

Prosperity Through East Midlands People: Economic Development Strategy for the East Midlands 2000 - 2010

A Regional Economic Strategy prepared by *emda*

2000

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East Midlands prosperity through East Midlands people



Chairman's Foreword

I took this job on because I believe in the East Midlands. I believe passionately that we have the potential to be a truly great region. This regional economic development strategy is all about realising that potential.

This passion for the East Midlands is shared by every member of the Board of the East Midlands Development Agency (*emda*). We are determined that the East Midlands will reach the economic premier league of European regions within the next 10 years. This will require enormous effort by many people on a number of fronts over a sustained period. We firmly believe not only that we should do it, but that we can do it.

The East Midlands is already a great place. But just think how much better it could be if we had more high-quality jobs, more world-class businesses. We would, provided the transition is properly managed - be much better able to revitalise our worst-hit communities and to sustain and enhance the quality of our exceptional natural and historic assets for future generations.

One thing is for sure - we simply cannot afford to stand still in the face of ever-growing global competition. If we do there is no doubt that our quality of life will suffer. Our aspiration in this strategy is that we should not just be aiming to make things better - **we should be reaching for the stars**. Only then will we engender in this region the real hunger for success that is essential if the East Midlands is to achieve lasting prosperity. The successful regions in the new Millennium will be those that embrace change and constantly strive to do better.

The cornerstone of this strategy is that our people are the key to unlocking our potential as a region; all of our people - not least our young people who stand to inherit the East Midlands of the future. We need a population of enterprising, adaptable, knowledgeable and highly-skilled individuals who are able to identify and exploit

tomorrow's business opportunities. Our strategy focuses on harnessing and building the talents of our people and creating a climate within which they can use these talents to the full. We will secure a sea-change in our attitude towards learning and in levels of attainment in education and skills at all levels.

There is much we can do to add value by taking a regional approach to the development of the economy. To succeed, however, we must all - our business and education communities, voluntary organisations, local authorities and others - move forward with a set of common goals. And we must mobilise our collective resources behind these goals. We in *emda* are a catalyst for making a difference - but it needs to be a combined effort if it is to work. Government too has an important role in ensuring that the regional perspective is properly reflected in the formulation and delivery of policy. We will help Government achieve this by advising on the regional economic implications of national policies.

Successful partnership is the key to making it work. We are fortunate in the East Midlands to have an excellent foundation of regional partnership and common purpose on which to build our regional strategy. The Regional Assembly and *emda* are at one in our ambition for prosperity in the East Midlands. We are together putting in place a strategic framework for the region's future, with *emda* leading on economic development.

We believe we have a strategy that is distinct to the East Midlands region and relevant to our needs as we enter the Millennium. We pledge to do all in our power to bring prosperity to the East Midlands - prosperity through our people, for our people.



Derek Mapp, Chairman
east midlands development agency



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Welcome to the East Midlands



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1. Introduction

1.1 Format of the Strategy

This strategy is a route-map of the East Midlands’ economic development to 2010. Prepared by East Midlands Development Agency (*emda*), with extensive input from our partners, it provides a framework of priorities within which we will work together towards a set of shared strategic goals. The strategy sets out:

- a stretching but achievable **2010 vision** for the region, the values underpinning the vision, measures of success and factors influencing that success
- a profile of the **East Midlands’ economy**
- an outline of the **key drivers** of economic success, with strategic objectives, priorities, targets and performance measures
- how the strategy will be **delivered**

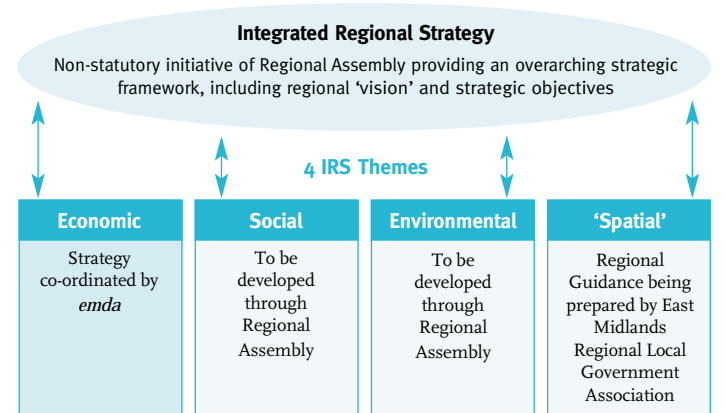
The strategy highlights commitments to 27 specific “100 day” actions, to lay a solid foundation for delivering the strategy.

It also includes aspirational targets for 2 and 5 years - see *Annex 1*. A delivery plan will guide the implementation of the strategy.

1.2 Integrated Regional Strategy

The economic strategy is a key component of an emerging *Integrated Regional Strategy* (IRS) for the East Midlands, which is being co-ordinated by the East Midlands Regional Assembly. The IRS will provide a wider framework for all strategic planning in the region, including new Spatial Development Guidance for the region, which is currently being drafted by the East Midlands Regional Local Government Association, and an emerging Health Statement for the region. The Spatial Development Guidance will include a proposed regional transport strategy. The IRS has the following components alongside the economic one:

- achieving **social inclusion** throughout the East Midlands, to combat inequality and provide a genuine opportunity for all to be able to access jobs, services and facilities
- conserving and improving the quality of the region’s **environment** and managing the use of natural resources
- managing the **distribution and location** of activities and the provision of infrastructure in order to encourage sustainable patterns of development and to support regeneration



“The East Midlands Regional Assembly and East Midlands Development Agency have formed a highly effective working relationship. This strategy complements and supports the work we are doing on the Integrated Regional Strategy. If partnership is the cornerstone of success this region will succeed”.

Councillor Robert Jones
Chair of East Midlands Regional Assembly

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1.3 Developing the Strategy

The proposals in this strategy have been informed by:

- **statutory guidance** issued to Regional Development Agencies by the Government in March 1999
- an independent **analysis of the East Midlands' economy** and the key drivers of success, alongside the draft strategy
- extensive **consultation** with regional partners, in two stages, between April and September 1999
- views from "**Pathfinders to Prosperity**" - groupings of energetic business leaders from clusters with particular growth potential in this region - formed to identify demand-led solutions, initially in the following areas:
 - communications
 - construction and development
 - fashion and design

- financial and professional services
 - food chain
 - healthcare
 - high growth engineering
 - learning industry
 - retail
 - small and medium - sized enterprises
 - tourism, cultural and creative industries
- discussions with **neighbouring Regional Development Agencies**

The following supplementary reports have been published alongside this strategy:

- an executive summary of the strategy
- Pathfinders to Prosperity
- a synopsis of consultation on the draft strategy
- a sustainability appraisal of the strategy - see *Annex 3*



2. Our Vision for the East Midlands

2.1 Our Vision

The vision is stretching but achievable -

“By 2010, the East Midlands will be one of Europe’s top 20 regions. It will be a place where people want to live, work and invest, because of:

- our vibrant economy
- our healthy, safe, diverse and inclusive communities
- our quality environment”

This vision is in harmony with the vision statement to be included in the Integrated Regional Strategy.

2.2 Our Values

The following values underpin the vision:

- to be truly successful, economic development must be sustainable, going hand in hand with social and environmental development, resulting in a better quality of life for everyone in the East Midlands, now and for future generations
- we must strive for quality and excellence in everything we do - creating a hunger for success in the region and the will to keep doing better
- the East Midlands’ future prosperity depends primarily on the talents of all of our people, not least our young people. We must be a region whose businesses value people and whose people value learning - a region of enterprising, adaptable and healthy businesses and individuals, who successfully create and exploit knowledge

- everybody in the East Midlands should be empowered to contribute to and share in the region’s success. The strategy must address inequalities, removing barriers to participation in the economy
- effective partnership is the key to successful delivery. We must encourage partnership working at all levels
- the region must be outward looking, working collaboratively across boundaries to learn from and with others

We are determined that the East Midlands will have one of the most prosperous economies in Europe.

2.3 Aim for the Region’s Economy

Our overall aim is that, by 2010, the East Midlands will have become a Top Twenty region in the European league tables for GDP per head and employment.

GDP per head is widely recognised as the key indicator of overall economic performance but needs to be viewed within the context of performance against a range of other indicators. See *Section 5.2* for more on how we will measure success.

The Top Twenty goal must not be achieved at the expense of sustainable development. We believe that sustainable development will be a positive force towards achieving the Top Twenty goal.



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2.4 Factors Influencing Success

In *Section 4* we set out the key drivers of success and the strategic priorities for the region. The following picks out the contextual issues that could have a bearing on our success. There is a risk of our ability to achieve the vision being compromised, unless:

- there are favourable **macro-economic** conditions and international/ national **regulatory** frameworks. The East Midlands is particularly sensitive to conditions that affect manufacturing and agriculture - e.g. the current strength of the pound - given the sectors' importance to the regional economy. These factors are not within our control but we will seek to influence fiscal, monetary and regulatory policy (including measures to reduce the burden of regulations on SMEs) through our contacts with Government and the European Commission. We will also highlight the impact of Government and European policies on regionally-significant sectors
- there is a continuing and developing commitment from the Government to the added value of **regional empowerment** - recognition across Government that there is an important regional dimension to all policy formulation and implementation, not simply for *emda*, but for all regional stakeholders. National initiatives, such as "New Deal" and the Government's new approach to learning and skills together with small business support, must consider regional characteristics before progressing to local delivery. We will continue to press Government to ensure that this happens
- we achieve **sustainable development**. This will involve hard choices, balancing the needs of the economy, the physical environment and social equity, for the lasting benefit of future generations. An inclusive society and high quality environment are economic assets and should be treated accordingly in the

economic strategy. *emda's* commitment to sustainable development is underlined in *Section 2.5*

- working with local communities, we find lasting solutions to the regeneration challenges facing the region's **former coalfields**
- the national framework for **education and lifelong learning** creates the right conditions for raising standards in schools, which is fundamental to achieving our vision
- the economic strategy and the emerging **Regional Guidance for Spatial Development of the East Midlands** are in step, within the framework of the Integrated Regional Strategy
- **regional partners are committed** to working towards a shared vision for the region. We believe that there is strong commitment, throughout the region and across all sectors, to making this work. *emda* will act as a catalyst but its resources (some £75m a year) will be a small proportion of those required to deliver the sea-change we need. It is important that we prepare effective regional plans to harness funding opportunities for the region, including new **European Structural Funds** from 2000 and the Rural Development Measures arising from **reform of Common Agricultural Policy**
- we develop effective **delivery structures**, with strong partnership arrangements, at regional and sub-regional levels - linked, critically, to the new sub-regional arrangements for the Learning and Skills Councils, the Small Business Service (which will share the same boundaries) and British Trade International. *emda's* strategic role will be key in ensuring that the new sub-regional arrangements meet regional priorities

Perhaps most important of all, as a prerequisite for success, is the need to build a strong sense of ambition and determination to succeed in the region - fuelled by a better understanding of the nature of the global challenge.



“ The East Midlands has great strength and depth. It is a centre of excellence for food, fashion, engineering and education. It is the people who make the real difference - they are highly motivated to work and learn, and keen to enjoy an unrivalled quality of life. ”

Mich Stevenson, Chairman of Nottingham Development Enterprise, Chairman of the National Ice Arena, Nottingham.

2.5 Sustainable Development - *emda*'s Commitment

We want the strategy to be exemplary in its observance of sustainable development principles. The recent Government White Paper, *A Better Quality of Life*, offered the view that sustainable development had at its heart the following:

“a better quality of life for everyone, now and for future generations by meeting four objectives:

- social progress which recognises the needs of everyone
- effective protection of the environment
- prudent use of natural resources
- maintenance of high and stable levels of economic growth and employment”

We recognise that success cannot be measured by GDP alone. However, if economic success is not achieved, the ability to achieve other goals - such as social cohesion and environmental quality - will be compromised. On the other hand we recognise that unless the other goals are achieved the kind of economic success we want will be unattainable.

Degradation of the natural environment, over-consumption of scarce or non-renewable resources, lasting damage to finely balanced ecologies have in the past been the consequences of a combination of ignorance and neglect. We need to be far more sophisticated in our understanding of the consequences that action today will have on future generations.

The strategy has been subject to a rigorous sustainability appraisal, to ensure that the priorities of the strategy balance our economic, social and environmental aspirations. The appraisal was carried out by independent consultants, Entec, using the same methodology as that applied to the draft Regional Spatial Development Guidance. An

executive summary of the final appraisal (carried out shortly before the strategy was finalised) is available from *emda* - the conclusions from Entec's interim appraisal are in *Annex 3*.

We will be tracking over time (see *Annex 2*) an emerging set of East Midlands Sustainable Development Indicators, to monitor the overall state of the region and its quality of life. *emda* will work alongside the Regional Assembly and the East Midlands Sustainable Development Round Table to evaluate sustainable development in the region, so as to ensure that the economic progress we seek goes hand in hand with social and environmental well-being.

100 day commitments

- Establish agreed methodology for measuring sustainable development in the region, building on proposed sustainable development indicators
lead partner - Regional Assembly
- Arrange a major regional conference to raise awareness about the importance of sustainable development, using case studies to demonstrate good practice
lead partner - Regional Assembly

3. Profile of the East Midlands Economy

3.1 The East Midlands

The East Midlands covers 12% of England's total land area - and includes the counties of Derbyshire, Leicestershire, Lincolnshire, Northamptonshire, Nottinghamshire and Rutland. Its population of 4.2 millions represents 7% of the UK total, with a higher proportion than average living in rural areas.

The region accounts for nearly 7% of total economic activity in the UK - as measured by GDP - and, for the last 20 years, it has generally grown faster than the UK average.

A key regional characteristic is diversity, so that average regional statistics need to be treated with caution. The average is often made up of some marked variations across the region.

The East Midlands has a lot going for it:

- a varied and resilient industrial base, with a strong tradition in manufacturing - including specialisms in newer industries, e.g. aerospace and motor sports, and in longer-established sectors such as textiles - as well as having growing strengths in the service sector
- excellent centres of learning and research in the region's eight universities, which have a mix of leading-edge specialisms ranging from space to sports science
- outstanding natural assets such as the Peak Park, Lincolnshire Wolds and the National Forest, coupled with a rich heritage and cultural mix and a national reputation for sporting excellence - making the region a very pleasant place to live
- strong locational advantages, making the region an important distribution centre. Much of the region is well-served by road and rail and air and handily placed to serve the largest markets in the UK and Europe. We sit at the edge of the prosperous "super region" of Europe that stretches from northern Italy, across much

of Germany, the Benelux countries and northern France, up to the south-east of England

- an excellent foundation of **regional partnership**, across organisational boundaries, on which to build. The integrated approach to strategic planning, based on a very close working relationship between the Regional Assembly and *emda*, gives the East Midlands a competitive advantage

The strategy is underpinned by a considerable amount of primary research, including:

- *The East Midlands - Regional Economic Assessment* (1999)
- *Viewpoints on the East Midlands Environment* (1999)

This has been supplemented by further independent analysis, by Business Strategies Limited, on *emda's* behalf, which is published as a separate volume (*Supporting Analysis*, July 1999).

The section overleaf summarises this recent work in order to provide a brief context for the proposals that follow. Key findings are summarised alongside.



“A business is only as good as the people it employs. People deliver quality - and quality delivers profit. The people of the East Midlands are the foundation of our business success. I am thoroughly committed to the region.”

Stephen Hallam
Managing Director
Ye Olde Pork Pie Shoppe, Melton Mowbray

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3.2 Key Issues:

- despite the historic rates of growth, the East Midlands lags behind both the UK and European averages in terms of GDP per head. In 1996, it ranked 40th out of 77 EU regions
- there is wide disparity of GDP patterns within the region
- earnings per head, skills levels and productivity in manufacturing are all below average, although the productivity gap is closing

GDP Per Head (£000)

	1993	1994	1995	1996
East Midlands	9.0	9.4	9.8	10.1
Derbyshire and Nottinghamshire	8.5	8.9	9.2	9.6
Derby	10.4	10.7	10.7	11.2
East Derbyshire	6.6	7.1	7.4	7.4
South and West Derbyshire	7.9	8.7	9.2	9.4
Nottingham	13.5	13.9	14.0	15.6
North Nottinghamshire	7.7	7.9	8.0	8.3
South Nottinghamshire	6.3	6.6	6.9	7.2
Leicestershire, Rutland and Northamptonshire	9.8	10.3	10.7	10.9
Leicester	11.7	12.1	12.5	12.6
Leicestershire and Rutland	8.7	9.4	10.0	9.9
Northamptonshire	9.9	10.3	10.6	11.1
Lincolnshire	8.7	9.0	9.3	9.6

Sectors that have performed poorly at a national level in the economy - clothing, textiles, footwear, mechanical engineering, mining, metals - are relatively large in the East Midlands. Conversely, the region is under-represented in the “star” sectors such as electrical engineering, communications, finance and business services .

A critical conclusion of the analysis is that **the region has continued to do well despite its structure, not because of it.** This suggests that our current industrial base will not deliver the future to which we aspire and that we need a step change, modernising our industrial base and in the process providing better quality employment for our people.

There are a number of factors that can help to explain the relative performance of the regional. These include:

- innovative capacity - e.g. through research and development
- efficient production
- knowledge intensive skills
- leadership and entrepreneurship
- business investment
- attracting inward investment
- concentrations of high value employment
- key sectors that help drive others

Source: Regional Accounts, ONS

Note: GDP is collated on a workplace basis, with the income of commuters allocated to their place of work. However, as GDP per head is calculated by dividing this figure by the area's total resident population, this leads to an artificially high disparity between urban centres and their surrounding commuter areas. GDP per head at the sub-regional level therefore should be interpreted with caution.

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However, the East Midlands does not always perform at the national average in many of these indicators, nor is there strong performance throughout the region in terms of entrepreneurial drive. If it did, there is every reason to believe it could perform at a significantly higher level.

Two factors drawn out in the analysis may help explain why the region performs at a higher level than might be expected given its industrial structure:

Location

Location will continue to influence regional development.

Our centrality to UK markets, proximity to the prosperous South-East and accessibility to Europe are powerful factors in our performance.

One of the challenges is to ensure that the whole region benefits from our strong locational advantages.

Settlement Pattern

More speculatively, the pattern of cities, towns and villages could have positively influenced economic performance. Several European regions do well because they centre on a capital city of global significance. Other regions with large and sprawling conurbations have not performed well over recent years. The East Midlands pattern of compact urban development has possibly been a recipe for growth in the past.

How the East Midlands responds to the pace of change in the knowledge-intensive economy of the future is an important issue for the strategy to address. Understanding the past is helpful, but it is not a recipe for future success. This is the backdrop we must consider as the route map to the future is developed.



“My area of business is all about people. We serve people and we rely on good people to provide that service. There is no shortage of talent in the East Midlands.”

John Hussein
Entertainment and Leisure Entrepreneur
Leicester

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3.3 The East Midlands



Key to Map

- Regional Boundary
- Counties and Unitary Authorities 1 April 1995
- Motorways
- A1

4. Priorities and Targets

To secure a place in Europe's Top Twenty regional economies we must drive up both the profitability of our businesses and the income of our people. We must do so in a way that is consistent with our overall vision for the region - that is, ensuring in the process that there is a positive impact on quality of life for people in the region.

But **fundamentally, we need greater wealth to support a better quality of life.** This is the essence of the economic development strategy.

It is a strategy that acknowledges the diversity of the region's economy, an economy within which the needs of both urban and rural areas, interacting with each other, have strong significance.

All parts of the region have to perform to their potential to achieve our goals. The strategy is about helping those not currently able to perform to their potential to make a stronger contribution - but it is also about building on our strongest assets and harnessing an even more powerful contribution from them.

Our Businesses and our People are the key ...

Our businesses are the lifeblood of the economy, an economy that increasingly relies on the knowledge and skills of its people. The priority for the economic strategy is to focus on measures that will improve business productivity and excellence, making our businesses better able to compete in a global market-place. Business success, in turn, is driven by the talents of people. Our economic strategy has to be inclusive and sustainable to be successful. The strategy, therefore, is centred on **the contribution of people in the region as the critical component of our future prosperity - "Prosperity through People".**

Developing Sustainable Communities ...

The region's future success also depends on having **sustainable communities**, empowered to identify and develop lasting economic, social and environmental solutions that are right for them.

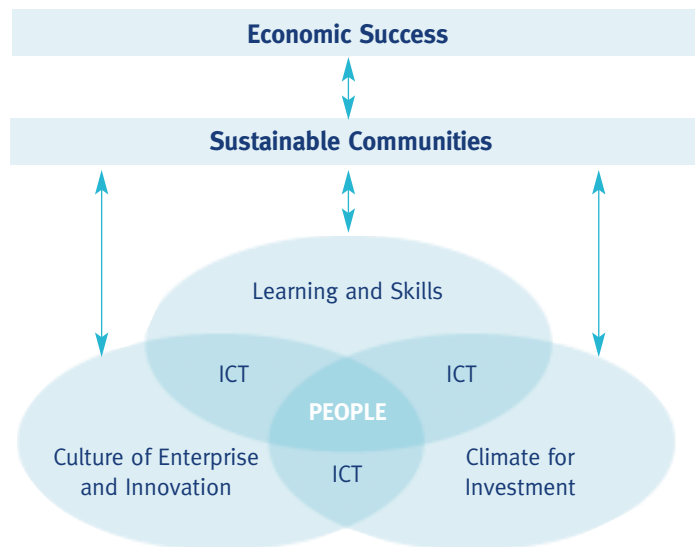
In *Section 4.3.5* we propose priorities for developing such communities in the East Midlands.

4.1 Key Drivers of Economic Success

To achieve the vision, we believe - based on international benchmarking and analysis of the East Midlands' current and forecast economic performance - that the **key drivers of economic success** are :

- **Learning and Skills**
- **Enterprise and Innovation**
- **An Information and Communications Technology (ICT) Revolution**
- **A Climate for Investment.**

The following diagram illustrates how these drivers interact to produce economic success, through sustainable communities.



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4.2 Strategic Objectives

OBJECTIVE 1

Bring about excellence in **Learning and Skills** - giving the East Midlands a competitive edge in how we acquire and exploit knowledge. Creating a “learning region” - with individuals and employers who value learning and a learning industry that is proactive and creative - leading, in time, to a workforce that is among the most adaptable, motivated and highly skilled in Europe.

OBJECTIVE 2

Develop a strong culture of **Enterprise and Innovation**, putting the East Midlands at the leading edge in Europe in our exploitation of research, recognised for our spirit of innovation - and creating a climate within which entrepreneurs and world-class businesses can prosper.

OBJECTIVE 3

Use the global **Information and Communications Technology Revolution** to create the capability for everyone in the region - individuals and businesses - to use information and knowledge to maximum benefit.

OBJECTIVE 4

Create a **Climate for Investment** in which success breeds success - providing the right conditions in the East Midlands for a modern industrial structure based on a combination of indigenous growth and inward investment.

OBJECTIVE 5

Develop Sustainable Communities, empowered to create solutions geared to their own needs - ensuring that everyone in the East Midlands has the opportunity to benefit from, and contribute to, the region’s enhanced economic competitiveness, thereby supporting a socially inclusive region.



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4.3 Themes

4.3.1

Theme 1: Learning and Skills

OBJECTIVE

Bring about excellence in learning and skills, giving the East Midlands a competitive edge in how we acquire and exploit knowledge. Creating a “learning region” - with individuals and employers who value learning and a learning industry that is proactive and creative - leading, in time, to a workforce that is among the most adaptable, motivated and highly skilled in Europe.

PRIORITIES

A Learning Region ...

- create a **hunger for learning**. We will launch a high-profile motivational campaign, backed by employers and the region’s learning community, to get over the messages that learning pays and learning is for life. The campaign needs to reach everyone in the region, with a particular focus on the young and people whose inclination and capacity to learn has stalled, for whatever reason. For many young people the issue is not just learning but learning how to learn.

We will encourage consortia of providers within the region to come together to promote much greater participation in further and higher education.

- create a **climate for learning** by:
 - making it **easy for people to learn**, providing easily accessible education and training - not just centred on traditional places of learning but also in the workplace, the home and the community, including the use of ICT as a medium. Accessibility is a particular issue for people in the East Midlands’ rural areas and for disadvantaged groups such as lone parents. Good quality, well-informed guidance and advice should underpin this learning - about present and future skills needs, not just for learners but also for their teachers.
 - encouraging **employers to value and reward skills and learning** - and to support a learning continuum that develops people to meet changing needs. We want to see learning at the heart of our employers’ business strategies, with the emphasis on key, transferable skills, competencies in the workplace and accredited learning, building on the Qualifications Curriculum Authority’s (QCA) new national framework of qualifications. National Training Organisations and Trade Associations have a key role to play, linking to the region’s sectoral growth potential.
 - **transforming the East Midlands’ learning businesses** - our universities, colleges and other providers of educational and learning services - into a dynamic and strategic force for economic improvement in the region. They must be in tune with future demand (from individuals and employers) and in touch with local communities, recognising the need to maintain the rich diversity. This will require strong leadership within the region’s learning businesses; investment in teachers and trainers to provide high quality provision; and close strategic linkages with other economic development and regeneration agents, including UFI, using ICT to facilitate the transformation.

Theme 1: Learning and Skills

1





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Higher Standards in Education ...

- the quality of **pre 16 education** is central to a prosperous economic future. For many young people in the East Midlands, levels of basic educational attainment in literacy and numeracy are simply not up to an acceptable standard now, far less in the region that we aspire to be. We strongly believe that improving standards of educational attainment is an economic issue of top priority. We will put our energy and resources behind a joint review of how the East Midlands can take this forward, working closely alongside the region's Local Education Authorities (LEAs) on a plan of action for achieving marked improvement in the region's performance.
- the region's business community needs to be more involved in helping to shape future provision in schools. We will work with the new Learning and Skills Council at national and sub-regional levels to build on and enhance the work of local Education Business Partnerships.

Skills for the Future ...

- give priority to **ICT skills**, which are fundamentally important to realising our goal of a knowledge-smart region, as we seek to grow our knowledge workers - with particular attention to the needs of rural areas to improve accessibility to markets and information.
- focus on other key, **transferable generic skills** such as communications, problem-solving and higher level skills such as innovation, leadership and creativity. These skills will become increasingly important to the East Midlands as we ourselves undergo change in an ever-changing world in which the by-word will be adaptability.
- address current and anticipated **skills shortages** - e.g. in technician level skills, on which the future of the East Midlands'

manufacturing industry depends - giving special attention to the region's skills needs in growth sectors, working closely with Pathfinder Groups. It will be important that skills provision looks at demand into the future and not just at current demand. We need to look at how best to retain skills in the region, e.g. graduates.

Build our Knowledge-base ...

- create a regional source of **data, research and intelligence** that will underpin our ambition of strengthening our knowledge base as a region - by establishing an East Midlands Observatory, a tool for partners to share intelligence about the region's performance and trends.
- building on the Observatory, establish an **East Midlands Futures Commission**, to do blue-sky thinking about the East Midlands prospects and to identify potential opportunities for the region to exploit the first quarter of the Millennium. This will link to national Foresight work.
- in partnership with the National Training Organisations, identify the issues that affect employers in **specific sectors** and forecast future trends.
- work with the sub-regional **Learning and Skills Councils** to share labour market information and economic assessments, to ensure that training plans are developed on a consistent basis and meet regional priorities.

100 DAY COMMITMENTS

- Establish an East Midlands Learning Business Partnership to ensure the views of the “demand side” are articulated and understood

lead partner - emda

- Commission research into the nature and scale of the challenge facing the region on educational attainment in schools

partners - emda and Local Education Authorities

- Establish the East Midlands Observatory

lead partner - emda

- Undertake an extensive labour market and skills trend analysis of the region - providing an existing baseline and a forecast to 2010

lead partner - emda

PERFORMANCE MEASURES

■ Participation in Learning:

- % population participating in learning
- % 16/17 year olds participating in full-time education
- 18-30 year-olds participating in FE/HE
- accredited learning in the workplace

■ Skills and Education:

- progress against National Learning Targets
- basic skills levels
- GCSE and A-Level attainment levels
- % population with no qualifications
- % schools in upper quartile of Ofsted inspections

The region's Learning Community includes our universities, colleges, schools and employers as well as the support infrastructure of Local Education Authorities, Careers Service, Training and Enterprise Councils (and the emerging Learning and Skills Councils), local Lifelong Learning Partnerships, National Training Organisations, UFI hubs, and voluntary and community groups. It is important that all organisations in the Learning Community make a commitment to building the priorities in the agreed regional strategy into their own plans.



“There are so many opportunities in the East Midlands. If the future lies in the hands of young people, it certainly looks very healthy. I can't wait to play my part in shaping a more prosperous future.”

**Holly Strickland, 6th form student
Leicestershire**



East Midlands prosperity through East Midlands people

4.3.2

Theme 2: Enterprise and Innovation

OBJECTIVE

Develop a strong culture of enterprise and innovation, putting the East Midlands at the leading edge in Europe in our exploitation of research, recognised for our spirit of innovation - and creating a climate within which entrepreneurs and world-class businesses can prosper.

PRIORITIES

East Midlands Know-How ...

- establish an **East Midlands Know-How Network** of knowledge transfer “hubs”, with a specific sector, technology or sub-regional focus, linked by ICT. The aim will be to make the most of the technology and know-how developing in the region by helping to transfer it between businesses; and from research facilities - both higher/further education and business based - to the region’s businesses.

Some of these hubs will have a specific regeneration dimension, improving access to services in areas such as market towns and coalfields. The needs of SMEs to find more effective ways to collaborate with HE/FE and each other will also be tackled. The network will reflect the region’s sectoral growth potential, drawing from national Foresight work and linking to the new Small Business Service.

- create, subject to demand, **regional Centres of Excellence in Enterprise**, such as an East Midlands University for Food, building on the strengths of the region’s industrial and agricultural base

and of the research base in our universities. Specialist sub-regions will be encouraged to lead on behalf of the rest of the region - an example might be the Centre for Enterprise in Leicester. These centres are likely to be “virtual” in nature, networking the best aspects of existing provision to create a critical mass that is widely accessible to all parts of the region.

- create a regional framework for strong **business to business relationships, based on cluster development** in sectors and in technologies that are key to the East Midlands’ future economic prosperity. Link with existing world class businesses in the region, other magnets such as the National Space Science Centre and the region’s motor-racing circuits, and also link with the CBI’s “Fit for the Future” campaign.
 - encourage a regional programme of **entrepreneurial spin-offs** from East Midlands’ universities and further education colleges, where ideas can be converted into successful businesses, e.g. from ICT-based university research or from hospitality training in colleges. This will require an integrated package of support necessary for these businesses to develop and thrive. This would cover, for example, marketing, skills training, management development and entrepreneurship, access to finance (linked closely to the venture capital fund), and developing a managed hierarchy of sites and premises from incubator units to science parks. This hierarchy of sites is important to ensure that successful, growing firms stay in the East Midlands, which currently lacks science and technology floorspace.
- Alongside these measures it will be important to develop a culture of innovation and entrepreneurship among staff and students in higher and further education, partly by facilitating graduate and undergraduate placements in industry, especially SMEs.

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East Midlands Business Leadership...

- target **business leadership and management** for special attention at regional level:
- introduce an East Midlands Business Leadership programme that harnesses the talents of our most energetic entrepreneurs, bringing them into contact with the best of international experience and making them ambassadors for the region
- draw together the expertise in our universities / Business Schools and others in the learning industry to create an East Midlands Excellence in Enterprise network
- take a fresh look at the need and demand for management development in SMEs and how management development training can be enhanced in terms of content and innovative delivery
- encourage business leaders to invest in the community and to sign up to the Racial Equality Council's Leadership Challenge, as well as helping businesses to take positive steps to remove barriers to equal opportunity
- draw on the wealth of business leadership talent and knowledge in the Pathfinder groups to shape the delivery of the strategy on all fronts

Open up Market Opportunities ...

- consolidate the East Midlands framework for **supply chain** development and support, focusing on priority business clusters identified in the strategy. Ensure close links to inward investment opportunities and promotion - and to the local provision of support by the Small Business Service, building on the work of the Regional Supply Office and Business Links in this area.

- share high quality **market information** with our businesses and partners, with assistance from the East Midlands Observatory e.g. economic conditions in the region, labour market information, technology and know-how transfer, overseas trade, international benchmarking.
- work with higher education and manufacturing industry to exploit opportunities in the fast-growing **environmental technology and renewable energy markets**, establishing a Pathfinder group (see Section 5.1) to focus on this business cluster.
- recognising the key role that **exports** have in the region's international competitive success, support East Midlands' businesses as they work to exploit new opportunities in rapidly changing and developing markets overseas. Ensure that full use is made of the services being developed and enhanced by British Trade International (BTI). Support the business-led Regional International Trade Forum in developing an international trade strategy, identifying trade opportunities and how East Midlands businesses can exploit them.

Support for Enterprise ...

- improve **access to finance** to support business start up and growth. *emda* proposes to set up an East Midlands venture capital fund - aimed at small but higher risk businesses with growth potential - filling an equity finance gap for amounts up to £0.5m. The fund, which will be commercially run, will include private and public investors. A key feature will be on-going management support for businesses in the fund's portfolio, linked to the work to be undertaken on improving SME management development training. It will be an initial step to stimulate the creation of a portfolio of funds accessible to enterprising East Midlands businesses, from micro start ups to medium-size.

THEME 2 Enterprise and Innovation

2



“ The East Midlands is all about quality. Quality of life. Quality of employment. Quality of opportunity. I know from personal experience that the East Midlands offers great opportunities for ethnic minorities. It's a place to achieve your dreams. ”

Arthur Blackwood, Carlton Day Nurseries, Derby
Winner of the East Midlands Ethnic Minority Enterprise Award



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- work with the Small Business Service to streamline the region's **enterprise support infrastructure** - to ensure that it provides quality support to East Midlands' businesses, exceeding their expectations. It will be important to ensure that local enterprise support activities - e.g. supply chain development, accessing overseas markets, and the special needs of rural businesses - are in tune with the regional strategic priorities.
- make the **agricultural sector** a focus for special attention, ensuring that it is linked into the wider rural economy, with support for farm-based enterprises, encouragement for diversification and access to the expertise of all relevant agencies' resources to add value and improve income generation.
- the region's large **ethnic minority business sector** is an important East Midlands asset, with strong links to markets worldwide. We will help the region's ethnic minority business agencies to consolidate their regional network and to work alongside the Small Business Service in providing advice to help ethnic minority SMEs fulfil their potential.
- work with business support agencies to ensure that East Midlands' businesses are adequately prepared for trading in the **Euro**.

100 DAY COMMITMENTS

- Plan agreed for East Midlands venture capital fund.
lead partner - emda
- Framework agreed for an East Midlands "University for Food" - a virtual centre of excellence exploiting the regional strengths e.g. in ethnic food products. Bringing together the agricultural and food industries, the research and learning capabilities of the universities and colleges and the enterprise and skills support agencies.
lead partner - emda
- Complete review of business support arrangements across the region, with recommendations to Government on how the new Small Business Service might make improvements in the Business Link and enterprise network.
lead partner - emda
- Bring Pathfinder champions together to form an East Midlands Business Opportunities Group.
lead partner - emda

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PERFORMANCE MEASURES

■ Business Productivity

- Gross Value Added per employee

■ New Business Formation Rate

- new registrations as % of stock

■ New Business Survival Rates

- % surviving after 3 years

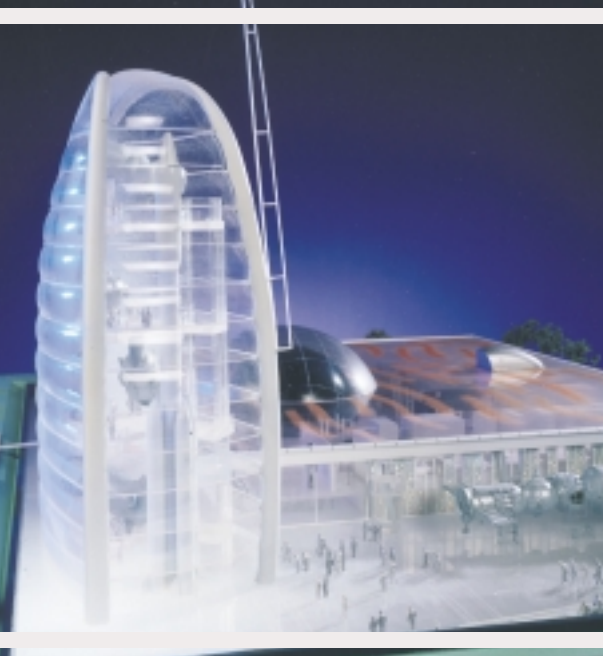
■ Businesses Exporting

- % share of turnover linked to exports

■ Business Excellence

- % using the Business Excellence model





Architect's model of the National Space Science Centre, Leicester.

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4.3.3

Theme 3: ICT Revolution

OBJECTIVE

Use the global information and communications technology revolution to create the capability for everyone in the region - individuals and businesses - to use information and knowledge to maximum benefit.

PRIORITIES

Marketing ICT ...

- encourage **investment in ICT** to stimulate take-up, through an East Midlands campaign, promoting the use of ICT for production, communication, marketing and selling. We will promote electronic commerce throughout the East Midlands economy, using clusters of skills suppliers, expertise and local institutions to support globalisation in new and traditional industries and small businesses. *emda* will identify and target an 'advanced guard' of 500 growth companies to drive the early phase of such a strategy.
- introduce a **regional ICT programme**, to include:
 - Boardroom Challenge 2000 - within 100 days of the new Millennium every business in the East Midlands to consider one aspect of ICT innovation
 - using the Regional Observatory as a tool for ICT market information to provide up-to-the-minute advice on leading edge technology

ICT Infrastructure ...

- develop a **regional urban cluster** of new media and related cultural industries, as an engine for the region's knowledge-driven economy, attracting inward investment in specialist financial and business services. The aim is to harness the existing separate talents to create a "virtual global city" alliance that has sufficient combined power to compete internationally - linking to other parts of the region through "ICT for All".
- promote **ICT for all** - looking at ways of connecting the East Midlands so that everyone, including people in remote rural areas, and in deprived city areas, has the opportunity to benefit. Build on existing experience in the region, e.g. Rutland On Line and the Virtual Village in the rural North Notts Coalfield - and, working closely with UFI, encourage public access points throughout the region.
- *emda* will ensure that there is a strong ICT dimension to regeneration programmes in both rural and urban areas. Action plans (see *Section 4.3.5*) will address the needs of specific sectors. There is a strong link to encouraging social enterprises, where ICT training and support can be a valuable component.
- create a regional **business information infrastructure** that generates new opportunities for local suppliers to compete for new business originating within the East Midlands - this could function as an electronic 'gateway to the region' for inward investors from the rest of the UK and overseas.

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3

ICT Know-How ...

- **ICT learning** and advanced skills in the use and exploitation of ICT is a priority for the region (*see Section 4.3.1*). Promote ICT literacy in the workplace, e.g. by encouraging on-line training in ICT for senior executives.
- strengthen the role of **higher and further education** in the East Midlands economy as a source of know-how and technology to SMEs, an incubator for new technology-based firms and a provider of ICT, information and skills through placements to all sectors. Easy Web access to these education institutions' resources is key.

100 DAY COMMITMENTS

- Boardroom Challenge 2000 issued
lead partner - emda

- Begin work to assess scale of infrastructure investment needed to deliver ICT for all
lead partner - emda

PERFORMANCE MEASURES

- **Businesses Trading Electronically**
 - % SMEs wired up to the digital market-place
 - SMEs trading on-line
 - volume of e-commerce transactions
- **ICT Skills**
 - % businesses providing frequent ICT training
 - % residents with basic competence in ICT
 - % people with recognised ICT qualification
- **ICT Investment**
 - business capital spend on ICT





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4.3.4

Theme 4: Climate for Investment

OBJECTIVE

Create a climate for investment in which success breeds success - providing the right conditions in the East Midlands for a modern industrial structure based on a combination of indigenous growth and inward investment.

PRIORITIES

Marketing the East Midlands ...

- put the region on the map by launching “East Midlands = Excellence”, a campaign celebrating East Midlands’ successes and generating a new breed of East Midlands Ambassadors, building on the “Great East Midlands” campaign spearheaded by Business East Midlands and East Midlands Airport and creating a regional identity based on success.
- ensure effective linkages in promoting the East Midlands overseas - through e.g. trade, inward investment and tourism.

Attracting Inward Investment ...

- punch our weight as a region in securing new and follow-on inward investment by:
 - differentiation of the region, giving special attention in our marketing strategy to **sectors with strategic significance** to the East Midlands, where there is investment potential.
 - targeting marketing and promotional activities in those **parts of the world offering the best potential** for the East Midlands - linked closely to the sectoral approach.

- working closely with the West Midlands to market the **Midlands brand** overseas.
 - making the most of our potential to secure **further investment from existing inward investors**, by establishing a positive ongoing relationship with investors and by ensuring that regional partners work on a united front.
 - ensuring that the region’s **service to inward investors** is world class, meeting the location requirements of inward investors and providing integrated packages of support. We will work with our partners to ensure a quality assurance led approach to client handling and a seamless proactive service to inward investment across the whole region. *emda* will take the lead in ensuring that throughout the region highly trained personnel handle inward investment projects and aftercare.
 - facilitating an adequate supply of appropriate **sites** for inward investment and brokering **local labour agreements** with new investors.
 - **linking inward investment opportunities to other aspects of the strategy** - e.g. the provision of jobs and suitable sites and premises in regeneration areas, including rural areas, in accordance with sustainability principles; downstream benefits in the supply chain; strengthening the region’s skills base. We will work with communities to ensure that local people, including disadvantaged people, benefit from the opportunities. We will also work closely with universities to exploit their role as a magnet for inward investment.
- #### Promote Tourism, Culture and Sports ...
- **sustainable tourism**, together with **culture, sports and heritage**, are key generators of jobs and income, a channel for economic regeneration and a means of promoting the East Midlands’ image.

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We will build on the Heart of England Tourist Board's existing strategy and link closely with the forthcoming cultural strategy for the East Midlands, giving priority to:

- drawing out, in the development of tourism products, **distinctive regional and sub-regional characteristics** e.g. the East Midlands' food and drink product - at the same time recognising that the region is best promoted by building on existing identifiable brand images.
- continuous improvement in the **quality of the region's tourism product** - in accommodation, attractions and service standards, e.g. through quality assurance schemes relating to accommodation and attraction inspection and creating centres of excellence such as High Peak hospitality college.
- exploring the potential for **major world-status tourism attractions** to be developed in the region, where demand is demonstrated and the development is sustainable. Build on significant new attractions, such as the National Space Science Centre in Leicester and the National Forest Discovery Centre (both Millennium flagships for the region), as well as established major attractions such as Silverstone in Northamptonshire, which are important magnets to the region and which have a role in filtering visitors to lesser known destinations.
- more **green tourism** to help sustain areas like the Peak National Park and Rutland Water with an emphasis on smaller-scale facilities, staying visitors, less car borne day-trippers and improved public transport to key attractions, with care taken to ensure that disturbance is not simply displaced.
- encouraging **cultural, arts and sports-based tourism**, promoting the region as a national centre of sporting excellence and supporting World Heritage Site status for the Derwent Valley and Creswell Crags.

- giving special attention to the region's **traditional resorts**, including coastal resorts, where investment is needed to meet changing expectations of visitors.
- encouraging **rural tourism**, in locations and in ways that meet sustainability tests, as an important source of employment growth in rural areas and a force for much-needed diversification.
- encouraging investment in the region's **natural assets** and local distinctiveness to promote tourism - e.g. the Trent Floodplain Initiative.
- attracting more **business tourism** by improving the quality of the region's infrastructure of venues and attractions.
- recognising the potential growth of the **cultural and creative industries**, which include a high proportion of micro businesses that would benefit from customised packages of support. The regional Cultural Consortium will prepare a cultural strategy to identify priorities and establish programmes to develop the sector with *emda's* support.



THEME 4 Climate for Investment

4



“ My own links with the East Midlands are broad and deep. The people are a constant source of inspiration and the future for our business looks very healthy indeed ”

Rosemary Conley
Owner
Rosemary Conley Diet and Fitness
Loughborough



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Investing in the Environment ...

- the quality of the East Midlands' natural and built **environment** is an important factor in creating the right conditions for inward investment, regeneration, tourism development and overall quality of life. Regional and local distinctiveness in terms of landscape character and the built environment are also important.

Maintenance and enhancement of bio-diversity is a key test for sustainable development. The region does not have a good track record in recent years. We need to repair the damage of the past and create new assets to pass on to future generations. The priorities in the economic strategy are to :

- place **environmental improvements**, including land reclamation for amenity purposes and support for greening schemes, among our highest priorities for regeneration work.
- encourage economic development agents to include measures to **integrate conservation with development**, helping to protect biodiversity in the region.
- ensure that **important environmental assets are not damaged** through growth and development - recognising that some derelict land and brownfield sites make an important contribution to the biodiversity of the region, protecting Sites of Special Scientific Interest, and encouraging the development of Local Biodiversity Action Plans.
- promote **sensitive regeneration**, e.g. maintaining and enhancing the vitality, viability and environmental quality of our cities, towns and villages.
- encourage the growth of the **environmental economy** - including environmental management, renewable energy, energy efficiency,

waste minimisation - encouraging best practice in environmental management among businesses, both as a means to improve their competitiveness and to develop new products in a fast expanding market.

- build on the region's reputation for excellence in **woodlands development** linked to economic development and community regeneration - including the National Forest, Sherwood Forest, Greenwood Community Forest and Rockingham Forest.

Sites and Land Use Planning ...

- identify and, if necessary, secure **sites** for new industrial and other job-generating investment, with the following priorities, consistent with the emerging *Regional Guidance for Spatial Development* and ensuring that implementation meets sustainability objectives:
- a small number (one, possibly two) large, constraint-free sites with international market appeal - to be held for a **single mobile investment**.
- a **hierarchy of sites** for high technology businesses, including new science parks in strategic locations and for new multi-purpose business parks (to be determined following sites study currently underway) - including provision for cluster development, e.g. relating to food clusters.
- **sites in or near priority regeneration areas**, providing job opportunities for local communities - including some of the sites referred to above.
- These will include a number of major job-generating sites which ideally should be close to areas of need, accessible by public transport, offer the facility of rail freight, appeal to the market with good road access, have attractive infrastructure capacity and wherever possible reuse brownfield sites.

East Midlands prosperity through East Midlands people

emda believes that **East Midlands Airport** and its surrounding area, is an important economic asset, though growth will need to be carefully managed. We will work closely with our partners in the region to establish an approach that reflects sustainable development imperatives, based on the studies currently underway.

- set challenging regional standards of service in **land use planning**, through the East Midlands Planning Charter, a compact between local authorities, potential investors and the Government Office for the East Midlands - including a “Name and Acclaim” feature for participating authorities.

Investing in Transport ...

- taking advantage of the region’s central location in England, ensure that the East Midlands has the highest quality **transport infrastructure**, providing easy access to, from and within the region. *emda* will work with the Local Government Association to ensure that the region’s economic and transport strategies are compatible.
- we believe that the following priorities for investment in transport should be supported, recognising the need for sustainable solutions:
 - investment in **integrated local transport plans** in the region’s five cities to maintain their critical role as sustainable centres of economic activity - and in rural areas to improve accessibility, recognising that many rural areas are easily accessible only by car. Encouraging high quality service interchange between modes of public transport.
 - investment in **rail transport** -
 - enhanced links to other regions - a high-speed link to the Channel Tunnel; improving east-west rail routes e.g. by re-opening the Matlock to Buxton railway and Trans-Pennine rail services; upgrading the West Coast Line,

including services to Northampton; and investment in the Midland Mainline

extending local rail lines - e.g. the Ivanhoe and Robin Hood lines - and rapid transit schemes within the region.

- recognising the economic importance of the **M1 corridor** to the region, work closely with the Government on the implications of planned multi-modal studies.
- investment to improve the range of services, including access to Europe and beyond, offered by **East Midlands Airport**, recognising also that good access to Manchester, Birmingham and Humberside airports is also important to the region.
- promote selective improvements in **East /West road routes**, linked to regeneration priorities.
- agree with transport authorities, the Countryside Agency and others an integrated approach to the delivery of **rural transport support** in the region - and establish a Rural Transport Forum.
- ensure that there is suitable road and other transport access to the region’s **major strategic sites**.

Tackling Crime ...

- we recognise that crime and the fear of crime are barriers to investment and economic well-being. We will support the region’s police forces and other crime prevention agencies in measures designed to tackle crime and the causes of crime - through local crime and disorder strategies and regional regeneration programmes. We will help promote a regional campaign, aimed at businesses, on counting the cost of crime. We will also encourage crime prevention through environmental design.
- we also recognise the debilitating effects that drugs misuse and drugs motivated crime have on economic growth, stifling the ability of individuals to reach their potential and of business to





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thrive. We will support means to tackle drugs misuse, through regeneration programmes and co-ordinated work with the Drugs Actions Teams.

Wide Housing Choice ...

- recognising the importance of a wide choice of housing in attracting investment, work with the Regional Local Government Association and the house-building industry to research and act on the implications of the economic strategy on future housing provision, particularly *emda's* contribution to securing brownfield land.

100 DAY COMMITMENTS

- East Midlands Planning Charter launched and in operation
partners - East Midlands Regional Local Government Association, *emda* and GO-EM
- Secure at least one site to be reserved for major single use by an inward investor
lead partner - *emda*
- Agree arrangements for having a joint Midlands office in the United States for promoting inward investment
partners - *emda* and Advantage West Midlands
- Ensure consistency between the Examination in Public draft of the Regional Spatial Development Guidance and the economic strategy
partners - East Midlands Regional Local Government Association and *emda*

- Reach agreement on the contribution the East Midlands Airport area should make to enhancing the region's competitiveness and establish joint working to take forward agreed action
lead partner - *emda*
- Challenger Learning Centre open
lead partner - National Space Science Centre

PERFORMANCE MEASURES

- **Business Investment**
 - level of capital investment
- **Inward Investment**
 - number and value of inward investment projects
 - retention of inward investment companies
- **Crime**
 - crimes per 1000 population
- **Environment**
 - days of air pollution
- **Tourism**
 - visitor spending
- **Brownfield Land**
 - use of brownfield land and re-use of buildings

4.3.5

Theme 5: Sustainable Communities

OBJECTIVE

Developing sustainable communities, empowered to create solutions geared to their own needs - ensuring that everyone in the East Midlands has the opportunity to benefit from, and contribute to, the region's enhanced economic competitiveness, thereby supporting a socially inclusive region.

The Sustainable Communities Network offer a definition of "sustainable communities" - see *Annex 4*.

PRIORITIES

Community-based Solutions ...

- address the real needs of local people by promoting community-based solutions to local regeneration challenges, creating a new sense of empowerment in local communities, by e.g :
 - supporting community **capacity building**.
 - recognising the key role of the **voluntary sector** both in supporting regeneration activities at community level and, in their wider role, supporting the development of the region's economy and social capital. We see the voluntary sector as a key partner across the range of matters in this strategy and will work closely with them to ensure that they can contribute fully to the regional agenda. This builds on a current regional initiative to enable the effective involvement of voluntary organisations and community groups in regeneration partnerships.

- building social capital and creating enterprising communities by encouraging the growth of **social enterprises**, in the shape of e.g. co-operatives, community development trusts, community or employee owned enterprises, associations of SMEs and credit unions.

Focusing on People and Communities with the greatest need ...

- Give particular attention to :
 - the **former coalfields communities** of the East Midlands, especially those in North Nottinghamshire and North-East Derbyshire. *emda* is already spearheading a dynamic leadership team in this area, with the full backing and involvement of local communities, to deliver an ambitious masterplan for turning around the area's fortunes.
 - the region's five **cities** and our **market towns**, the former being the engines of the region's economic success; and the latter having a fundamentally important role in the prosperity of rural areas.
 - pockets of regeneration need - particularly in **rural areas** and on the region's **coast**.
- introduce **regeneration frameworks** for priority support within the region, reflecting the above priorities - aligning this closely with the current "New Commitment to Regeneration" and "New Deal for Communities" initiatives and the forthcoming Urban and Rural White Papers. This will also need to reflect new designations for Assisted Areas and European Structural Funds Areas.
- have a regional contingency plan for dealing with the effects of **major redundancies** on employees and communities, involving a trained multi-agency task group that can spring into action quickly.





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A New, Integrated Approach to Regeneration ...

- develop a **more integrated approach** to regeneration within the region, recognising the close interaction between urban and rural areas and the need for cohesion between community-based and land and property based regeneration.
- recognise that there are no quick fixes when it comes to tackling often deep-seated problems accumulated over many years. We need to **build on the many excellent examples of successful regeneration** in the East Midlands, which have involved the private, public and voluntary sectors, encouraging the sharing of best practice within the region.

Recognising and Providing for Distinctive Needs ...

- picking up the themes and aspirations for 2021 in *Towards an Urban Renaissance*, the report of Lord Rogers' Urban Task Force - e.g. investing in mixed use development on brownfield land in the region's urban centres - *emda* will help bring together partners in the region's urban centres to develop an **urban action plan** for the region, linked to ...
- the development of a **rural action plan** for the region, including:
 - the creation of a network of thriving **market towns** - whose well-being is fundamental to the prosperity of surrounding rural areas - but also ensuring that smaller settlements have access to regeneration funds.
 - access to **training and business support** in rural areas.
 - steps to maximise the engagement of **MAFF and the farm-based sector** in the regional regeneration process.
 - measures to improve **transport access** in and to rural areas.

Communities Reaping the Rewards of Economic Success...

- ensure that plans developed to implement the learning and skills, enterprise and innovation, ICT and infrastructure components of the strategy include specific measures for **linking to community-based regeneration** and for promoting social inclusion.
- supporting measures to build a socially inclusive society, recognising the need to engage with and to understand the needs of the 'hardest to reach' in our communities and to address pockets of deprivation and social exclusion wherever they are within the region.
- work with Business in the Community and others to encourage a **business agenda on social inclusion**. Promote the competitive advantage of community involvement and encourage practical steps for businesses - e.g. helping to build the capacity of the voluntary sector and faith communities, employee volunteering, involvement in regeneration partnerships and introducing new forms of social reporting.
- work within the context of the emerging Integrated Regional Strategy to ensure effective links to the region's emerging **health, housing and community safety** priorities.

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Physical Regeneration ...

- work with the public, private and voluntary sectors to bring about the development of **land and buildings**, in areas of need. *emda* will assist in cases where development would not happen otherwise. Contributing to the overall supply of good quality sites for business use, housing and leisure and improving the physical fabric and vitality of needy communities. Focusing primarily, but not exclusively, on previously used sites and buildings.
- act to enhance the region's **environment** by reclaiming land for amenity purposes, landscape and townscape improvements, focusing on high quality, also recognising the importance of the waterways to our cities' regeneration.
- link physical regeneration closely with community-based measures to ensure a **cohesive approach**.

Effective use of Resources ...

- secure added value from *emda's* regeneration activities by seeking to fuse together inherited funding programmes into a **single, flexible investment resource** targeted at regional regeneration priorities, linked closely with other sources of regeneration-related funding from Europe, the National Lottery and the Government - and, crucially, linking to other components of the strategy to ensure that priority regeneration areas reap the benefits.
- ensure that the East Midlands gets the maximum benefit from **European Structural Funds** post 2000 and from the Rural Development Measure arising from CAP reform. Also exploit the opportunities from European programmes that encourage cross-regional co-operation, an important dimension of an outward-looking East Midlands.

100 DAY COMMITMENTS

- Prepare an urban action plan for consultation
lead partner - emda
- Set up a partnership group involving the region's five cities to help address the urban renaissance challenges of the Urban Task Force report
lead partner - emda
- Prepare an action plan for rural areas, for consultation
lead partner - emda
- Prepare template for auditing service provision in market towns - draft at *Annex 5* - for discussion at a regional conference on market towns in the first half of 2000
lead partner - emda
- Agree basis for a Social Audit of the region, using *Viewpoints on the Environment* as a model - to include an assessment of social exclusion in the region, the capacity of voluntary sector and the extent of social capital
lead partner - Regional Assembly

5



“ It is the attitude of the people of the East Midlands that makes it such a special place. When you combine this with the area's unique geography and easy accessibility, then it really does take some beating.”

Richard Jones
Managing Director
Crockett and Jones Ltd, Northampton



Miners from Thoresby Colliery winning the East Midlands Competitiveness Award 1999

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PERFORMANCE MEASURES

- **Unemployment**
 - ILO rate
 - within communities
- **Employment**
 - % economically active in work
- **Living Conditions**
 - average earnings
 - % population with above average living conditions
 - % households in receipt of benefits
 - scores in Index of Local Deprivation



5. Delivering the Strategy

5.1 Delivery Plan

The focus of our dialogue with partners has been on the strategic priorities for the region, getting a broad consensus on these before moving to the next stage. We are now determined to pin down the specific action that will translate the vision into reality. There are no quick fixes to the challenges facing the East Midlands but there is some opportunity for early achievements. Given the region's diversity we need action on a number of fronts by a wide range of organisations, with *emda* as the catalyst for change.

Working closely with partners in the region, **we will produce within the first 100 days, a plan for delivering the strategy.** This will set out, initially over a 3-year period, specific measures to be taken, by when and by whom, with an indication of the resources to be deployed, as well as targets to be achieved. The plan will be subject to the same rigorous sustainability tests as the strategy itself. We will also publish, within the same timescale, *emda's* corporate plan for 2000-2003, which will include plans for using our resources in support of the strategy.

Components of the delivery plan will be produced progressively, coming together within 100 days. Published separately, alongside this strategy, is an initial skills action plan for further discussion within the context of the wider delivery plan. Initial plans for innovation and technology, mobile investment, and for urban and rural development will be in place for the start of the Millennium.

We recognise that the regional delivery infrastructure will rapidly change as we begin to take the strategy forward, e.g. the arrival of Learning and Skills Councils, the Small Business Service and British Trade International. We will seek to influence the development of these new bodies to maximise benefits to the region and we will have early dialogue with them as they emerge.

100 Day Commitments and Longer Term Aspirations ...

At *Annex 1* we set out **commitments to action within the first 100 days of the new Millennium.** These amount to, on average, a new achievement every 4 days in this initial period, providing a solid foundation for the more fully-developed delivery plan that will follow.

We also include a number of aspirations for 2 years and 5 years into the strategy period. These are illustrative at this stage and will be reviewed as part of the process of drawing up the delivery plan.

A Sub-Regional Approach ...

A key component of the delivery plan will be the move towards complementary **sub-regional strategies** covering the whole region, underpinning the regional strategy. It is vital, in a region of such diversity, that we recognise the importance of building our foundations on local strengths. We will invite existing sub-regional partnerships to revisit current economic development strategies for their areas in the light of this regional strategy, encouraging cross-fertilisation and cross-boundary working among the partnerships and with partnerships from neighbouring regions.

We see potential for these strategies to provide both a channel to pursue the regional priorities at local level and, in time, a basis for *emda's* resource allocation at sub-regional level, possibly through the accreditation of partnerships empowered to deliver within the framework of regional priorities (see *Section 4.3.5*). We recognise that sub-regional partnerships may need support to develop their capacity to fulfil such a role.

We will begin this process by having further dialogue, over the next 3 months, with sub-regional partnerships. The purpose will be to identify specific ways in which the regional strategy can support sub-regional objectives and in which sub-regional strategies can contribute to the delivery of the regional priorities, and to agree the



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basis for the sub-regional approach. We will also be sensitive to the views of individual partners at local level about the make-up of the sub-regions and of the partnerships involved. This process will feed in directly to the preparation of the plan for delivering the strategy.

Building on the Pathfinders to Prosperity ...

The Pathfinders groups have already made a valuable contribution to the development of the strategy (see *Section 1.3* and supplementary report), providing a reality check on our proposals. While we will be encouraging a continued demand-led focus on the region's priority clusters, it will be for the groups themselves to decide whether they have an ongoing role and, if so, to determine their agenda. We will help Pathfinders make an informed contribution to the development of the delivery plan.

We will encourage the formation of further Pathfinders in certain areas, subject to further analysis of the region's sectoral hot-spots in the context of the overall vision for the economy.

Engaging other Regional Partners ...

We will also work closely with a range of other "agents of change" within the East Midlands - crucially including local authorities, collectively and individually - to determine the part they can play in delivering the regional strategy, for inclusion in the delivery plan. The Government Office for the East Midlands also has an important role to play in supporting the delivery of the strategy. There have already been good early examples of organisations that have identified the specific contribution that they might make under each of the key themes. We will also work across regional boundaries on a collaborative basis with our 5 neighbouring RDAs and others, on issues such as transport and sectoral initiatives. A specific example is the joint Midlands office we are setting up with the West Midlands to secure inward investment from USA.

Communicating within the Region and Beyond...

While we have gone to great lengths to raise awareness in the region about the strategy and its importance to the East Midlands' future, there is still much to do to spread the word, not least in the business community. Regional partners have a key role in getting the message across. We will put in place a communications plan for reaching a wide range of stakeholders not engaged so far.

We will also communicate the message outside the region - notably in Whitehall and in Brussels - that the East Midlands has got its act together and has its sights set high.

100 day commitments

- Produce delivery and communications plan
lead partner - emda
- Encourage the formation of further Pathfinder groups, focusing on environmental management and renewable energy and motor sports
lead partner - emda
- Present the strategy to key decision-makers in the European Commission, also taking the opportunity to brief the region's business leaders on European issues
lead partner - emda
- Agreement with sub-regional partnerships on basis for producing sub-regional strategies linked to the regional strategy
lead partner - emda

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5.2 Measuring Success

We will:

- review progress against the aims, targets and performance indicators in this strategy on an ongoing basis
- publish an annual report on progress in delivering the plan and on any adjustments to it
- produce a revised strategy every 3 years, or more regularly should the circumstances demand it
- develop an evaluation methodology in the light of further work on performance indicators

The headline indicators of success will be our standing in the European League tables for GDP per head and unemployment. On GDP per head we are (1996) 40 out of 77 European regions and 23rd in the low unemployment league table for 1998/99.

We recognise that to use only these indicators, important though they are, to measure our success would be far too simplistic - albeit that they are probably the only relevant indicators that bear ready and robust comparison with the rest of Europe. There is a complex range of factors to be taken into account in determining the region's performance against the vision and we will work with regional partners to identify additional indicators, perhaps in the form of a synthetic index.

We will review the region's performance against these and the other, subsidiary indicators contained in the strategy (including a number relating to the region's quality of life - see *Annex 2.3*) on a continuous basis, with a view to adjusting the strategy as we go. We will monitor our performance not just at the aggregate regional level but also at sub-regional level to pick up shifts in intra-regional performance; and we will, where relevant and possible, disaggregate by age, ethnic origin, gender and disability.

As an indication of the economic consequences of a Top Twenty place by 2010, as measured by GDP per head, independent analysis offers the following scenario, which also shows the potential implications for unemployment. We plan to carry out further analysis on the implications, through the Regional Observatory.

Baseline Forecast for East Midlands and Illustrative Success Scenario				
	1982-93	1993-00	2000-10	
% annual averages	Actual	Actual	Trends Forecast	Vision Forecast
GDP - growth	3.2	2.9	2.8	4.0
Employment - growth	0.8	0.9	0.4	0.8
Productivity - growth	2.4	1.9	2.4	3.2
Population - growth	0.5	0.5	0.5	0.6
Unemployment - rate %	8.6	6.7	4.9	4.0 (approx)

Source: Business Strategies

100 day commitment

- Agree a methodology for measuring performance against the vision, linked to the work on sustainable development indicators (see *Section 2.5*), as a foundation for further work on an evaluation framework for the strategy
lead partner - East Midlands Observatory



Annex 1

Commitments and Aspirations - Summary

100 Day Commitments

Sustainable Development (see Section 2.5)

- Sustainable Development Indicators - establish agreed methodology
lead partner - Regional Assembly
- Sustainable Development Conference - arrange major regional conference
lead partner - Regional Assembly

Learning & Skills (see Section 4.3.1)

- East Midlands Learning Business Partnership - establish
lead partner - emda
- Educational Attainment in Schools - commission research
partners - emda, East Midlands Regional Local Government Association and Local Education Authorities
- East Midlands Observatory - established
lead partner - emda
- Labour Market and Skills Trend Analysis - complete
lead partner - emda

Enterprise & Innovation (see Section 4.3.2)

- East Midlands venture capital fund - agree plan
lead partner - emda
- East Midlands University for Food - agree framework
lead partner - emda
- Review of Business Support - complete and make recommendations to Government
lead partner - emda

- East Midlands Business Opportunities Group - form from Pathfinder champions
lead partner - emda

ICT Revolution (see Section 4.3.3)

- Boardroom Challenge 2000 - issue
lead partner - emda
- Review of Infrastructure Requirements - begin work
lead partner - emda

Climate for Investment (see Section 4.3.4)

- East Midlands Planning Charter - launch and bring into operation
partners - East Midlands Regional Local Government Association, emda and GO-EM
- Major single use site for inward investment - secure at least one site
lead partner - emda
- US Midlands office for inward investment - agree arrangements
partners - emda and Advantage West Midlands
- Regional Spatial Development Guidance - ensure consistency with economic strategy
partners - East Midlands Regional Local Government Association and emda
- East Midlands Airport area - agreement on way forward
lead partner - emda
- Challenger Learning Centre - open
lead partner - National Space Science Centre

Developing Sustainable Communities (see *Section 4.3.5*)

- Rural and Urban Action Plans - drafts for consultation
lead partner - emda
- Urban Partnership Group - form
lead partner - emda
- Template for auditing service provision in market towns - draft for consultation
lead partner - emda
- Social Audit of the region - agree basis
lead partner - Regional Assembly

Delivery Arrangements (see *Section 5.1*)

- Delivery and Communications Plan
lead partner - emda
- Pathfinder Groups - form new ones covering environmental management & renewable energy; and motor sports
lead partner - emda
- Strategy unveiled in Brussels - presented to key decision-makers in the European Commission
lead partner - emda
- Consultation on sub-regional strategies - complete
lead partner - emda

Performance Measurement (see *Section 5.2*)

- Index of Regional Performance - agree methodology
lead partner - East Midlands Observatory

2 and 5 Year Aspirations

The following are illustrative of the action that will have been taken and results that will have been achieved within 2 and 5 years of the strategy's publication. Actual, specific targets will be set out in the delivery plan.

2 Years

- Beginning to see the benefits of the "Learning Region" campaign, e.g. through stronger business commitment to training in the workplace
- Meet training targets agreed between the East Midlands' Lifelong Learning Partnerships and Government
- One year into action plan for improving pre-16 provision
- Overhaul the means by which the East Midlands' Learning Business identifies and meets the region's future skills' needs
- Ensure that Learning and Skills Councils plans complement the regional strategy
- East Midlands Observatory becomes a recognised tool used by partner organisations for sharing information and producing intelligence, with a reputation for quality outputs
- Research carried out in the following areas -
 - business birth rates and survival rates of start-up businesses and tracking tools; identifying characteristics of those businesses surviving more than 2 years
 - how to identify the start up businesses and small businesses with real potential for growth
 - characteristics of successful global businesses and the region's world-class credentials and potential
- Initial East Midlands know-how networks established
- 4 new business clusters operating, with their origins in the "Pathfinders for Prosperity"
- Value of East Midlands International Trade Forum being demonstrated by the number of businesses exploiting new exports opportunities
- Business Leadership programme well underway, with initial East Midlands ambassadors on board
- £20m in the East Midlands venture capital fund, with a live portfolio of 20 companies
- 150,000 SMEs wired up to the digital market-place
- 100,000 SMEs trading on-line
- Additional public access points established as part of ICT for All
- Local communities beginning to see benefits of new investment in ICT infrastructure
- New major world-class tourism attraction identified for the East Midlands
- Inward investor signed up to major strategic site
- Designed and secured planning permission for new science parks and business parks
- Regeneration frameworks in place, making clear the priorities within the region, with full engagement of public, private and voluntary sectors
- Implementation well underway on new master-plan for the former coalfields, with strong progression towards 5 year targets
- Sub-regional strategies in place throughout the region, linking closely to the priorities in the regional strategy

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- Acting on priorities in rural and urban action plans
- New arrangements in place for offering cohesive advice to agricultural businesses, e.g. on diversification, linking to training provision from agricultural colleges
- Establish an East Midlands Futures Commission, to improve the region's capacity to plan effectively in the long-term, building on the foundation of the Regional Observatory.

5 years

- Significant increase in participation in learning as a result of the "Learning Region" campaign
- Marked improvement in levels of basic, ICT and transferable skills
- Businesses recognise that learning providers are catering for their future needs
- Marked improvement in business formation and survival rates and in levels of productivity in the manufacturing and service sectors
- A world-class East Midlands Business School established
- Businesses using the region's new enterprise support infrastructure and recognising its added value
- Big increase in the value of e-commerce transactions to East Midlands businesses
- World recognised centre for ICT research opens for business in the region, creating many high quality jobs and other positive spin-offs
- A major new virtual regional technology campus established, linked to East Midlands universities, with on-site mechanisms for technology transfer and access to finance
- 50 new entrepreneurial spin-offs secured + 3 new technology/science parks
- 50 companies in the Regional venture capital fund's live portfolio, generating aggregate annual incomes of £25m within the region and employment of 1,000
- 8 regional business clusters now established - all self-financing
- North Notts and North East Derbys former coalfields no longer regarded as a high priority regeneration area, having achieved economic performance at least on a par with the East Midlands average
- Steady improvement in the overall economic performance of other priority regeneration areas

Commitments and Aspirations

Annex 2

Performance Indicators

As well as monitoring the region's performance against the various performance measures contained in the strategy, we will track the following indicators:

- **State of the Region** indicators, against which the Government will be tracking progress - *Annex 2.1*
- **Regional Competitiveness Indicators**, produced by the Government for all regions - see *Annex 2.2*.

- **Emerging sustainable development indicators** - headings at *Annex 2.3* (see also *Section 2.5*)

Some indicators appear in more than one place.

Annex 2.1

State of the Region Indicators

In its statutory guidance for RDAs on the preparation of regional strategies, the Government set out the following core indicators to provide contextual information on the state of each region.

Indicator	Latest Position		
	East Midlands	National (UK unless specified)	Year
GDP per head* and GDP per head relative to the EU average	£10,009 94% EU average	£10,711	1996
proportion of the population with above average living conditions	55%	55% (England)	1997
manufacturing gross value added per head* (and from Autumn '99, services gross value added)**	31,100 (94% UK)	31,100	1997
- business formation as a proportion of stock*	10.7	11.4	1997
- business survival rates (3 years)*	57.9	59.2	
- % of 19 year olds with level 2 qualifications*	70%	75%	1998
- % of adults with level 3 qualifications*	42%	45%	1998
% of employers with hard to fill vacancies	27%	23%	1998
% of employees undertaking work-related training in last 13 weeks	26.7%	28%	1998
Investors in People Awards			
50+ employees	19%	18%	1998
200+ employees	36%	33%	
ILO unemployment rate*	5.1%	6.3% (EU 10.8% - 1996)	1998/99
% new homes built on previously developed land	37%	49% (England)	1994

* also Regional Competitiveness Indicators (see Annex 2.2) ** both measures to be replaced by GDP per worker per hour from 2000/01

Annex 2.2

Regional Competitiveness Indicators (RCIs)

The Government also produces time-series data on regions' competitiveness. The following supplement the above "state of the region" indicators -

Indicator

Latest Position

	East Midlands	National (UK unless specified)	Year
household income per head	93.5	=100	1996
social security benefit payments	7.5%	8.8%	1997
manufacturing investment and output by foreign owned companies	£498m (7.8% UK) £1141m (8.6% UK)		1997
employment	77.2%	74%	1998
% workforce with NVQ Level 4 and above	22%	25%	1998
Investors in people awards			
-50+employees	19%	18%	1998
-200+employees	36%	33%	
travelling time to work >60 minutes	95%	91%	1997
industrial property and office rental costs			
-capital value-industrial	84.3	=100	1999
-rental costs-office	68.7	=100	1999

Performance Indicators

Annex 2.3

Sustainable Development Indicators

We will be monitoring closely an emerging set of sustainable development indicators for the East Midlands, prepared by regional partners. The indicators are in the following areas:-

Agriculture

Air Quality

Built Heritage

Countryside Access

Crime

Culture

Derelict Land & Development

Economy & Business

Education

Health

Homelessness

Income, Unemployment & Poverty

Participation and Democracy

Social Cohesion

Tranquillity

Transport

Waste

Water

Wildlife Habitats

Annex 3

Sustainability Appraisal by Entec

Introduction

The Act establishing RDAs set out as one of the five main purposes “to contribute to the achievement of sustainable development in the UK”. Guidance issued by Government in March 1999 emphasised that sustainable development should be an integral part of work on the strategy and required an appraisal of the contribution the strategy would make to sustainable development. The guidance further suggested that the appraisal be rooted in an approach based on a regional set of sustainability objectives to which all partners are committed. In the East Midlands, the work on the Integrated Regional Strategy (IRS) sets out a helpful context to work within. In order to fulfil this obligation, consultants Entec were appointed to offer an independent perspective, building upon the methodology used in their appraisal of the draft Regional Planning Guidance for the East Midlands.

The methodology applied was to:

- identify the Objectives set out in the draft Integrated Regional Strategy
- assess how the economic strategy accords with the agenda for sustainable development set out in the IRS
- appraise the contribution individual policies make to sustainability
- assess whether policies are compatible with one another

The Entec team initially carried out a full appraisal of the published draft strategy. The appraisal found much that was positive, but some areas where the consultants felt there were deficiencies. A second full appraisal was carried out on a revised final draft strategy.

Entec's Conclusions

“The statutory purposes of emda include taking an integrated and sustainable approach to regional economic issues. The Government, through advice in ‘Building Partnerships for Prosperity’ states that agencies should develop a vision to ‘ensure an integrated, sustainable and cohesive approach to improving regional economic performance’. This appraisal has demonstrated that the strategy is consistent with sustainable development objectives.

- *The vision and values that underpin the strategy reflect the principles of sustainable development.*
- *The strategy is consistent with the sustainable development objectives set out in the Integrated Regional Strategy.*
- *The implementation of many of the policies will make a direct and valuable contribution to the achievement of sustainable development in the East Midlands.*
- *The iterative nature of the appraisal process has been highly significant in achieving a strategy that is able to contribute to the achievement of sustainable development in the East Midlands. Any further amendments to the document should go through a similar process to ensure that they are consistent with sustainable development objectives.*
- *There are clear benefits in appraising the strategy using the same methodology as that used to appraise Regional Planning Guidance.*
- *An important aspect of sustainable development is the creation of greater awareness and understanding of the concept and in this regard the proposed regional conference is welcomed.*
- *Some scope for cumulative and cross boundary impacts - no negative impacts of this nature were identified.*
- *The appraisal of the consultation draft strategy identified a number of*

Sustainability Appraisal by Entec

policies which were potentially incompatible. Having appraised the revised strategy we note that all concerns about compatibility we identified at the consultation draft stage have been addressed. No incompatible policies were identified in the final document.

We make the following observations for reviewed in finalising the strategy:

- *The sustainable development objectives included in the IRS should be referred to and reproduced in the document.*
- *Objective 5 should be re-titled “developing sustainable communities” and more broadly expressed to reflect the scope of the relevant section of the strategy.*
- *Objective 2a of the IRS, which seeks to ensure that the housing stock meets the needs of all parts of the community, could be better supported. There is potential for emda to make a greater contribution to this objective.*
- *Few policies directly support the environmental objectives in the IRS. There is greater scope for such objectives to be reflected more widely in the document. As environmental considerations will be particularly important at the implementation stage these should also be reflected in the implementation strategy.*
- *The policy appraisal process has identified a number of instances where the impact of policies on environmental objectives in the IRS is uncertain. This aspect could be dealt with by direct reference to sustainable development considerations in the policy, or by cross-reference to Regional Planning Guidance. The sequential approach in RPG is of particular relevance in this context. ”*

emda Response

emda is pleased to receive such a positive independent appraisal, using the same methodology applied to the Regional Planning Guidance and set in the context of the Integrated Regional Strategy. The observations have been reflected in the final strategy or will be taken into account in drawing up the Delivery Plan.

The changes made, (following this interim appraisal), to produce the final strategy are included as an addendum to the full appraisal. A summary of the process, methodology and findings is available from *emda*. Background working documents will be made available for inspection upon request.

Annex 4

Sustainable Communities

(See *Section 4.3.5*)

A Sustainable Community has:

1. good housing, shops and other facilities, accessible to all with the help of high quality, reliable public transport
2. a flourishing local economy, both 'mainstream' and social economy, that stimulates local enterprise, meets local needs and helps to overcome poverty
3. good education and training opportunities
4. bio-diversity appropriate to circumstances, and good air, water and soil quality
5. low energy use and waste, coupled with warm homes and resource efficient businesses
6. sustainable lifestyles encouraged and facilitated by education, information and opportunities supporting behaviour change
7. a safe and healthy environment, contributing to people's physical, mental and social well being
8. a vibrant and creative local culture, characterised by thriving community groups and pride in the local community
9. high levels of public participation in decision-making, including by particularly excluded groups
10. governance and development: the mechanisms and means to facilitate on-going improvements in the area
11. high quality information enabling the monitoring of social, economic and environmental progress

Source - Sustainable Communities Network

Market Towns

Annex 5 Market Towns

	Larger Market Towns	Smaller Market Towns
Population	10,000 - 25,000	2,000 - 10,000
Retail	Basic comparison shopping, including representation by national multiple retailers	Convenience shopping provision, with some weekly and specialist needs provided for
Financial services	Main high street banks and building societies represented.	At least one bank and one building society 24 hour cash point provision
Healthcare	Large Health centre Ambulance station	Small health care centre or large daily doctors surgery, dentist and pharmacy
Education, Community and Social Services	Adult education facilities Youth centre FE provision Full access to remote learning	Secondary school Base for youth service provision Access centre for further / adult education. Network access to remote learning ICT links available to public in business hours
Cultural Facilities	At least one cultural attraction	Permanent library facilities Small venue for cultural provision Local arts centre
Sports, leisure and entertainment	Sports hall Local cinema Range of public houses and restaurants	Sports pitches with changing rooms Sports hall Community hall with weekly cinema Mix of public houses At least one restaurant
Employment sites / opportunities	Wide range available Full time Job Centre or equivalent	Adequate range available Job centre or equivalent - at least part-time provision
Business Support / advice	Permanent support base	Planned visiting support from full range of providers
Childcare	Range of facilities and holiday clubs available Permanent nursery	At least one facility and holiday club available
Public administration	District Council HQ or area office Other public sector office presence	DC sub-area office
Police, Fire, Courts	Magistrates Court Main police station Fire station	At least part-time police office and fire station
Public transport	Daily town and rural bus services, including evening and weekends Connecting point for coach services - interchange	Regular daily bus service
Media	Weekly local newspaper	Community newspaper / internet site

Annex 6

Glossary

BTI

British Trade International

CA

Countryside Agency

CAP

Common Agricultural Policy

CBI

Confederation for British Industry

CCTE

Chamber of Commerce, Training and Enterprise

emda

East Midlands Development Agency

EMRLGA

East Midlands Regional Local Government Association

FE

Further Education

GDP

Gross Domestic Product

GO-EM

Government Office for the East Midlands

HE

Higher Education

ICT

Information and Communications Technology

ILO

International Labour Organisation

IRS

Integrated Regional Strategy

LEA

Local Education Authority

NVQ

National Vocational Qualification

ONS

Office of National Statistics

QCA

Qualifications Curriculum Authority

RCI's

Regional Competitiveness Indicators

RDA

Regional Development Agency

SME

Small and Medium sized Enterprises

SRB

Single Regeneration Budget

TEC

Training and Enterprise Council

Glossary

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