



## **Northamptonshire Enterprise Ltd.**

Sub-regional investment Plan

Submitted on

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## **Section 1 Executive Summary**

- 1.1 This 3 year business plan demonstrates how Northamptonshire Enterprise Limited (NEL) aims to engage with its local partners and emda to secure progress on implementing those strands of the RES that have a particular relevance to the needs of the Northamptonshire economy.
- 1.2 Northamptonshire faces particular problems from a combination of long term economic change and the future pressures that will arise as a result of its central involvement in the MKSM growth agenda. The importance of the MKSM agenda to the County makes it particularly important that NEL works with the two MKSM delivery vehicles WNDC and NNDC as well as with partners such as the LSC, Business Link and local authorities.
- 1.3 In essence the longer term health of the local economy can only be assured if we can achieve a substantial growth in employment particularly but not exclusively employment in the knowledge economy. Unfortunately the nature and scale of the current employment base coupled with the skill profile of the existing workforce makes it highly unlikely that knowledge economy growth will occur without a substantial public sector intervention across interrelated priorities such as the development of attractive sites, attraction of knowledge intensive employment and raising the skills profile of the existing and future workforce. However the scale of current resources available particularly to the University and FE Colleges in Northamptonshire makes it almost impossible to produce the scale of investment that will be required. NEL believes that a re-assessment is required in the context of the government's growth agenda. As a consequence one of the key messages we would want to send through this plan is the need to ensure that the allocation of existing funding particularly of revenue streams starts to reflect the pressures imposed by the growth agenda.
- 1.4 The initial growth area assessments carried out as part of the MKSM strategy expected considerable retail/office growth to be achieved within each of the major population centres in the County i.e. Northampton, Daventry, Kettering, Corby, Wellingborough and to a lesser extent Rushden/Higham Ferrers. However the evidence base suggests that of the above centres only Northampton has an existing Town Centre office market of any scale. Furthermore all of the existing retail centres including Northampton are under threat from other areas and changing shopping patterns. We expect that the lead agencies for this activity will be the two MKSM delivery vehicles working with local authorities but there is a role for NEL in addressing the need for the economic vitality of the area to be addressed. For those reasons the policy of NP in previous years has been to encourage the modernization of these town centres and this will be continued in this business plan period. We have already encouraged each which did not have a coherent Masterplan for their

Town Centre to prepare one as a mechanism to facilitate an alignment of investment plans by all stakeholders and instituted a programme to facilitate the gradual implementation of the plans. As well as continuing with these approaches we are also intending to encourage each Town Centre to consider setting up a Business Improvement District to ensure cross sector support for efforts to regenerate and sustain the Town Centre.

1.5 Alongside this predominantly urban agenda we also intend to encourage the revitalization of the surrounding rural area through supporting the work of the Rural Renewal Partnership again trying to ensure that there is a single coherent plan supported by a variety of different agencies and resources.

1.6 To achieve these changes will require co-ordinated actions between a large number of partners over a prolonged timeframe. Particularly important partners include all 8 local authorities together with the two MKSM delivery vehicles and the LSC, Colleges and University.

1.7 This plan sets out the intentions of NEL to spend the allocation delegated to it by emda. More importantly the plan also seeks to establish a coherent agenda for what needs to be done by other partners.

1.8 The table below summarises the level of the main targetry framework outputs that might be expected to be achieved from the proposed actions.

| <b>Outputs</b> | Bus Plan 04/05 target | 04/05 Actual | Bus Plan 05/06 Target | 05/06 Actual | Del Plan 06/07 Target | 07/08 Target | 08/09 Target | 09/10 Target |
|----------------|-----------------------|--------------|-----------------------|--------------|-----------------------|--------------|--------------|--------------|
| <b>T1</b>      |                       |              |                       |              | 508                   | 520          | 520          | 520          |
| <b>T2</b>      |                       |              |                       |              | 356                   | 500          | 500          | 500          |
| <b>T3</b>      |                       |              |                       |              | 183                   | 100          | 100          | 100          |
| <b>T4</b>      |                       |              |                       |              | 1063                  | 700          | 800          | 900          |
| <b>T4a</b>     |                       |              |                       |              | 4                     | 30           | 30           | 30           |
| <b>T5</b>      |                       |              |                       |              | £2.5m                 | £2.5m        | £2.5m        | £2.5m        |
| <b>T5a</b>     |                       |              |                       |              | 11.4 h.a.             | 5ha          | 5 ha         | 5 ha         |
| <b>T6</b>      |                       |              |                       |              | 1,000                 | 1500         | 1750         | 2000         |
| <b>T6a</b>     |                       |              |                       |              | 53                    | 50           | 50           | 50           |
| <b>T6b</b>     |                       |              |                       |              | 105                   | 100          | 100          | 100          |

## **Section 2 - Introduction**

### **2.1 Purpose of this plan**

Like the East Midlands as a whole Northamptonshire can be characterised as a low skill economy with high economic activity rates. There is neither the availability of a highly skilled workforce nor much demand from existing companies for highly skilled employees. If we are to contribute to the objective of creating a flourishing region by 2020 then action on these and related measures is essential.

2.2 The purpose of this plan is to indicate firstly how NEL will allocate the budget delegated to it from emda to instigate actions to tackle this situation. More widely the plan seeks to make clear how NEL will use its influence to encourage other agencies to also make a contribution to the implementation of the Regional Economic Strategy (RES), Sub-regional Economic Strategy (SRES) and the Local Area Agreement LAA.

2.3 Over the past 4 years Northamptonshire Partnership has worked closely with the LSC, Business Link and Local Authorities to develop a shared agenda on taking the local economy forward. This work is best represented in the priorities agreed in the sub-regional economic strategy (SRES) published late last year. NEL will continue to take the lead on driving forward the implementation of the SRES and will supplement the existing mechanisms by negotiating Service Level Agreements with the two MKSM delivery vehicles in an attempt to achieve both value for money and strategic coherence.

2.4 The content of the plan has been devised primarily to contribute to the implementation of the RES but with a county focus reflecting the MKSM growth agenda that will see population growth in the County far in excess of indigenous growth and require net jobs growth of 84,400 over the same 20 year period if unemployment or out commuting is not to rise.

2.5 The key aims of this plan are to increase the number of jobs in the local economy whilst at the same time diversifying the economic base towards more knowledge intensive employment and raise the capabilities and aspirations of the County's residents to fill the additional jobs.

2.6 Taken overall the plan will contribute to the implementation of the RES with funded activity under the following strategic priorities: Employment, Learning and Skills; Enterprise and Business Support; Innovation; Energy and Resources; Economic Renewal; Cohesive Communities. But most if not all of the other priorities referred to in the SRIP guidance manual will be assisted even if only indirectly by the actions proposed.

- 2.7 Where known the plan also details how locally funded efforts complement and fit within the regional action and business plans being developed by emda on a number of the activities as well as indicating how it will contribute to the achievement of the Northamptonshire SRES and Local Area Agreement. In that regard NEL is in the process of consulting local partners on the suggested activities including in particular how it will contribute to the objectives and targets of the Local Area Agreement and in Annex 3 at the rear of this document summarise the contribution that the actions proposed will make to the objectives of the RES, SRES and LAA.
- 2.8 However the main focus of this plan is to deliver progress on those elements of the RES agenda that are of particular relevance to Northamptonshire. These are covered in more detail in later sections of this investment plan but in summary would include actions to boost all employment but in particular skilled employment within the sub-region. Coupled with actions to increase the number of people qualified at level 4 and encourage the development of sites likely to be attractive to knowledge based companies.
- 2.9 It is clear that the necessary progress will not be achieved without a clear focus on the needs of the knowledge economy. The partnership has worked with local partners including the two delivery vehicles to commission research into the potential contribution that might be made utilising a “planning gain” approach to supplement the funding that would be available within the County.
- 2.10 Consultation on the contents of this plan has been carried out as follows. The detailed first year proposals listed later in this document have been the subject of a consultation through a draft prospectus published by Northamptonshire Partnership prior to its merger into NEL with the intention of reaching agreement on the allocation of the resources delegated to the County from emda. This exercise has allowed an informed assessment to be made about the level of outputs that might be achieved through the investments proposed. In addition the prospectus process ensures both an effective consultation on the activities that we suggest should be supported and strategic coherence with the actions of our partners.
- 2.11 A table summarizing how the contents of this SRIP will help to deliver the RES, SRES and LAA is included as Annex 3 at the rear of this document.

## Section 3 Strategic Economic Assessment

### 3.1 Strategic Economic Assessment – Northamptonshire

The attached SWOT analysis sheds some light on the thinking underpinning both the accompanying economic assessment and indicative priorities for investment with an emphasis on Enterprise and Business Support, Innovation, Skills and Economic Inclusion.

**Table 3.1 - SWOT Analysis**

|   |  |
|---|--|
| <p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>● Central location</li> <li>● Good north/south road and rail infrastructure</li> <li>● Motorsport Cluster</li> <li>● Environmental expertise within the University of Northampton</li> </ul>   | <p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>● Proportion of residents with level 4 qualifications lower than other parts of MKSM area</li> <li>● Low percentage of companies in the Knowledge economy sectors</li> <li>● Low percentage of employees engaged in further training or workforce development</li> <li>● University only recently approved and with narrow research base</li> <li>● Poor site availability for quality companies</li> <li>● Limited or non-existent office market</li> </ul> |
| <p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>● Within MKSM growth area</li> <li>● Substantial population and construction growth expected</li> <li>● Review of Business Link arrangements</li> <li>● Oxford Cambridge Arc</li> <li>● New delivery vehicles created for ODPM</li> <li>● Rural Renewal Partnership creates the opportunity for coherent approach to regenerating rural communities</li> </ul> | <p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>● Current major industries very open to global competitive pressures</li> <li>● Proliferation of delivery vehicles and lack of consistent geography could damage prospects of working in partnership</li> <li>● Inadequate funding for scale of change required in the local economy</li> <li>● Current economic structure not heavily represented in growth sectors</li> </ul>   |

- 3.2 The dominant factor expected to impact on the local economy in Northamptonshire is the Milton Keynes South Midlands Strategy. The whole of Northamptonshire is expected to accommodate significant residential and employment growth with over 97,000 houses scheduled to be built over the next 20 years. If this level of housing and therefore population growth is to be accommodated without increasing levels of unemployment or out commuting a minimum of 84,400 net new jobs will need to be created over the same 20 year timeframe. In addition this level of population growth is likely to put great pressure on the construction industry and the supply of skilled labour.
- 3.3 The remainder of this section therefore looks at the implications for Northamptonshire under each of the new RES priority actions through the prism of the impact of the growth agenda.
- 3.4 Employment Learning and Skills Northamptonshire has a low skill, low added value economy and although wage rates may be higher than in the rest of the East Midlands they are lower than the national average

**Table 3.1 – Household Disposable Income**

|      | £ per head current prices | £ per head 1995 prices | Relative to the region (E. Midlands=100) | Relative to the UK (UK=100) |
|------|---------------------------|------------------------|--|-----------------------------|
| 1996 | £8,751.20                 | £8,511.10              | 104.2                                    | 97.9                        |
| 1997 | £9,351.70                 | £8,894.50              | 105.8                                    | 98.3                        |
| 1998 | £9,298.90                 | £8,605.30              | 104.1                                    | 95.9                        |
| 1999 | £9,763.60                 | £8,901.90              | 103.8                                    | 96.3                        |
| 2000 | £10,158.60                | £9,185.80              | 103.6                                    | 95.9                        |
| 2001 | £10,651.00                | £9,562.80              | 102.4                                    | 94.7                        |
| 2002 | £10,975.70                | £9,789.20              | 102.4                                    | 95.2                        |
| 2003 | £11,506.30                | £10,139.50             | 103.8                                    | 97.2                        |

*Source: Northamptonshire Investment Promotion Strategy, 2003*

- 3.5 In terms of skills again on both the percentage of people with no qualifications and the proportion qualified at level 4 and above Northamptonshire performs at the East Midlands regional average but much worse than in other nearby areas where socio-economic connections are stronger. This is particularly pronounced in relation to those areas of Bedfordshire and Milton Keynes which are also part of the MKSM growth area and therefore might be considered to be in competition with Northamptonshire for attracting inward investment.
- 3.6 Over recent years many of the traditional major manufacturing concerns in the County have either declined or relocated overseas. Replacement employment has occurred but not generally in knowledge intensive sectors of the economy.

**Table 3.3 - Qualifications of Working age Residents 2002**

| Area                       | % with No Qualifications | % with qualification at level 4 |      |
|----------------------------|--------------------------|---------------------------------|------|
|                            | %                        |                                 | %    |
| Great Britain              |                          | 16.4                            | 23.7 |
| East Midlands              |                          | 18.4                            | 19.5 |
| Leicestershire             |                          | 14.1                            | 21.6 |
| Northamptonshire           |                          | 16.3                            | 17.9 |
| Milton Keynes              |                          | 12.3                            | 26.1 |
| Bedfordshire               |                          | 12.9                            | 27.6 |
| Cambridgeshire             |                          | 14.1                            | 26.7 |
| Warwickshire               |                          | 17.8                            | 26   |
| Source Labour Force Survey |                          |                                 |      |

**Table 3.4 - Employment in High-technology Manufacturing, 2001 – 2001**

|   | 2001    | 2002    |
|---|---------|---------|
| Northamptonshire  | 4,400   | 3,500   |
| East Midlands   | 42,900  | 39,000  |
| GB  | 574,400 | 531,900 |
| Source: Annual Employment Survey 1998, Annual Business Inquiry 2002 |         |         |

**Table 3.5 - Employment in Knowledge-based Services**

|   | 2001      | 2002      |
|---|-----------|-----------|
| Northamptonshire  | 38,300    | 35,500    |
| East Midlands   | 182,700   | 180,700   |
| GB  | 3,919,000 | 3,884,800 |
| Source: Annual Employment Survey 1998, Annual Business Inquiry 2001 |           |           |

- 3.7 Instead we have seen growth in the distribution sector of the economy and in business services
- 3.8 A statistic that clearly point up the impact that the skills issue is likely to have on Northamptonshire in its efforts to attract knowledge economy companies is the percentage employed in managerial, technical or professional occupations within Northamptonshire is at 34.5% roughly in line with the East Midlands average at 34.4% but well below the levels in Milton Keynes and Bedfordshire at 42.3% and 43.7% respectively
- 3.9 Enterprise and Business Support & Innovation& Inward Investment  
 One of the major drivers for economic growth expected in the Regional Economic Strategy is that attracted by or spun off from proximity to a University. Within

Northamptonshire we have only recently acquired University status and we need to build on its existing strengths and importantly help it to develop further.

**Table 3.6 - % Employed in Managerial, Professional and Technical Occupations 2002**

|                             |       |                |       |
|-----------------------------|-------|----------------|-------|
| Source: Labour Force Survey |       |                |       |
| Area                        |       |                |       |
| Great Britain               | 39.3% | Milton Keynes  | 42.3% |
| East Midlands               | 34.4% | Bedfordshire   | 43.7% |
| Leicestershire              | 37.2% | Cambridgeshire | 42.1% |
| Northamptonshire            | 34.5% | Warwickshire   | 41.7% |

- 3.10 Other potential sources of new jobs growth such as Inward Investment are likely to be held back by the lack of a skilled workforce within the area particularly given the relative position against other areas that are also part of the MKSM growth area. The expected population growth may help to change the skill profile of the area but this will not happen in the short/medium term and will not happen at all unless concerted action is taken to encourage it.
- 3.11 Growth among indigenous companies is unlikely to generate the scale of employment required as the current industrial base is not well represented in growth sectors. Similarly whilst the number of jobs generated through new business formation is at or about the regional average this will be totally inadequate for the scale of the task of job creation facing the area.
- 3.12 In summary therefore the needs of the area to generate additional jobs to meet the requirements of the growing population resulting from MKSM growth are not met by its current ability to generate jobs and in particular jobs in the knowledge economy. The target sectors for Inward Investment will continue to be High Performance Engineering, Food and Drink, Print and Publishing, Construction, Logistics, Environmental Technologies.
- 3.10 Land and Development A key issue within the area is the attractiveness of the sites currently benefiting from Planning Permission or designated in Local Plans to the sorts of employers that the County needs to attract if we are to achieve employment growth coupled with shifting the balance of our employment towards the knowledge economy. Over the last three years the SSP has supported the Fit for Market project which also drew resources from the growth area fund. We expect to continue that support but seek to aim our interventions more clearly at sites suited for knowledge economy employers.
- 3.11 Transport and Logistics Northamptonshire benefits from excellent north south communications in both Road and Rail. However the East-West connections are less satisfactory particularly in relation to participating successfully in the Oxford Cambridge Arc as a way of enhancing the County's attractiveness to knowledge economy employers and jobs. The role of the SSP in encouraging actions to address

these issues will continue to be working with local authority partners to ensure that detailed knowledge of the impact of the proposed growth is available through supporting targeted research and feasibility studies.

- 3.12 Energy and Resources The presence within the University of Northampton of expertise in relation to environmental technologies and waste management make this a prime area for Northamptonshire to try to attract new knowledge economy jobs in the future. In addition the SSP will work with local planning authorities and WNDC and NNDC to ensure that the masterplans currently being developed for the urban extensions being proposed take account of issues such as resource efficiency and exploiting low carbon market opportunities.
- 3.13 Environmental Protection & Sustainable Development Northamptonshire is fortunate in benefiting from an attractive rural hinterland surrounding the major Towns. However with the MKSM growth implications it is clear that there will have to be a substantial expansion of the urban areas within the County. Protecting the ongoing quality of the environment whilst accommodating the growth is vitally important to the County as the quality of the local environment is likely to be a key selling point. For example the River Nene Regional Park could make a significant contribution to preserving a high quality environment even allowing for the growth pressures. The SSP will support efforts to ensure that the growth of “green infrastructure” is adequately funded through the “growth area fund”. A related point on this matter is that it is already clear that the growth expected under MKSM may well be constrained by pressures on the availability of utilities.
- 3.14 Economic Inclusion, Economic Renewal, Cohesive Communities & Equality and Diversity Although overall the county remains a flourishing area there is a substantial proportion of the population that has no qualifications and for whom wage rates are low. Proportionately the largest concentration may be in Corby but there are similar problems in all the main urban areas. The danger is that with the emphasis on the development of the knowledge economy many of these individuals will be left behind without the ability to compete in the changing labour market where the proportion of lower skilled jobs is bound to decrease leaving increasing competition for those that remain. Our response is to encourage targeting mainstream activity on enterprise and learning and skills to address the needs of these groups.

**Table 3.7 – Employment Domain SOAs in top 10% nationally**

Source: Office of the Deputy Prime Minister, Indices of Deprivation, 2004

| LA Name     | Ward SOA is part of | Score | Rank | LA Name        | Ward SOA is part of | Score | Rank |
|-------------|---------------------|-------|------|----------------|---------------------|-------|------|
| Northampton | Castle              | 0.32  | 515  | Corby          | Kingswood           | 0.23  | 2239 |
| Northampton | Weston              | 0.30  | 806  | Corby          | Kingswood           | 0.23  | 2471 |
| Northampton | Castle              | 0.27  | 1267 | Corby          | Hazelwood           | 0.22  | 2534 |
| Northampton | Spencer             | 0.24  | 1991 | Wellingborough | Hemmingwell         | 0.21  | 3065 |
| Northampton | Eastfield           | 0.24  | 2047 | Kettering      | Warkton             | 0.20  | 3350 |

- 3.15 Urban The implications of the MKSM growth agenda are that there will be substantial population growth in all of the major urban settlements within the County. The implications of that growth from an economic perspective are twofold firstly as stated above there is a paramount need to encourage the creation of a substantial number of new jobs particularly in the knowledge economy sectors. But in addition there is a need to ensure that the Town Centres of these rapidly expanded towns are fit for purpose in the 21<sup>st</sup> Century. In accordance with the guidance provided by emda the SSPs will encourage the relevant planning authorities in both councils and the new delivery vehicles to ensure that an adequate level of employment land is made available in a sustainable fashion.
- 3.16 Rural Northamptonshire remains a primarily rural county with a substantial farming community which like most parts of the country is facing a difficult future with constant pressure to diversify and/or find new markets. However in addition many of the rural parts in Northamptonshire are home to increasing numbers of commuters. These people work both in the major urban areas of the County and increasingly in the urban areas over the border primarily to the south and east. In addition to the specific measures referred to above the SSP will also ensure that all of its activities address the needs of all of its residents and businesses.
- 3.17 Tourism Developing the Tourism agenda is a key priority both regionally and at the local level. Some two years ago East Midlands Tourism was established as the overarching body regionally for promoting Tourism within the region. At the local level they support 5 Destination Management Partnerships (one for each county area). In Northamptonshire we intend to continue to support the DMP element within the overall NEL structure in efforts to build other revenue income streams to over time reduce the need for public subsidy of the Tourism industry.

## Section 4 – Priorities for Investment

- 4.1 As stated in the above sections Northamptonshire's economy currently suffers from a combination of factors that are likely to make future jobs growth in the knowledge economy sectors both very important and also very difficult. The current economic base can be characterised as part of a low skill, high activity rate paradigm with low levels of qualifications and low levels of innovation.
- 4.2 Both the current proportion of level 4 qualifications within the County and the demand for such qualifications from existing employers are well below the levels within the other parts of the MKSM growth area. This coupled with the fact that the University of Northampton has only recently been awarded full University status makes this a difficult vicious circle to break. The University continues to produce a substantial number of graduates each year but many of them leave the County making graduate retention an ongoing issue for the County.
- 4.3 This difficulty is exacerbated by the lack of sufficient revenue resources to allow the scale of intervention required to quickly alter the skill profile of the existing workforce. This in turn leads to a potential "catch 22" situation where we have a low skilled workforce which discourages employers with high skill requirements from choosing Northamptonshire as a site. In turn this discourages the existing and potential workforce from seeking to obtain higher level qualifications as there is no demand for them from existing employers.
- 4.4 Our proposed response is to continue to encourage employment growth in the three main areas of
  - a. Attraction of new businesses to the County
  - b. New Business Starts
  - c. Growth of existing businesses

and to combine that with efforts to improve the skill profile of the resident workforce particularly but not exclusively by increasing the numbers qualified to at least level 4 particularly in those market segments selected as our niche inward investment targets. In addition we will work with our partners particularly WNDC and NNDC and local planning authorities to ensure that new developments are completed to a high quality standard so as to make the County an attractive place to live as well as work thus obtaining a boost to the skills level of the resident workforce.

- 4.5 Dealing then with each of the above sections in detail we need to develop a niche strategy identifying those areas of the knowledge economy that might be attracted to the area either by virtue of the technical expertise in the University of Northampton/F.E. Colleges or because of the particular quality of the sites on offer within the County. Once the target sectors/companies are agreed it will be important

that responses on all aspects of an inward investing company's requirements are co-ordinated and prioritised.

- 4.6 In seeking to attract companies we will have to ensure 3 aspects are covered. Firstly that suitable sites and/or buildings are available and attractive to the potential market with excellent location and accessibility. Second that the skill needs of such companies are either immediately capable of being met or that they can be realistically met within a relatively short timescale. Third that the overall lifestyle offer of the area in terms of schooling housing leisure etc is attractive to the companies and their employees.
- 4.7 In trying to boost the employment generated by the number of new business starts within the County it is important that we work with emda and Business Link to ensure that the right quality of help is available to new business starts both before the business opens and afterwards. In addition there is clearly a job to do to increase the numbers of people prepared to consider self employment as a career option within the county particularly from disadvantaged groups in society thus boosting the potential market for start ups. Lastly under this heading there is again a need to ensure an adequate supply of suitable attractive premises.
- 4.8 In helping existing companies to sustain their existing employment and if possible develop new markets and grow both their turnover and employment the Partnership will work with emda through the medium of Business Link to ensure that there are a range of services available geared to helping existing companies develop different ways of becoming more innovative and competitive.
- 4.9 All of the above is predicated on our collective ability locally to improve the skills profile at all levels but for the partnership with a particular emphasis on achieving more people with a qualification at level 3 and above. This does not mean that the Partnership does not recognise the need to improve performance across all qualification levels but that given the resources of the LSC are mainly directed at qualifications up to level 2 the gap for the local economy is at level 3 and above.

## **Section 5 – Priority Actions/Projects**

### **5.1 Employment Learning and Skills**

Under this strand the Partnership is proposing a series of actions that need to be co-ordinated both with actions under other strands and crucially with the actions of local partners including the LSC, University, FE Colleges and Invest Northants. Although it is clear from the evidence base that the area underperforms in achieving qualifications at all levels including level 2. Support for achievements up to and including level 2 are available from the LSC. It is our view that the most effective use of the resources allocated from emda is in support of the achievement of higher level qualifications.

### **5.2 Action 1 – Learning and Skills Infrastructure**

In order to assist the agenda of attracting employers in niche markets we need to encourage the provision of training in those sectors as part of an overall package that seeks to attract suitable companies to the area. The key issue is to ensure that the target sectors correspond with those agreed as target sectors for inward investment. The first potential project is likely to be a Sports Injuries Centre of Excellence located at Moulton College. This proposal fits within both the local and regional sector priority of Healthcare and will provide qualified individuals at all NVQ levels but with the majority at levels 3 & 4. Discussions continue to identify other potential projects that could be taken forward either in addition to or instead of the above project should it prove impossible to deliver.

### **5.3 Action 2 – Higher Level Skills**

Northamptonshire Enterprise Ltd. is supportive of the objectives of “Aim Higher” and will continue to work in partnership with them in seeking to address the clear skills issues within the county. However over and above that joint working we are working with all the “Train to Gain” contract holders in the county, skills brokers and training providers on a project that will complement existing activity to encourage the development of higher level skills by working with employers in the County to develop the demand for such skills amongst both employers and employees.

### **5.4 Action 3 – Information Advice and Guidance**

In order to make progress with the skills issues facing the County it is vital that we make maximum use of the existing workforce by ensuring that each individual particularly those at key decision points in their life receives accurate impartial advice on what career path to follow. We intend to work with Nextstep the umbrella organisation for the delivery of IAG within the County to facilitate the wider involvement of organisations either already “matrix accredited” or working towards such accreditation. The NEL support will take the form of capital funding to assist the delivery of IAG to their client group by improving or adapting the buildings being used.

5.5 Action 4 – Experience Works

The mature workforce aged over 45 remains a key priority for the partnership. We will therefore continue to support the “Experience Works” initiative within Northamptonshire and ensure that it is complementary to and adds maximum value to the work being undertaken at the regional level.

5.6 Action 5 – Local Labour in Construction

Construction remains a priority sector for the region and this priority is reflected locally with the added demands on construction skills implied through the growth agenda. Given the scale of the construction activity proposed the partnership funded the preparation of a 3 year business plan for the creation of a programme that uses funding secured through the successor to section 106 to finance a comprehensive training programme to address construction skill shortages within the local economy. We are about to launch the programme with joint funding from WNDC to establish a central administrative unit to run the project then intend to quickly roll the programme out over the whole county.

5.7 Action 6 – Knowledge Transfer Partnerships

A key plank of the RES is to use universities as engines for economic growth. The Partnership therefore intends to continue to support efforts by the University to develop better links with local employers by supporting the greater use of KTPs locally. Any KTP supported will reflect both the key strengths of the University and sub-regional priority sectors.

5.8 Action 6 – Graduate Employment

The regional evidence base supports the view that both the region as a whole and this sub-region are net exporters of graduates. Within Northamptonshire the Partnership intends to support a project locally that looks to complement the regional initiative but add value by addressing those issues of particular importance in Northamptonshire that arise from scarcity of employers recognizing both the need to and potential benefit from employing graduates. We will therefore work with local organisations to encourage more companies, particularly smes, to think about the potential benefits that would accrue from employing a graduate.

5.9 **Enterprise and Business Support**

5.10 Action 7 – Developing an Enterprise Culture

The job requirements as a result of the major population growth expected as a result of the MKSM strategy make it imperative that all three aspects of job growth operate at maximum efficiency. The first of these is new business starts and part of the long term answer must be to encourage more people to consider starting a business as their chosen career path. The key target markets for this activity are those students currently in either FE or HE and the partnership is working with local partners to introduce a project to boost the numbers from these cohorts considering setting up their own business. In addition the Partnership will look to support the

work of Emda in promoting and building involvement in Enterprise Week of local partners.

5.11 Action 8 – Enhanced Business Start up programme

The Partnership has this year supported the development of an enhanced business start up programme contracted through Northamptonshire Business Link with the intention that the contract be novated to East Midlands Business after 1 April 2007. The aim is to ensure that every potential entrepreneur within the County can access good quality support and advice when planning to set up in business. The key target markets for this activity are those groups or areas which local research has shown fail to start as many businesses as might be expected these include ethnic minorities, women and people in rural areas. The SSP will evaluate the success of this programme at the end of this year but subject to the results of that evaluation will extend the life of this programme throughout this business plan period. The SSP will also ensure that both this project and the one outlined below operate seamlessly together with the Business Link and Universal Start up offers to ensure there is coherent provision across the whole of the County.

5.12 Action 9 – Disadvantaged area start up

As part of efforts to improve business start up rates within the County we are taking forward project 8 above to provide an enhanced service countywide. However we also recognise that to boost the levels of start up within disadvantaged areas and communities there will be a need to put in place additional in depth support which could include both intensive support and a system of capital grants such as that delivered through the New Entrepreneur Scholarship in previous years. Again the project will be contracted through the Business Link contract holder.

5.13 Action 10 – Getting businesses to adopt best practice

Helping existing businesses to become more competitive, develop new markets, assist with technology transfer and generally become more innovative is a key part of the overall agenda. Working with Emda we therefore intend to ensure that there is a full provision of such assistance to local businesses. We will ensure that any projects put forward firstly relate to evidenced areas of need within the local economy and second are compatible with any regional programmes that are already or are intended to deal with the same issues. In all cases we will be mindful of the dti's deproliferation and simplification agenda and will not establish new delivery channels.

5.14 Action 11 – Business Improvement Districts

In the context of the substantial population growth expected under the MKSM growth agenda and the importance to the area of ensuring that the centres of those towns expected to accommodate a substantial population increase are equipped to cope the Partnership is prepared to support those areas which wish to in the development of BIDs related to the retail core of their town centre in taking their proposal through to a ballot of the affected ratepayers. We have already sounded out all 7 districts and will shortly submit a 3 year proposal for appraisal to fund such a

project. Alongside the provision of assistance to individual councils we will tender for a suitably qualified organisation to look at applications that come in to ensure the area is ready to establish a BID and will use their recommendation to action the release of the revenue support requested. Any local support for BID development will be designed to complement any regional initiative.

#### 5.15 **Innovation**

##### 5.16 Action 12 – Innovation/Enterprise Centres

To encourage the provision of floorspace that might be attractive to knowledge based employers the Partnership intends to continue with its current approach of encouraging public sector partners to bring forward proposals for completing the network of innovation/enterprise centres with a centre in Daventry probably in year 2 of this business plan. Further investment in this area will seek to progress the overall aim of using technology to give the County an edge in inward investment.

5.17 The SSP will work within the framework provided by the Innovation East Midlands action plan to encourage greater levels of innovation within businesses. The mechanisms for achieving this are mainly outlined in other sections of this document in particular those on Enterprise and Business Support above , and Energy and Resources below

#### 5.18 **Energy and Resources**

##### 5.19 Action 13 – Resource Recovery Park

The Partnership is about to let a contract for establishing the potential for using expertise within the University of Northampton to attract companies involved in waste management or renewable energy to locate in Northamptonshire. Subject to the conclusions of that study the partnership would like to take forward this concept in conjunction with the University and WNDC. We expect that the Resource Recovery Park when taken forward will need to link with one or more of the I Nets mentioned in Inn Em's action plan and with the proposed Regional Renewables Agency. The SSP will ensure that all the necessary connections are made before this project is taken forward.

##### 5.20 Action 14 – Energy and Resource Management Exemplars

The partnership would like to encourage the development of energy efficient building exemplars that demonstrate the business case both for individual businesses and the wider economy of developing such state of the art accommodation. This proposal could be run in conjunction with both the Innovation Centre and Resource Recovery Park proposals above and such an approach is considered to be the most productive. In addition

## 5.21 **Economic Renewal**

### 5.22 Action 15 – Local Alchemy

Over the last three years the Partnership has supported the delivery of Emda's local alchemy pilot within the Kingswood ward in Corby. With the conclusion of that pilot and hopefully a decision by Emda to roll out the Local Alchemy product more widely across the region the Partnership will look to drive out our experience into other disadvantaged urban areas in the County. In doing this we will try as far as possible to integrate what we do with other activities under both enterprise and business support and employment learning and skills that will help individuals and their communities out of poverty.

### 5.23 Action 16 – Support the implementation of Smaller Urban Areas Masterplanning

All 6 major urban areas within the County now have some form of Masterplanning activity either concluded or underway. The Partnership will therefore allocate resources to assist the implementation of those plans wherever possible working in partnership with either or both the local authority and/or MKSM local delivery vehicle.

## 5.24 **Cohesive Communities**

### 5.25 Action 17 – Access to Services in Local Communities

The Partnership will continue to support the development of access centres particularly within deprived communities as a way of enabling more people to upgrade their skills and encourage economic activity. In all cases our support will be aimed at encouraging building on work already going on within existing centres to encourage the provision of learning and/or training opportunities.

## 5.26 **Inward Investment**

### 5.27 Action 18 - Invest Northamptonshire

In April 2007 the current contract with Invest Northants will expire and it is the intention of the Partnership to replace it with two separate projects one for encouraging investment and the other for encouraging site development. However in both cases a higher priority will be given to the needs of developing the knowledge economy within Northamptonshire.

As with the current project the future one will continue the close co-operation with local authority partners and the emphasis given to working with existing companies based in the county through the successful "investor development" activity.

### 5.28 Action 19 - Fit for Market

As indicated above the Partnership wishes to continue to support the Fit for Market project to encourage the development of employment sites within the County. The

only change likely is that greater emphasis will be given to providing accommodation that is attractive to knowledge based companies.

## 5.29 **Rural**

### 5.30 Action 20 - Rural Renewal Partnership

In March 2006 the County Council established a Rural Renewal Partnership to develop a coherent delivery programme with strong links to the Local Area Agreement structure. The Partnership will therefore provide a limited amount of capital funding towards the total funding package of the rural renewal agenda. We would expect that as well as local contributions to funding the total rural renewal package contributions will also be sought from the RDPE and Rural Action Plan.

### 5.31 Action 21 - Northamptonshire Food Group

The existing Food Group project is due to end in March 2007. However the partnership's view is that the need to assist the food sector within the County to diversify will continue and it therefore intends to continue funding the Food Group for a further 3 years from April 2007.

### 5.32 Action 22 - Redundant Rural Building Grant

The Partnership aims to continue to operate the above scheme for a further 3 years.

### 5.33 Action 23 - Market Towns

Over the last 4 years the Partnership has supported four Market Towns Initiative Partnerships in the areas of Brackley, Towcester and Rothwell and Desborough and Irthlingborough. The formal MTI initiative has now ended but to encourage the mainstreaming of the work done to date the Partnership is prepared to offer funding equivalent to the costs of a single coordinator post for the next 2 years (although this funding could be split between the four existing partnerships if supplemented by other contributions.) We will require that any funding request is accompanied by evidence that the applicant has sufficient resources committed from other sources to allow any proposal to be viable.

## 5.34 **Tourism**

### 5.35 Action 24 – Destination Management Partnership

The Partnership intends to continue to support the Destination Management Partnership in the County with both revenue and capital funding. However the scale of this funding is expected to decline as other revenue streams are developed.

## 5.36 **Sectors**

Existing sectors that have a strength in the County include Motorsports and Logistics both of which now benefit from a COVE to boost performance the acquisition of skills.

- 5.37 In previous years the SSP has supported a number of developments aimed at encouraging the retention of Motorsport as a key sector within Northamptonshire and the wider Motorsport valley. With the establishment of the Silverstone Innovation Centre which is the base for Motorsport UK there is less need for explicit support for this sector from the SSP. However we will continue to support the efforts of MotorSport UK to develop and retain the strength of this sector within the County.
- 5.38 Logistics remains a significant employer within the County and is a priority sector in terms of Inward Investment. However that priority applies to building the presence within the County of the knowledge economy parts of logistics companies rather than a further expansion of the number of sheds. We will work with the COVE, LSC skills brokers and other partners to encourage existing companies based within the County to upgrade the skills profile of their Northamptonshire base.

## **Section 6– Project Commissioning and Procurement**

- 6.1 The Partnership continues to use a prospectus driven approach to secure partner engagement to the agenda outlined by the RES/SRES. In past years the contents of the draft prospectus have been identified through a series of theme based meetings with local and regional partners. Those meetings essentially sought to establish the bite sized chunk of the strategic RES agenda that the Partnership would try with local partners to drive forward.
- 6.2 This year with the far more detailed guidance issued by Emda as part of the SRIP process the Partnership has produced the draft prospectus by looking at the Northamptonshire specific implications of the SRIP guidance. Both the draft prospectus and the SRIP guidance have been posted on the Partnership website and E Mails sent to draw people's attention to it. Partners were then given just over a month to comment on the draft prospectus. In particular partners were asked to comment on whether the draft prospectus accurately reflected a local interpretation of the SRIP guidance or whether there were elements of the SRIP guidance which had been omitted that were essential to driving forward the RES agenda in Northamptonshire.
- 6.3 At the time of writing this SRIP responses to our prospectus have been received and the contents used to inform the development of this submission.
- 6.4 It is our belief that to comply with the spirit as well as the letter of EU procurement we are best advised to post contract notices for all the activities proposed in the prospectus in the Official Journal even where the amount involved is less than the nominal lower limit for the activity concerned. So our intention in taking any project forward is to use OJEU style processes for all contracts and thus hopefully avoid any potential problem later in the project lifecycle.
- 6.5 In addition to utilising the OJEU processes the partnership will also abide by Emda's own tendering procedure.

## Section 7– Partnership and Strategic Management Arrangements

7.1 This section is written from the perspective of Northamptonshire Enterprise Ltd., as that body will, subject to ratification by Emda’s Board, be the body authorised to act as the SSP for Northamptonshire for the period of this business plan. The structures described below are reflected in figure 1 below

### 7.2 *The Board*

NEL’s Board comprises 16 members, made up of representatives from the private sector (8 including the Chair), local authorities (5 including Vice Chair), learning sector (2) and voluntary sector (1). The majority of the private sector representatives were selected through an open invitation published in local media and a selection panel comprised of the key funders, including emda, GOEM and local authorities. Two of the representatives were sought through invitations to Northamptonshire’s two local delivery vehicles – North Northamptonshire Development Company and West Northamptonshire Development Corporation. Each was invited to nominate a private sector representative from their boards.

The local authority representatives were agreed through the Northamptonshire Councils Association and initially will be Northamptonshire County Council, Northampton Borough Council, Kettering Borough Council, Corby Borough Council, Daventry District Council.

The learning sector were selected through invitations to the University of Northampton and the Northamptonshire Office of the Learning and Skills Council.

The voluntary sector representative was selected through an open invitation through NCompass, the Northamptonshire voluntary sector consortium.

Each Board member will be a director of the company, and be registered with Companies House.

Directors will all serve an initial two year term after which one quarter of the Board shall be retired each year. Since most of the local authorities are represented by their leaders, a new nomination will be sought if there is a change of leadership at any authority.

The position of the Chair will be reviewed by the Board after 12 months.

The NEL Board will meet on a bi-monthly basis.

The quorum for each Board meeting shall be five directors comprising a minimum of the following

- Private sector: 2 Directors
- Local Authorities : 2 Directors
- Other (from Learning and voluntary sector) 1 Director

No alternates to Board Directors will be permitted, although observers will be permitted on the understanding that they do not take a role in determining the decisions of the Board, that they are restricted to providing input to relevant discussions only, and that they are subject to periodic review.

Board meetings shall be closed to the public at least until 31<sup>st</sup> March 2007. After that date it is the intention that meetings shall be open to the public, subject to a relevant reason for attendance being provided and sufficient notice being given to the Chair. i.e. a member of the public should ask in advance to attend the meeting. This is to ensure adequate provision in terms of venue, papers etc. Where agenda items are of a commercially sensitive nature, all observers and members of the public may be asked to leave the meeting as is permitted under Freedom of Information legislation.

After an initial six month period, board papers will be published on the NEL website that will shortly be developed.

### 7.3 *Sub-structures*

The NEL Board will focus on strategic issues as they affect its operations and core activities, including budgets and policies. To enable it to do this effectively it is necessary for NEL to have a number of internal committees. It is proposed that there are five such groups, each comprising one or more NEL directors and members of its senior management Team. The five sub-committees are finance and audit; operations, communications, procurement approvals, and enterprise.

- 7.4 There shall also be a number of other operational groups which are not necessarily in the formal control of NEL, but will operate to inform the development of NEL strategies and action plans, including the allocation of SSP Single Programme funding. The emphasis is on capturing and streamlining existing groups to ensure that they are 'fit for purpose' and not create additional groups that overlap or duplicate. They will also provide the main mechanism by which wider stakeholders engage with NEL programmes, rather than NEL attendance being required at each sub-county structure. More detail on these structures is included in Annex 4.

### 7.5 *Internal Systems, Processes and Procedures*

NEL as a fully private sector led body has decided to outsource its HR and financial arrangements. Under these new arrangements policies and procedures have been established to ensure that fiscal probity with respect to Single Programme funds is achieved and as importantly will be seen to be achieved.

### 7.6 *Partner Engagement*

Partner engagement will be achieved through a number of channels including

- a) The work of individual development managers and other staff working with partners to encourage projects that will contribute to the implementation of the RES, SRES and LAA
- b) The production of the Partnerships annual prospectus encourages partners engagement in the process of planning projects that helps to implement the RES
- c) The direct involvement of NEL staff in the various groups locally and regionally that have been set up to progress the implementation of the SRES and LAA will also ensure wider partner engagement.
- d) In addition it is proposed that NEL hosts a bi-annual stakeholders forum that will provide a broad based mechanism for engaging with partners who would otherwise not engage with any of the other operational groups. It will be focused on progress reports, the identification of key issues/trends that all stakeholders need to be aware of and be able to contribute to particular tasks or issues that need to be addressed (e.g. future NEL Business Plans, Responses to regional consultations)

### 7.7 *Staffing Structure*

Until NEL is more firmly established with a clearer indication of long-term funding commitments by partners, it will not appoint a Chief Executive. Until this is done, around six months into the business' operation, the Chair, Paul Southworth, will operate as an Executive Chair for NEL.

The Economic Strategy & Policy division will encompass the 'SSP' function required by emda, and operate with a core team of staff across key themes that align with Northamptonshire's and the region's priorities. Their focus will be on the development of policies and projects that promote the county's economy, but will not be limited just to the SSP procurement role. Staff will need to engage with wider stakeholders with an interest in developing strategy and delivery, including – where appropriate, and agreed – working with those with specific SLAs with NEL. This division will also encompass direct delivered services that include business investment (inward investment and investor development), the Fit for Market scheme and the knowledge management operations of Northamptonshire Observatory.

The Destination Management division will focus on all aspects related to strengthening Northamptonshire's position as a visitor destination, including development of the sector, marketing and delivered services, including visitor information services in Northampton.

### 7.8 *Estimated Running Costs*

With the merger of the SSP function into NEL and the concurrent move of our financial support from the County Council to a standalone arrangement with our accountants Macintyre Hudson providing a detailed picture just for the SSP activity is not easy. We have therefore attached below the overall budget of NEL for the coming year giving the details requested in the guidance.

|  | <b>DMP Total</b> | <b>Economic<br/>Development<br/>Total</b> | <b>Support<br/>Services<br/>Overheads</b> | <b>NEL Total</b>  |
|--|------------------|---|---|-------------------|
| DCLG Capital Funding                                       |                  | 2,354,000                                 |   | 2,354,000         |
| Local Authorities  | 408,427          | 718,777                                   |   | 1,127,204         |
| EMT  | 287,911          | 227,334                                   |   | 515,245           |
| Local Area Agreement                                       |                  | 60,000                                    |   | 60,000            |
| Emda Single Programme inc<br>Management and Administration | 459,415          | 5,418,585                                 |   | 5,878,000         |
| Emda other (Investor Development)                          |                  | 20,000                                    |   | 20,000            |
| Other Partner contributions                                | 30,000           | 67,500                                    |   | 97,500            |
| Private Sector Leverage                                    | 202,000          |   |   | 202,000           |
| Trading Income   | 482,505          |   |   | 482,505           |
| Sponsorship  | 14,500           |   |   | 14,500            |
| <b>TOTAL INCOME</b>  | <b>1,884,758</b> | <b>8,866,196</b>                          |   | <b>10,750,954</b> |
| Staff Cost   | 470,527          | 710,231                                   | 219,339                                   | 1,400,097         |
| Project Spend  | 1,095,441        | 7,706,636                                 | 413,616                                   | 9,215,693         |
| <b>TOTAL EXPENDITURE</b>                                   | <b>1,565,968</b> | <b>8,416,867</b>                          | <b>632,955</b>                            | <b>10,615,790</b> |

## **Section 8 – Monitoring and Evaluation of Impact**

- 9.1 We hope to work increasingly closely with the Shared Resource Centre on the monitoring of the outputs achieved by each approved project. However it has to be recognised that the resources available to SSPs will make difficult to carry out much of a role on either monitoring or evaluation. Our suggested compromise is that the role of the SSP through its development managers is to engage with partners to bring forward project ideas and ensure that sufficient funding is included in any approved project to fund the external evaluation of the impact of the project when it has been completed.
- 9.2 The precise amount that will be needed to fund an evaluation/impact study will obviously depend on both the complexity and innovative nature of the project commissioned.
- 9.3 Wherever possible we will make use of the arrangements established to monitor progress on the LAA but it is at present unclear what assistance this will provide as it will not be project specific and will in any event only cover those areas where the LAA has set targets. Hopefully this section will be more explicit once the final version of the SRIP is submitted.

## **Section 10 – Working Relationships with Emda**

- 10.1 Northamptonshire Partnership has enjoyed an excellent working relationship with Emda over the last 4 years and we hope that this will continue into both as Northamptonshire Partnership and after the proposed merger with Northamptonshire Enterprise Ltd.
- 10.2 Our prospectus driven approach will enable early identification of project ideas and allow for them to be recorded onto Portfolio Director and shared with both the SSP Team and staff within the Shared Resource Centre at the earliest opportunity.
- 10.3 Responses to the annual prospectus will be requested to use the standard Expression of Interest form. All E o Is received will be evaluated by Partnership staff and those considered to fit both the SRIP guidance and local needs will be entered onto Portfolio Director by being E Mailed direct to our SRC contact as soon as they have been assessed by NP staff
- 10.4 We will continue to engage actively in the various groups led by Emda whether they be permanent or time limited and will continue to try to mobilize local activity in support of the objectives of the RES.
- 10.5 We will work with the SSP team and Shared Resources Centre to ensure that effective monitoring of local projects takes place both their operational phase and that effective evaluation and impact analysis takes place at the end of a project.

## **Section 11 – Risk Management**

11.1 Please see the chart attached as annex 5

## **Section 12 – Marketing and Communications**

- 12.1 The key immediate audience for the SSP are the networks of organisations at both County and regional level. At the regional level the key organisations are Emda, GOEM and for the future the emerging regional structures in areas such as the LSC, Business Link, Job Centre Plus and others. At the County Level the key audiences are Local Authorities at both County and District level including both elected members and officers. In addition there are the two delivery vehicles for the MKSM growth agenda plus the local offshoots for both LSC and Business Link plus the myriad other local organisations including LSPs, LAA structures, enterprise agencies etc.
- 12.2 In addition to the above agencies there are also those organisations currently separate but soon to be merged with the SSP in Northamptonshire Enterprise Ltd. i.e. Invest Northants, Explore Northants and Northamptonshire Observatory.
- 12.3 The key task for the SSP in relation to these organisations is to use its influence to persuade them to assist in the implementation of the RES. The major tool for achieving this strategic coherence is the prospectus driven approach leading to the annual updating of the Northamptonshire SRIP. This applies equally both to those organisations that will merge into NEL as well as those that will remain separate in order to demonstrate openness and transparency in handling single pot funding.
- 12.4 In addition to the above strategic influencing agenda there will also be a need to work with Emda and other organisations on collaborative campaigns to change the current behaviour of both individuals and businesses as part of implementing the RES. Examples of this would include the need to persuade both businesses and individuals to recognise the importance of higher level skills; and the need to promote a more entrepreneurial culture across the County
- 12.5 The above examples are not an exhaustive list but serve to illustrate the sorts of issues where we foresee the need for more substantial communications support.

**Annex 1 - Committed Projects**

|  | 2007/8         |                |                |                |                |                |                |               | 2007/8<br>Summary |                | 2008/9  |                | 2009/2010 |               |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|-------------------|----------------|---------|----------------|-----------|---------------|
|  | Quarter 1      |                | Quarter 2      |                | Quarter 3      |                | Quarter 4      |               | Capital           | Current        | Capital | Current        | Capital   | Current       |
|  | Capital        | Current        | Capital        | Current        | Capital        | Current        | Capital        | Current       |                   |                |         |                |           |               |
| <b>Committed Projects</b>                    |                |                |                |                |                |                |                |               |                   |                |         |                |           |               |
| <i>Employment and Skills</i>                 |                |                |                |                |                |                |                |               |                   |                |         |                |           |               |
| <b>Enterprise and Business Support</b>       |                |                |                |                |                |                |                |               |                   |                |         |                |           |               |
| Enhanced Business Start up Support           |                | 70,000         |                | 70,000         |                | 70,000         |                | 40,000        |                   |                |         |                |           |               |
| Corby Enterprise Centre                      | 250,000        | 40,000         | 250,000        | 40,000         | 250,000        | 40,000         | 250,000        | 40,000        | 1,000,000         | 160,000        |         | 120,000        |           | 81,000        |
| <b>Enterprise and Business Support Total</b> | <b>250,000</b> | <b>110,000</b> | <b>250,000</b> | <b>110,000</b> | <b>250,000</b> | <b>110,000</b> | <b>250,000</b> | <b>80,000</b> | <b>1,000,000</b>  | <b>160,000</b> |         | <b>120,000</b> |           | <b>81,000</b> |
| <i>Innovation</i>                            |                |                |                |                |                |                |                |               |                   |                |         |                |           |               |
| Oxford Cambridge Arc                         |                | 20,000         |                | 20,000         |                | 20,000         |                | 10,000        |                   | 70,000         |         |                |           |               |
| <b>Innovation Total</b>                      |                | <b>20,000</b>  |                | <b>20,000</b>  |                | <b>20,000</b>  |                | <b>10,000</b> |                   | <b>70,000</b>  |         |                |           |               |
| <i>Land and Development</i>                  |                |                |                |                |                |                |                |               |                   |                |         |                |           |               |
| <i>Transport and Logistics</i>               |                |                |                |                |                |                |                |               |                   |                |         |                |           |               |
| <i>Energy and Resources</i>                  |                |                |                |                |                |                |                |               |                   |                |         |                |           |               |
| <i>Environmental Protection</i>              |                |                |                |                |                |                |                |               |                   |                |         |                |           |               |
| <i>Economic Inclusion</i>                    |                |                |                |                |                |                |                |               |                   |                |         |                |           |               |
| <i>Economic Renewal</i>                      |                |                |                |                |                |                |                |               |                   |                |         |                |           |               |
| <i>Cohesive Communities</i>                  |                |                |                |                |                |                |                |               |                   |                |         |                |           |               |
| <i>Sustainable Development</i>               |                |                |                |                |                |                |                |               |                   |                |         |                |           |               |
| <i>Inward Investment</i>                     |                |                |                |                |                |                |                |               |                   |                |         |                |           |               |
| <i>Urban</i>                                 |                |                |                |                |                |                |                |               |                   |                |         |                |           |               |
| <i>Rural</i>                                 |                |                |                |                |                |                |                |               |                   |                |         |                |           |               |
| <i>Sectors</i>                               |                |                |                |                |                |                |                |               |                   |                |         |                |           |               |
| <i>Tourism</i>                               |                |                |                |                |                |                |                |               |                   |                |         |                |           |               |
| <i>Culture and Sport</i>                     |                |                |                |                |                |                |                |               |                   |                |         |                |           |               |
| <i>Diversity and Equality</i>                |                |                |                |                |                |                |                |               |                   |                |         |                |           |               |
| <i>Research</i>                              |                |                |                |                |                |                |                |               |                   |                |         |                |           |               |
| <b>Administration</b>                        |                | 50,000         |                | 50,000         |                | 50,000         |                | 50,000        |                   | 200,000        |         | 200,000        |           | 200,000       |

Annex 1b - Anticipated Projects

|  | 2007/8    |               |                |                  |                |                |                |                  | 2007/8<br>Summary |                  | 2008/9           |                  | 2009/2010        |                |
|--|-----------|---------------|----------------|------------------|----------------|----------------|----------------|------------------|-------------------|------------------|------------------|------------------|------------------|----------------|
|  | Quarter 1 |               | Quarter 2      |                  | Quarter 3      |                | Quarter 4      |                  | Capital           | Current          | Capital          | Current          | Capital          | Current        |
|  | Capital   | Current       | Capital        | Current          | Capital        | Current        | Capital        | Current          |                   |                  |                  |                  |                  |                |
| <b>Anticipated Projects</b>                  |           |               |                |                  |                |                |                |                  |                   |                  |                  |                  |                  |                |
| <b>Employment and Skills</b>                 |           |               |                |                  |                |                |                |                  |                   |                  |                  |                  |                  |                |
| Learning and Skills Infrastructure           |           | 25,000        | 25,000         | 250,000          | 25,000         |                | 25,000         | 250,000          | 100,000           | 250,000          | 100,000          | 250,000          | 100,000          |                |
| Higher Level Skills                          |           | 12,500        | 12,500         |                  | 12,500         |                | 12,500         |                  | 50,000            |                  | 50,000           |                  | 200,000          |                |
| Information Advice and Guidance              |           |               |                |                  |                | 100,000        |                | 100,000          |                   | 100,000          |                  | 100,000          |                  |                |
| Experience Works                             |           | 25,000        | 25,000         |                  | 25,000         |                | 25,000         |                  | 100,000           |                  | 100,000          |                  | 100,000          |                |
| Local Labour in construction                 |           | 20,000        | 20,000         |                  | 20,000         |                | 20,000         |                  |                   |                  | 80,000           |                  | 80,000           |                |
| Knowledge Transfer Partnerships              |           |               |                |                  | 40,000         |                |                |                  | 40,000            |                  | 40,000           |                  | 80,000           |                |
| Graduate Employment                          |           | 12,500        | 12,500         |                  | 12,500         |                | 12,500         |                  | 50,000            |                  | 50,000           |                  |                  |                |
| <b>Employment and Skills Total</b>           |           | <b>95,000</b> | <b>95,000</b>  | <b>250,000</b>   | <b>135,000</b> | <b>100,000</b> | <b>95,000</b>  | <b>350,000</b>   | <b>420,000</b>    | <b>350,000</b>   | <b>370,000</b>   | <b>350,000</b>   | <b>480,000</b>   |                |
| <b>Enterprise and Business Support</b>       |           |               |                |                  |                |                |                |                  |                   |                  |                  |                  |                  |                |
| Developing an entrepreneurial culture        |           |               |                |                  |                |                |                |                  |                   |                  | 60,000           |                  | 60,000           |                |
| Enhanced Business Start up                   |           |               |                |                  |                |                |                |                  |                   |                  | 200,000          |                  | 250,000          |                |
| New Entrepreneur Scholarship                 |           | 12,500        | 12,500         |                  | 12,500         | 50,000         | 12,500         | 50,000           | 50,000            | 50,000           | 50,000           | 50,000           | 50,000           |                |
| Helping Businesses adopt best practice       |           | 25,000        | 25,000         |                  | 25,000         |                | 15,000         |                  | 90,000            |                  | 100,000          |                  | 100,000          |                |
| Business Improvement Districts               |           |               |                |                  | 100,000        |                |                |                  | 100,000           |                  | 50,000           |                  | 50,000           |                |
| <b>Enterprise and Business Support Total</b> |           | <b>52,500</b> | <b>52,500</b>  |                  | <b>152,500</b> | <b>50,000</b>  | <b>52,500</b>  | <b>50,000</b>    | <b>240,000</b>    | <b>50,000</b>    | <b>460,000</b>   | <b>50,000</b>    | <b>510,000</b>   |                |
| <b>Innovation</b>                            |           |               |                |                  |                |                |                |                  |                   |                  |                  |                  |                  |                |
| Innovation Centres                           |           |               |                |                  |                |                |                |                  |                   |                  | 500,000          |                  | 1,850,000        |                |
| Technology Realm                             |           |               |                |                  |                |                |                |                  |                   |                  |                  |                  |                  |                |
| <b>Innovation Total</b>                      |           |               |                |                  |                |                |                |                  |                   |                  | <b>500,000</b>   |                  | <b>1,850,000</b> |                |
| <b>Energy and Resources</b>                  |           |               |                |                  |                |                |                |                  |                   |                  |                  |                  |                  |                |
| Resource Recovery Park                       |           |               |                |                  |                |                | 800,000        |                  | 800,000           |                  | 1,350,000        |                  |                  |                |
| Energy and Resource Management exemplars     |           |               |                |                  |                |                |                |                  |                   |                  |                  |                  |                  |                |
| <b>Energy and Resources Total</b>            |           |               |                |                  |                |                | <b>800,000</b> |                  | <b>800,000</b>    |                  | <b>1,350,000</b> |                  |                  |                |
| <b>Economic Renewal</b>                      |           |               |                |                  |                |                |                |                  |                   |                  |                  |                  |                  |                |
| Local Alchemy                                |           | 25,000        | 25,000         |                  | 25,000         |                | 14,000         |                  | 89,000            |                  | 70,000           |                  | 100,000          |                |
| Smaller Urban Areas Masterplanning           |           |               |                | 189,000          |                |                |                | 189,000          |                   | 200,000          |                  | 200,000          |                  |                |
| <b>Economic Renewal Total</b>                |           | <b>25,000</b> | <b>25,000</b>  | <b>189,000</b>   | <b>25,000</b>  |                | <b>14,000</b>  | <b>189,000</b>   | <b>89,000</b>     | <b>200,000</b>   | <b>70,000</b>    | <b>200,000</b>   | <b>100,000</b>   |                |
| <b>Cohesive Communities</b>                  |           |               |                |                  |                |                |                |                  |                   |                  |                  |                  |                  |                |
| Access Centres                               |           |               | 200,000        |                  |                |                |                | 200,000          |                   | 200,000          |                  | 200,000          |                  |                |
| <b>Cohesive Communities Total</b>            |           |               | <b>200,000</b> |                  |                |                |                | <b>200,000</b>   |                   | <b>200,000</b>   |                  | <b>200,000</b>   |                  |                |
| <b>Inward Investment</b>                     |           |               |                |                  |                |                |                |                  |                   |                  |                  |                  |                  |                |
| Invest Northamptonshire                      |           | 75,000        | 75,000         |                  | 75,000         |                | 75,000         |                  | 300,000           |                  | 300,000          |                  | 300,000          |                |
| Fit for Market                               |           |               |                | 1,000,000        |                |                |                | 1,000,000        |                   | 1,000,000        |                  | 1,000,000        |                  |                |
| <b>Inward Investment Total</b>               |           | <b>75,000</b> | <b>75,000</b>  | <b>1,000,000</b> | <b>75,000</b>  |                | <b>75,000</b>  | <b>1,000,000</b> | <b>300,000</b>    | <b>1,000,000</b> | <b>300,000</b>   | <b>1,000,000</b> | <b>300,000</b>   |                |
| <b>Rural</b>                                 |           |               |                |                  |                |                |                |                  |                   |                  |                  |                  |                  |                |
| Rural Renewal Partnership                    |           |               | 150,000        |                  |                |                |                | 150,000          |                   | 150,000          |                  | 150,000          |                  |                |
| Food Group                                   |           | 25,000        | 25,000         |                  | 25,000         |                | 25,000         |                  | 100,000           |                  | 90,000           |                  | 100,000          |                |
| Redundant Rural Buildings                    |           | 25,000        | 25,000         |                  | 25,000         |                | 25,000         |                  | 100,000           |                  | 100,000          |                  | 100,000          |                |
| Market Towns                                 |           | 12,500        | 12,500         |                  | 12,500         |                | 12,500         |                  | 50,000            |                  | 50,000           |                  |                  |                |
| <b>Rural Total</b>                           |           | <b>25,000</b> | <b>37,500</b>  | <b>175,000</b>   | <b>37,500</b>  | <b>37,500</b>  | <b>37,500</b>  | <b>25,000</b>    | <b>37,500</b>     | <b>250,000</b>   | <b>140,000</b>   | <b>250,000</b>   |                  |                |
| <b>Tourism</b>                               |           |               |                |                  |                |                |                |                  |                   |                  |                  |                  |                  |                |
| Destination Management Partnership           |           | 60,000        | 60,000         | 60,000           | 60,000         | 70,500         | 53,500         | 70,500           | 53,500            | 261,000          | 227,000          | 200,000          | 100,000          | 200,000        |
| <b>Tourism Total</b>                         |           | <b>60,000</b> | <b>60,000</b>  | <b>60,000</b>    | <b>60,000</b>  | <b>70,500</b>  | <b>53,500</b>  | <b>70,500</b>    | <b>53,500</b>     | <b>261,000</b>   | <b>227,000</b>   | <b>200,000</b>   | <b>100,000</b>   | <b>200,000</b> |

| <b>Annex 2 – Expected Outputs</b>                    |                                       |  |                   |                             |                         |                             |                          |              |                |
|--|---------------------------------------|--|-------------------|-----------------------------|-------------------------|-----------------------------|--------------------------|--------------|----------------|
| <b>Outputs 2007/2008</b>                             |                                       |  |                   |                             |                         |                             |                          |              |                |
|  | <b>Employment Learning and Skills</b> | <b>Enterprise and business support</b> | <b>Innovation</b> | <b>Energy and Resources</b> | <b>Economic Renewal</b> | <b>Cohesive Communities</b> | <b>Inward Investment</b> | <b>Rural</b> | <b>Tourism</b> |
| <b>T1 Jobs</b>                                       |                                       | 258                                    | 20                |                             |                         | 35                          | 190                      |              | 5              |
| <b>T2 Employment Support</b>                         |                                       |  |                   |                             |                         |                             |                          |              |                |
| <b>T3 Business Creation</b>                          |                                       | 150                                    |                   |                             |                         | 33                          |                          |              |                |
| <b>T4 Businesses assisted to improve performance</b> |                                       | 540                                    | 20                |                             |                         | 20                          | 300                      |              | 183            |
| <b>T4a HE/Business collaboration</b>                 | 4                                     |  |                   |                             |                         |                             |                          |              |                |
| <b>T5a Infrastructure Investment</b>                 |                                       |  | £2 million        |                             |                         |                             | £500,000                 |              |                |
| <b>T5b Brownfield Land Remediated</b>                |                                       |  |                   |                             |                         |                             | 2 h.a.                   |              |                |
| <b>T6 People assisted in skills development</b>      | 658                                   |  |                   |                             | 50                      | 292                         |                          |              |                |

|  |  |  |  |  |  |     |  |  |  |
|--|--|--|--|--|--|-----|--|--|--|
|  |  |  |  |  |  |     |  |  |  |
| <b>T6a Adults<br/>gaining basic<br/>skills</b>           |  |  |  |  |  | 53  |  |  |  |
| <b>T6b Adults<br/>gaining level 2<br/>qualifications</b> |  |  |  |  |  | 105 |  |  |  |

### Annex 3 - Relationship of proposals to RES/SRES/LAA

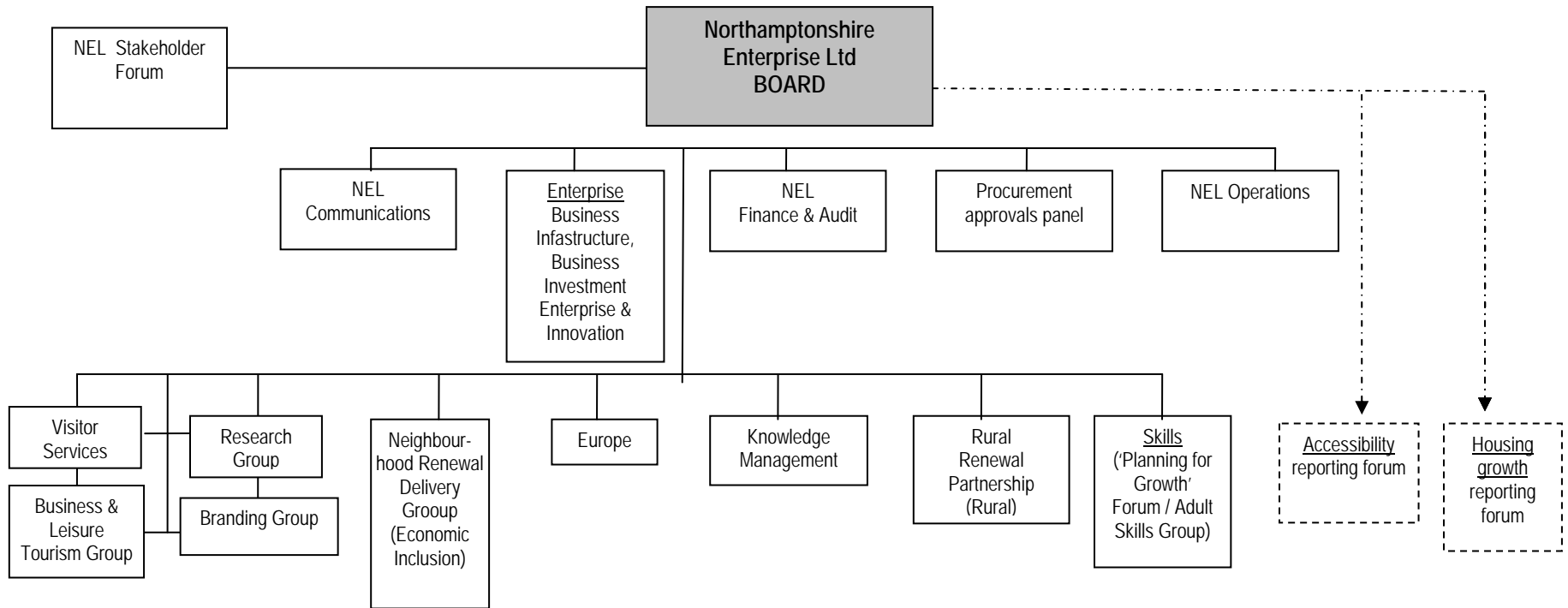
| Proposal                           | Impact on RES Objectives  | Impact on SRES Objectives   | Impact on LAA  |
|------------------------------------|---|---|--|
| Learning and Skills Infrastructure | economically active people qualified at level 4 and above                         | Create and sustain a dynamic and flexible labour force  | Increase the number of knowledge economy jobs in the area.                 |
| Higher Level Skills                | economically active people qualified at level 4 and above                         | Create and sustain a dynamic and flexible labour force  | Increase the number of people employed in more knowledge based occupations |
| Information advice and guidance    | Move people into better jobs in growing businesses                                | Create and sustain a dynamic and flexible labour force  | Increase the numbers obtaining level 2 qualifications                      |
| Experience Works                   | Move people into better jobs in growing businesses                                | Create and sustain a dynamic and flexible labour force  | No relative increase in numbers on Job seekers allowance                   |
| Local Labour in construction       | Move people into better jobs in growing businesses                                | Create and sustain a dynamic and flexible labour force  | Increase number of people trained in construction skills                   |
| Knowledge Transfer Partnerships    | Develop a dynamic region founded upon innovative and knowledge focused businesses | Achieve continued business growth economic diversification and high levels of competitiveness | Number of entrants onto courses at University of Northampton               |

|   |   |   |  |
|---|---|---|--|
| Graduate Employment                       | Develop a dynamic region founded upon innovative and knowledge focused businesses | Achieve continued business growth economic diversification and high levels of competitiveness | Number of entrants onto courses at University of Northampton |
| Developing an enterprise culture          | Become a region of highly productive globally competitive businesses              | Achieve continued business growth economic diversification and high levels of competitiveness | Increase business start up rates                             |
| Enhanced business start up programme      | Become a region of highly productive globally competitive businesses              | Achieve continued business growth economic diversification and high levels of competitiveness | Increase business start up rates                             |
| New entrepreneur scholarship              | Become a region of highly productive globally competitive businesses              | Achieve continued business growth economic diversification and high levels of competitiveness | Increase business start up rates                             |
| Getting businesses to adopt best practice | Develop a dynamic region founded upon innovative and knowledge focused businesses | Achieve continued business growth economic diversification and high levels of competitiveness | N/A  |
| Business Improvement Districts            | Become a region of highly productive globally competitive businesses              | Achieve continued business growth economic diversification and high levels of competitiveness | N/A  |

|  |   |   |  |
|--|---|---|--|
| Innovation & Enterprise Centres          | Develop a dynamic region founded upon innovative and knowledge focused businesses                             | Achieve continued business growth economic diversification and high levels of competitiveness | Strengthen Northamptonshire's base of creative industry activity |
| Resource Recovery Park                   | Develop a dynamic region founded upon innovative and knowledge focused businesses                             | Achieve continued business growth economic diversification and high levels of competitiveness | Number of entrants onto courses at University of Northampton     |
| Energy and Resource management exemplars | Transform the way we use resources and generate energy  | Achieve continued business growth economic diversification and high levels of competitiveness | N/A  |
| Local Alchemy                            | More people into better jobs in growing businesses  | Achieve continued business growth economic diversification and high levels of competitiveness | Increase business start up rates                                 |
| Smaller urban areas masterplanning       | To ensure that all people and communities have the opportunity to create new and sustainable economic futures | Achieve continued business growth economic diversification and high levels of competitiveness | N/A  |
| Access to services in local communities  | More people into better jobs in growing businesses  | Create and sustain a dynamic and flexible labour market                                       | Number with level 2 qualifications                               |

|                                |   |   |   |
|--------------------------------|---|---|---|
| Invest Northamptonshire        | Develop a dynamic region founded upon innovative and knowledge focused businesses   | Achieve continued business growth economic diversification and high levels of competitiveness | N/A   |
| Fit for Market                 | To ensure that the quality and supply of development land contributes to the sustainable growth of the regional economy   | Achieve continued business growth economic diversification and high levels of competitiveness | N/A   |
| Rural Renewal Partnership      | To increase life chances for all leading to stronger and more cohesive communities  | Support and enhance community cohesion  | To increase the accessibility of communities to meet their needs and maximise their opportunities |
| Northamptonshire Food Group    | Become a region of highly productive globally competitive businesses  | Achieve continued business growth economic diversification and high levels of competitiveness | N/A   |
| Redundant Rural Building Grant | Become a region of highly productive globally competitive businesses  | Achieve continued business growth economic diversification and high levels of competitiveness | N/A   |
| Market Towns                   | To increase life chances for all leading to stronger and more cohesive communities a dynamic society and stronger economy | Achieve continued business growth economic diversification and high levels of competitiveness | To increase the accessibility of communities to meet their needs and maximise their opportunities |

|                                    |  |   |                                  |
|------------------------------------|--|---|----------------------------------|
| Destination Management Partnership | Become a region of highly productive globally competitive businesses | Achieve continued business growth economic diversification and high levels of competitiveness | Increase business start up rates |
|------------------------------------|--|---|----------------------------------|



| Risk theme  | Risk ID | Principal Risk   | Inherent Risk Rating | Control Measures in place/development  |             | Residual Risk Rating |   | Monitoring |   |
|-------------|---------|--|----------------------|--|-------------|----------------------|---|------------|---|
|             |         |  |                      | Mitigation   | Contingency | P                    | I |            |   |
| Governance  | 1       | Lack of clarity around strategic role of board and operational role of sub-groups  | A                    | Development of Board portfolios, input of Board into developing sub-groups, clear terms of reference for Board and sub-groups  |             |                      | G | A          | Feedback on strategic group performance bi-annual stakeholder workshops |
| Governance  | 2       | Unclear alignment of LAA priorities/indicators in relation to RES/SRES priorities  | A                    | Chair and Exec Director engagement in LAA process. Brief and update Board on LAA. Ensure LAA priorities and actions fed through sub-groups.  |             |                      | G | A          | Performance Plus+ m system, feedback Benchmark against block bo         |
| Governance  | 3       | Stakeholders do not adequately recognise/accept the role of NEL, leading to duplication and fragmentation of service delivery. | R                    | Initial 1-1 meetings involving Chair, SMT (of NEL) and Chairs/ senior management of key partners to secure commitment and develop SLA relationships where appropriate. Ensure stakeholders are aware that mechanisms are in development in which they can engage. Letter/newsletter to stakeholders. |             |                      | G | R          | Chair/S feedback progress stakeholder engagemen                         |
| Operational | 4       | Insufficient clarity over 06/07 operational budget impairs short-term planning   | A                    | Secure commitment of EMT funding for DMP functions. Ensure new operational structure is in place as soon as possible.  |             |                      | G | A          | Regular updates Finance and SM  |

|             |   |  |   |   |   |   |   |   |
|-------------|---|--|---|---|---|---|---|---|
| Operational | 5 | VAT position of NEL leads to reductions in value of operational budget.                | R | Utilise specialist advice to present and negotiate a favourable VAT position with C&R.  | Develop plan for operating company where trading income may be treated differently. | A | A | Regular between outsour Finance and EC/ |
| Operational | 6 | Lose staff capacity/confidence in re-structuring process                               | A | Establishing staff consultation group. Provide regular communications (written and personal) with staff, including 1-1s involving managers and HR advisor     |   | G | A | Feedba staff in 1 through advisor.      |
| Operational | 7 | Unclear / inconsistent application of HR policies causes confusion amongst staff       | A | Identify residual policies that need to be revised (TUPE related ones will already have been addressed). Develop revisions for consultation with staff group. |   | G | A | Monitor develop HR advi                 |
| Operational | 8 | NEL at risk of legal liabilities due to taking over new contracts and relationships    | R | Undertake detailed risk assessments for each contract, seek clarification/amendment where required.   | Secure professional indemnity insurance for staff.                                  | G | A | Progres monitor SMT an & Audit committ  |
| Operational | 9 | Insufficient financial income commitments to effectively forward plan service delivery | R | Commence negotiation of funding for 07/08+ as early as possible to enable planning.   | Develop contingency plans to reduce delivery costs.                                 | A | A | Regular updates Finance and SM          |

|             |    |  |   |  |   |   |   |
|-------------|----|--|---|--|---|---|---|
| Operational | 10 | National/ Regional Policy shift resulting in changed local priorities and available resources to NEL and key delivery partners | R | Direct input by NEL and key partners through consultations and lobbying regional and national policy frameworks will aid in ensuring Northamptonshire's economy is not adversely affected. Ensure that NEL targets and indicators and local policy is aligned to these strategies and any changes is essential to mitigating this risk. Early engagement with sub groups and partners will also reduce risk. | G | A | Monitori<br>SMT an<br>Theme<br>Manage                                       |
| Operational | 11 | Lack of effective performance management system to inform future planning/allocation of resources                              | A | Establish robust performance management control processes, including building on Observatory KM role, utilising Performance Plus software provided to LAA partners as a central means of collecting data. Sub groups formed to report on data to NEL Board and staffing structures. Provide feedback to NEL Board and key stakeholders including <i>emda</i> .   | G | A | PI syste<br>develop<br>through<br>involven<br>Operatio<br>and Boa           |
| Strategic   | 12 | Stakeholders do not adequately recognise the role of NEL, leading to duplication and fragmentation of service delivery.        | R | Regular 1-1 meetings involving Chair, SMT (of NEL) and Chairs/ senior management of key partners to maintain commitment and manage SLAs. Develop sub-groups, including Board member attendance to ensure stakeholders are engaged and recognise them. E-bulletins to stakeholders. Increase accessibility of information to stakeholders on website.   | G | A | Chair/S<br>feedbac<br>progress<br>stakeho<br>engagem<br>Survey a<br>Year 1. |

Strategic

13

Lack of impact on knowledge economy position

R

Work closely with emda, University, LSC and Colleges through the LAA process to ensure effective action plans are developed and supported

Lobby for additional resources

R

R