and accumulated through the Programme Management System/Portfolio Director software for submission to EMDA. In addition, the System supports forecasting and monitoring for the Task Groups, DDEP Board and emda.

ERDF funded projects are endorsed by GOEM and not the SSP. Management information is submitted on the progress of these projects quarterly. GOEM will then update the DDEP on spend, outputs etc – with an inevitable time delay.

Once a project goes live it will enter into a monthly cycle of monitoring managed by the Programme Support Officers. The monthly monitoring/claim form requires projects to capture data on outputs, expenditure, milestones, income and capital assets as well as provide any variations in forecasts.

Monitoring will be carried out in line with guidance issued by emda. DDEP monitoring/claim form requires a declaration to confirm accuracy and that DDEP spend is legitimate. The Accountable Body prefers projects to submit primary evidence on a quarterly basis with their monitoring form. This information is collated and analysed by the Programme Team which enables early identification of financial management problems and precludes the need for a separate project level audit to be undertaken. All projects submitting primary evidence become part of the programme level audit. Where collection and collation of primary evidence is not practical or appropriate, projects will be subject to quarterly monitoring checks by the Accountable Body and be required to submit an annual audit certificate.

In addition to the statutory requirements of monitoring Programme performance evaluations are carried out at both a project and scheme level. Projects are asked to set out in detail how they propose to evaluate the performance of their project in terms of outcomes, impact and overall quality. This will be supported by spot-checks on projects by the Programme Officers and the Accountable Body.

Annual performance reviews will be undertaken in the fourth quarter of each year to inform recommendations from the Programme Team on the continuation or otherwise of individual projects and any corrective action which may be required. Generally corrective actions will be managed by condition in renewal funding agreements and by the Programme Team working with and supporting individual project managers to deliver 'on-target'.

Monthly Management reports will be developed to meet the common needs of the Task Group Chairs and the Board. These monthly reports will be used to appraise emda of progress against contract outcomes and spend thresholds.