

Investment Delivery Plan 2009/11

Investing in Communities Cambridgeshire

**“Supporting disadvantaged communities so they can
achieve their full potential and contribute to
Cambridgeshire's Local Area Agreement outcomes ”**

March 2009

Investing in Communities is a programme from the East of England Development Agency in association with Cambridgeshire County Council and the Greater Cambridge Partnership



East of England Development Agency



Cambridgeshire
County Council



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1. Introduction

This Investment Plan (IP) is a development on the approved Investing in Communities 'Business Plan' for 2008/9 which takes into account the delegation by the East of England Development Agency (EEDA) to Cambridgeshire County Council in line with policy shifts identified in the Sub National Review. It sets out the ambitions of the programme for £1.9 million of investment per year in 2009/10 and also for 2010/11 and complements the Template submitted to EEDA in November.

The IP has as its focus the delivery of outcomes in support of the Local Area Agreement recognising the need for all 198 National Indicators to be reported against. In line with DBERR guidelines LPSA RDA outputs are also being captured as are the outputs from previous investment under the programme. Clearly the benefits which accrue from the investment often span a number of years and it would under-represent the impacts achieved if these were not taken into account.

The programme is continuing to be delivered against a backdrop of considerable change. Macro-economic factors are demonstrating recession on a global scale which is already adversely effecting employment opportunities which will increase numbers of those economically inactive. This is likely to impact on the annual refresh of the LAA and it is anticipated priorities will shift as the recession impacts.

The Regional Economic Strategy has recently been approved and the emphasis on the 'engines of growth' whilst serving many 'natural economic geographies' also has the potential to marginalise communities who fall outside of the sphere of influence of these large urban centres. The section on Economic Participation is the focus for this investment plan. The north of Cambridgeshire being largely rural, does represent challenges in this respect and underpins the rationale for some of the targeting in the plan. The potential to optimise 'joint investments' through the Fenland Adventurers Leader programme will be fully explored to help address the needs of this area from all public, private and voluntary sectors perspectives.

Regional investment from European Social Funds co-financing contracts will help address some common agendas across the 'economic participation' programme and where appropriate complementary activity will be undertaken to enhance the impacts to be achieved on the ground. The Euro / Pound exchange rate is providing several million pounds of additional resource to deliver more through Job Centre Plus and the LSC over the coming years. It is estimated around £16 million more will be available across the region.

Pathways to Work is being delivered by Reed in Partnership with the Papworth Trust and the penetration will gather momentum with time but still leaves some with 'work limiting illnesses' who are not being served well. Job Centre Plus are rolling out their Employment and Support Allowance replacing Incapacity Benefit to get more people into work at a difficult time. At the same time Response to Redundancy to support individuals is being delivered by The Consultancy Home Counties Ltd.

Part of this plan involves tendering for delivery of services where it is appropriate and where 'contractual commitments' provide the flexibility. This will help address State Aid issues, demonstrates 'value for money' and enables wider potential engagement of new partners.

The planned investment will complement the Economic Participation Regional Programme and add value to many more local initiatives.

2. Strategic Objectives and Integration

2.1. The liC Vision

“To ensure that the most deprived communities of interest and place can achieve their full potential and therefore contribute to and benefit from sustainable growth across Cambridgeshire and beyond”

2.2. Strategic Priorities for 2009/11

Skills: Supporting young people in transition from school to training or employment and economically inactive adults / adults without qualifications with training to improve their skills and work prospects

Employment: Addressing barriers to Employment, Skills & Enterprise for Black & Minority Ethnic Communities

Enterprise: Supporting self-employment, enterprise and social enterprise development through work with disadvantaged groups and in the more deprived communities

These local priorities link to the following Economic Participation priorities:

- Equipping people with the confidence, skills and choices for employment and entrepreneurship.
- Tackling barriers to employment in the poorest 20% of the communities
- Employers valuing a flexible, diverse and healthy workforce.

And to the following RES goals:

- Improved productivity and prosperity
- Increased numbers of people employed
- Improved skills for beneficiaries
- Greater levels of equality.

Fuller detail of the linkages of this programme to the RES goals and Economic Participation priorities can be found in the liC Investment template submitted to EEDA in November 2008.

2.3 Integration with the Local Area Agreement

The Economic Development and Enterprise Forum brings together economic development and regeneration practitioners who are engaged in the development of priorities and monitoring of the economic development targets of the Local Area Agreement.

The ‘Vision For Cambridgeshire 2007-21’ sets out the aspirations for the county alongside the ‘commitment from partner organisations to provide high quality cost effective public services that meet the needs of the people of Cambridgeshire now, and in the future’. This Vision identifies key priority outcomes and delivery partnerships from across the county and forms the cornerstone of the LAA. Current county wide economic summit meetings are being held to determine how best public services may respond to the pressures caused by the recession and are likely to impact on the annual refresh of the LAA and it is likely priorities may shift.

The Investing in Communities ambitions has a clear match with the Vision and the evidence base developed for the former has contributed to the development of 'The Vision'. Aspects of liC are to found in three themes - 'Economic Prosperity', 'Safer and Stronger Communities' and 'Equality and Inclusion'.

Under 'Economic Prosperity' it is recognised there is a need to provide the infrastructure to enable 'people across the county...to fully contribute and benefit from...economic growth'. 'We also want to foster a culture where people aspire to train and learn throughout life' which will involve 'overcoming barriers to economic participation, increasing economic opportunities for disadvantaged communities, and promoting to employers the value and benefits of a flexible, diverse and healthy workforce'.

Under 'Equality and Inclusion' there is a recognised need to 'promote equality, diversity and inclusion...a responsibility shared by all the partner agencies in Cambridgeshire Together'. 'Cambridgeshire is a diverse county', with '4% of the county's population...being from a black/mixed minority ethnic community (and 5% from white non British). Bangladeshi, Pakistani and Afro-Caribbean groups are disproportionately located in the most deprived areas of Cambridgeshire. Travellers form the largest single ethnic minority group. They often experience poorer outcomes in terms of health, education and housing than the population as a whole'.

The LAA Board have agreed on the priority National Indicators of which there are 34 together with 5 Local Indicators and the 16 mandatory education PIs. The table below demonstrates the match between the liC programme in 2009/10 and Cambridgeshire's LAA stretch targets.

National Indicator	Projects	How the programme is contributing to the NIs
NI 1 Percentage of people who believe people from different backgrounds get on well together	<ul style="list-style-type: none"> • Learning Communities (activity 3) • Volunteering in Olympics (activity 5) • Rosmini Centre (activity 7) • Removing barriers to work for Travellers (activity 8) • Skills improvement for BME communities (activity 9) 	<p>NI 1 is an indirect target to achieve the aim of the programme: helping people into work. Several projects are contributing towards the NI 1 target mainly by organising community cohesion activities where people from different background will meet. Those activities are focussed on first step learning and raising the confidence levels of the learners. This will help in their progression route to gaining other skills or get into further training. Another example of the contribution of NI 1 is raising awareness of different service providers (e.g. schools) about the issues and culture of BME groups or people with a disability and to help them to adapt their services to become better accessible for the IiC target groups.</p>
NI 7 Environment for a thriving third sector	<ul style="list-style-type: none"> • New Horizons (activity 4) • Volunteering in Olympics (activity 5) • Rosmini Centre (activity 7) • Skills improvement for BME communities (activity 9) • Rural Enterprise Advice & Mentoring (activity 11) • Social Enterprise Facilities in Oxmoor (activity 12) • Enterprise Workspace in March (activity 13) 	<p>Many of our projects are run by third sector organisations, such as the Rosmini Centre Trust, NWES and Cambridge Housing Society. Our funding will help them to increase their performance and capacity.</p> <p>A couple of our supported projects will work with partners from the third sector to offer learning experiences and volunteering placement for their clients, e.g. volunteering in Olympics and skills improvement for BME communities.</p> <p>Other projects focus more on providing a physical space for community groups and voluntary organisations to meet or to let flexible workspace units. This will be combined with business support to improve the performance of social enterprises.</p> <p>Finally CREAM provides support for people who would like to start up their own social enterprise.</p>
NI 152 Working age people on out of work benefits in Fenland	<ul style="list-style-type: none"> • Learning Centres in Wisbech and Ramsey (activity 2) • Learning Communities (activity 3) • New Horizons (activity 4) • Volunteering in Olympics (activity 5) • Rosmini Centre (activity 7) • Removing barriers to work for Travellers 	<p>Getting people into work is the main aim of the Programme and is achieved in different ways. Capital funding will help the development of learning centres in the market towns of Wisbech and Ramsey and they will be used for a variety of activities for the community, ranging from accredited qualifications, confidence building sessions and CV writing removing barriers to employment for many.</p> <p>The Learning Communities will build on the infrastructure above and improve skills of unemployed people and people without qualifications or in low paid jobs. By improving their skills through a variety of training (including gaining qualifications) and employment related courses, people are supported into work. The Learning Communities are focused on the more</p>

National Indicator	Projects	How the programme is contributing to the NIs
	<p>(activity 8)</p> <ul style="list-style-type: none"> • Employment opportunities for people with work limiting illnesses (activity 10) • Rural Enterprise Advice & Mentoring (activity 11) • Enterprise Workspace in March (activity 13) 	<p>deprived wards of Cambridgeshire.</p> <p>New Horizons removes barriers to work by improving the IT skills of unemployed people -most claiming out of work benefits and living in social housing.</p> <p>Revenue funding in the Cultural Olympiad will raise the skill levels and aspirations of the communities and promote a learning culture. Skills acquired through this project will help the beneficiaries in getting back to work, in conjunction with other partner organisations such as Jobcentre+. The project will be focus on deprived communities.</p> <p>Migrant workers are supported to get employment by increasing their English skills and linking in to local recruitment agencies and registered labour providers.</p> <p>The projects that focus on people with work limiting illnesses and BME groups are all about increasing the skills levels and direct support into work. Part of these projects includes direct contact with employers that include removing prejudices around employing those groups.</p> <p>Enterprise support programmes will provide pre-start advice and training to individuals who are unemployed and considering starting up their own business. The programmes also assist existing businesses to improve their performance, which can lead to more viable businesses or business growth.</p> <p>Though most investment is in Fenland support is provided in other wards in Cambridgeshire with high levels of deprivation as listed in the IMD, e.g. Oxmoor, Littleport, Eynesbury, Arbury, Kings Hedges and Abbey.</p> <p>All the partner organisations who deliver the different projects are working closely to partner organisations such as Jobcentre+ and Connexions who are represented on the IIC Strategic Board.</p>
<p>NI 163 Working age population qualified to at least Level 2 or higher.</p>	<ul style="list-style-type: none"> • Vocational Skills Centres (activity 1) • Learning Centres in Wisbech & Ramsey (activity 2) • Learning Communities (activity 3) • New Horizons (activity 4) • Volunteering in Olympics (activity 5) 	<p>Most beneficiaries being supported are still some distance from achieving a full level 2 qualification and the help is for the critical first step into learning with hopefully a progression to level 2 qualification. This is achieved by working with partners to deliver accredited and non accredited qualifications to offer a range of positive experiences to increase individual skills sets. Or by supporting the clients so they are ready to enter mainstream education or finally by working with service providers to adapt their services.</p> <p>Some of our projects directly contribute towards this NI e.g. learning communities directly refer people to level 2 and the Vocational Skills Centres and Fenland Enterprise Engineering centre</p>

National Indicator	Projects	How the programme is contributing to the NIs
	<ul style="list-style-type: none"> • Fenland Engineering Centre (activity 6) • Rosmini Centre (activity 7) • Removing barriers to work for Travellers (activity 8) • Skills improvement for BME communities (activity 9) • Employment Opportunities for people with a work limiting illness (activity 10) 	<p>deliver level 1, 2 and 3 courses to 14-19 and adults. Those schools are in deprived rural areas and offer more opportunities to gain vocational skills qualifications and help them to prevent to become NEET. Although most people are under 18 they will have gained their qualification and in a couple of years count towards this NI.</p>
NI 172 VAT registered businesses in the area showing growth	<ul style="list-style-type: none"> • Rural Enterprise Advice & Mentoring (activity 11) • Social Enterprise Facilities in Huntingdon North (activity 12) • Enterprise Workspace in March (activity 13) 	<p>The liC programme is indirectly contributing towards this indicator by helping people to start up their own business or by providing affordable incubator units for start up businesses and social enterprises and includes business support. This will help businesses to grow and become more viable. However this is unlikely to contribute to VAT registered business numbers.</p>

The Greater Cambridge Partnership is positioning itself as part of the 'economic delivery arm' of the County Council to meet the new duties identified under the Sub National Review. The Investing in Communities Programme has now been integrated within the LAA.

2.4 Research underpinning the programme and LAA includes the following:

a) BME Access to Skills, Employment and Enterprise Services in the East of England (Centre for Economic & Social Inclusion/MENTER, June 2007)

- Basic skills and language skills were the most important feature in improving BME access to employment (75% of Bangladeshi women over 25 are not fluent in English)
- 'Linguistic penalty' is contributing to poor employment amongst BME groups and migrants
- Discrimination undermines BME groups' credibility as entrepreneurs.

Cambridgeshire's programme includes investments to build capacity within the Bangladeshi, Afro Caribbean, Traveller and Migrant communities to help address the needs of some of the county's most income deprived communities.

b) Cambridgeshire Research into Education, Training and Employment Opportunities for People with Physical & Sensory Impairments (Papworth Trust/RAND Europe, May 2007)

This overview of the inter dependent nature of issues affecting disabled people builds on earlier research carried out for people with mental health needs which led to the successful Retain/Regain investment of 2006-08.

- To support disabled people with transition to work through training, vocational skills and social enterprise approaches
- To recognise the value of 'job clubs' and micro jobs and to provide support and benefits guidance to make these possible, and financially beneficial for individuals
- To positively influence employer attitudes in enabling disabled people to secure or return to work, promoting flexible /part time working, making adjustments and installing equipment, offering 'work trials' leading to paid work and so on

To be reflected in the tender for the work-limiting illness intervention.

c) Not in Employment Education or Training in Fenland (Rosa Blunt, May 2007). Research extended across the county at district level.

Fenland has the greatest challenges to address – remote rural, significant levels of deprivation, low wage economy and relatively poor transport links. Provides a plan for partners to contribute to and identifies the creation of an education, training and employability network as important to involve closer links with trainers and employers. Significant progress can be made by deploying existing resources differently from a wide range of partners which, together with some investment and the bringing in of new resources.

A particular priority with the economic downturn is capital investment in 'vocational skills centres' to provide wider choices for young people and economically inactive adults to accessing training and work.

d) Evidence of need: determining potential for service expansion. Report to Kickstart Norfolk – Educe Ltd

Kickstart Norfolk is the largest Wheels to Work scheme in the UK. Through the loan of mopeds, it helps people living in isolated rural communities gain access to employment, training and essential community services. In the year ending August 2006 Kickstart helped 301 people in Norfolk and east Cambridgeshire into work and 193 into work-based training. The research above profiled Norfolk, Suffolk and Cambridgeshire.

e) A study into Accessibility and Transport issues in Isleham and Fordham Villages –Care Network

This report focused on more rural parts of East Cambridgeshire and reinforced the findings of the above report. For many lack of access to transport limited their access to services of all kinds, to education, training, employment and leisure opportunities. This often led to low aspirations and feelings of isolation with little prospect of improvements.

Capital investment in mopeds, together with appropriate training and safety equipment would make a significant difference to young peoples lives by overcoming accessibility barriers and raise aspirations as a direct consequence.

f) The Leitch Review of Skills (December 2006)

Achieving world-class skills requires commitments by funders, training providers & educationalists starting with targeting to improve levels of functional literacy and numeracy. For Cambridgeshire the biggest challenge is poor educational attainment across Fenland hence the priority investment for Building Schools for The Future of over £94 million to be invested across the District over the next 3 years. The new College of West Anglia campus is to be built in March costing some £24 million will also assist in transforming educational attainment.

Another challenge is the influx of migrant workers with estimates for East Cambridgeshire and Fenland alone amounting to almost 6,500 people.

Investments in the north of Cambridgeshire and with a focus on migrant workers are reinforced by the statistics of the Leitch review. Furthermore the vocational skills centres and the Fenland Engineering Skills Centres are all delivering (new) vocational qualifications in deprived communities.

e) Working age people on out of work benefits

The table below provides figures of the **Working Age Benefit Claimants by Local Authority Area for May 2007:**

Local Authority	Total Population May 2007	Working age Population May 2007	SDA Claimants	IB Claimants	IB 16-24 No & %	IB 25-49 No & %	IB 50+ No & %
Cambridge	117,913	85,800	330	3,050	220 7%	1,930 57%	1,230 36%
East Cambridgeshire	79,560	48,382	260	1,540	130 7%	775 43%	895 50%
Fenland	90,111	52,969	410	3,540	245 6%	1,770 45%	1,935 49%
Huntingdonshire	166,586	105,067	440	3,385	275 7%	1,840 48%	1,710 45%
South Cambridgeshire	135,435	83,560	405	2,170	175 7%	1,260 49%	1,140 44%
Totals	589,605	375,778	1,845	13,685	1,045 7%	7,575 48%	6,910 45%

This table together with the details below provides further insights into the nature of client groups and their relative scale.

Local Authority	Employed mid 2005	All Claimants No & %	Unemployed Claimants May 2008	Sick & Disabled Claimants	Lone Parents	Other
Cambridge	56,000	7,810 13.9%	1,182	8,325	2,645	3,305
East Cambridgeshire	37,000	4,345 11.7%	519	2,185	490	1,105
Fenland	36,000	8,640 24.0%	1,173	4,650	995	1,740
Huntingdonshire	88,000	9,605 10.9%	1,237	4,805	1,025	2,215
South Cambridgeshire	71,000	6,685 9.4%				
Totals	288,000	37,085 12.9%	4,739	23,365	5,790	10,235

- Targeting the economically inactive and those with work limiting illness remains important accepting that Pathways To Work will be doing much to support these back into the labour market
- The greatest need are those 50+ across the county outside Cambridge - currently not specifically targeted

f) LSC Priorities: Skills for Jobs

The target group is low skilled adults aged 19+, not currently in employment, but who want to work. Meeting the needs of local disadvantaged communities and individuals facing specific barriers and significant disadvantages are a priority. These barriers include being disabled, being from an ethnic minority, being over 50, being a lone parent.

The other key investment is Train to Gain which is hugely reliant on private sector companies investing in staff development – ideally to achieve NVQ Level 2s -at a time of economic downturn

These investments complement activities under the liC programme.

g) English Language Strategy for Migrant Workers in the East of England

Aims to reduce duplication, align funding and address gaps in English language training provision for which there is increasing demand. The Learning and Skills Council's Annual Statement of Priorities for ESOL for 2009-11 reinforces the approach with shorter, work-focused qualifications now available at Entry Level 3 and Level 1. Such qualifications should extend learner choice and be suitable for people studying English language for work purposes. NIACE identified key issues for migrant workers as being:

- Accessibility
- Viability
- Course content
- Staffing
- Funding
- Employer commitment

Investing in Communities investment across Cambridgeshire is designed to enhance the current offer, by building on the existing infrastructure, to grow the volumes of people who can be supported.

2.5 Independent Evaluation of the 2007/8 Investment Plan

The independent evaluation tender won by Roger Tym and Partners had the following objectives

- to check management issues
- to monitor the performance of the programme, both quantitatively and qualitatively, and effectiveness on the ground through consulting with beneficiaries
- to explore strategic issues around alignment with the LAA

The following is a summary of recommendations made (see Appendix 3):

- **Attempt to overcome late starts.** The key issue here is that with an annual budget round and no carry over the challenge to deliver and spend gets more difficult with delays.
- **Undertake the review of the Learning Communities intervention.** This has been undertaken (see next page).
- **For continuation projects beneficiary interviews have helped inform leads of possible improvements.** This is an ongoing action for all and discussed on Monitoring visits.
- **Maintain the focus on deprived individuals.** While economic focus is evidenced avoiding people who are unlikely to be economically active the take up on enterprise is arguably more open.
- **Projects need to put in place specific plans to move people on to the next stages of provision towards the labour market.** For those furthest from the world of work there are inevitable small steps to be taken and appropriate progressive referrals need to be made.
- **Tailoring and streamlining monitoring to focus on delivery including more rigorous financial management to 'deal' with under performing**

projects. Evidenced by the Exceptions Policy which was developed in autumn 2007.

- **The better integration of liC and the LAA relies upon the breadth of interpretation.** While some LAA targets address deprivation they sit outside the liC target areas of jobs, skills and enterprise and the extent of contribution accepted by EEDA needs clarifying.

Project Level

- **The Sainsbury Centre for Mental Health are leading on the research relating to the Retain/Regain pilot to inform national policy makers of issues which could benefit the Primary Care professionals and Jobcentre Plus.** This research will identify how to support more people retain and regain employment and thereby reduce costs to the state. Report will be ready for dissemination by January 2009.
- **Impact Review Learning Communities.** The evaluation concluded that the project has had significant positive impacts in the communities. The impacts have been on people living in the community, on individuals participating in learning, on the public service providers and the community and voluntary sectors by strengthening partnership frameworks for meeting local needs, and by developing their capability to identify and meet learning needs.

2.6 Approach Adopted for 2009/11

An open consultation event with some 75 stakeholders took place on 7th July 2008 with a view to determining what were the current needs of the Cambridgeshire communities around Employability, Enterprise and Skills.

Papers produced identified the way that continuation interventions contributed to the Local Area Agreement outcomes. The context for other investments being made by public authorities which impacted on these agendas and further mapping was made to better identify gaps in provision which does include LPSA reward funding and national government agency interventions. Criteria on how the emerging ideas would be scored were shared and three workshops around the themes were facilitated.

Limitations of available funding were very clearly set out and there was a recognition that of the emerging priorities identified it would not be possible to support all. The outcomes of the meeting were widely shared with some 300 stakeholders and additional time allowed to further develop ideas and feed them into the process for due consideration.

Funding allocated to the programme for 2012 has been omitted from the 'investment plan' as it falls outside of the EEDA Corporate Plan period and hence may not be deliverable.

As part of the consultation event the liC team mapped both needs and the footprint of investments under the programme thus highlighting 'gaps' across both themes and geographies.

With regard to 'thematic groups' the following gaps were identified:

- Travellers –since April 2008
- Those with Work Limiting Illness –since April 2008
- Afro-Caribbean communities
- The homeless and ex-offenders (latter identified in the workshop)

With regard to geographical gaps the following were identified:

- Huntingdon North – (Oxmoor)
- Cambridge - north and east
- Soham potentially (receiving significant LPSA reward funding)
- March had been identified as an omission but since the workshop proposals to provide enterprise space on March Trading Park are being supported and The Ferry Project investment of over £1.2 million has the potential to underpin a number of social enterprises in the town and natural catchment area.

Commitments 2009/10/11 (continuation projects) (the budget for 2010/11 is indicative)

Project	2009/10		2010/11		2011/12		Total	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
Vocational Skills Centres	£250,000		£250,000				£500,000	
New Horizons lap top loan scheme		£24,216						£24,216
Learning communities roll out		£150,000		£140,000				£290,000
Bangladeshi Skills programme – Cambridge and Huntingdonshire		£68,467		£58,980				£127,447
Rosmini Centre Wisbech		£40,000		£30,000				
Cambridgeshire Rural Enterprise Advice and Mentoring (CREAM)		£100,000		£90,000				£190,000
Incubator Space for start up and social enterprises in March	£150,000						£250,000	
Learning Communities infrastructure -Wisbech Learning Centre	£100,000						£100,000	
Staffing and overhead costs		£90,712		£99,325		£76,802		£275,452
Total commitments	£500,000	£473,395	£250,000	£418,305	£0	£76,802	£750,000	£968,502
Total uncommitted for new development projects	£659,070	£280,000	£909,070	£368,207	£410,725	£259,245	£1,978,865	£907,452
Total budget	£1,159,070	£753,395	£1,159,070	£786,512	£410,725	£336,047	£2,728,865	£1,875,954

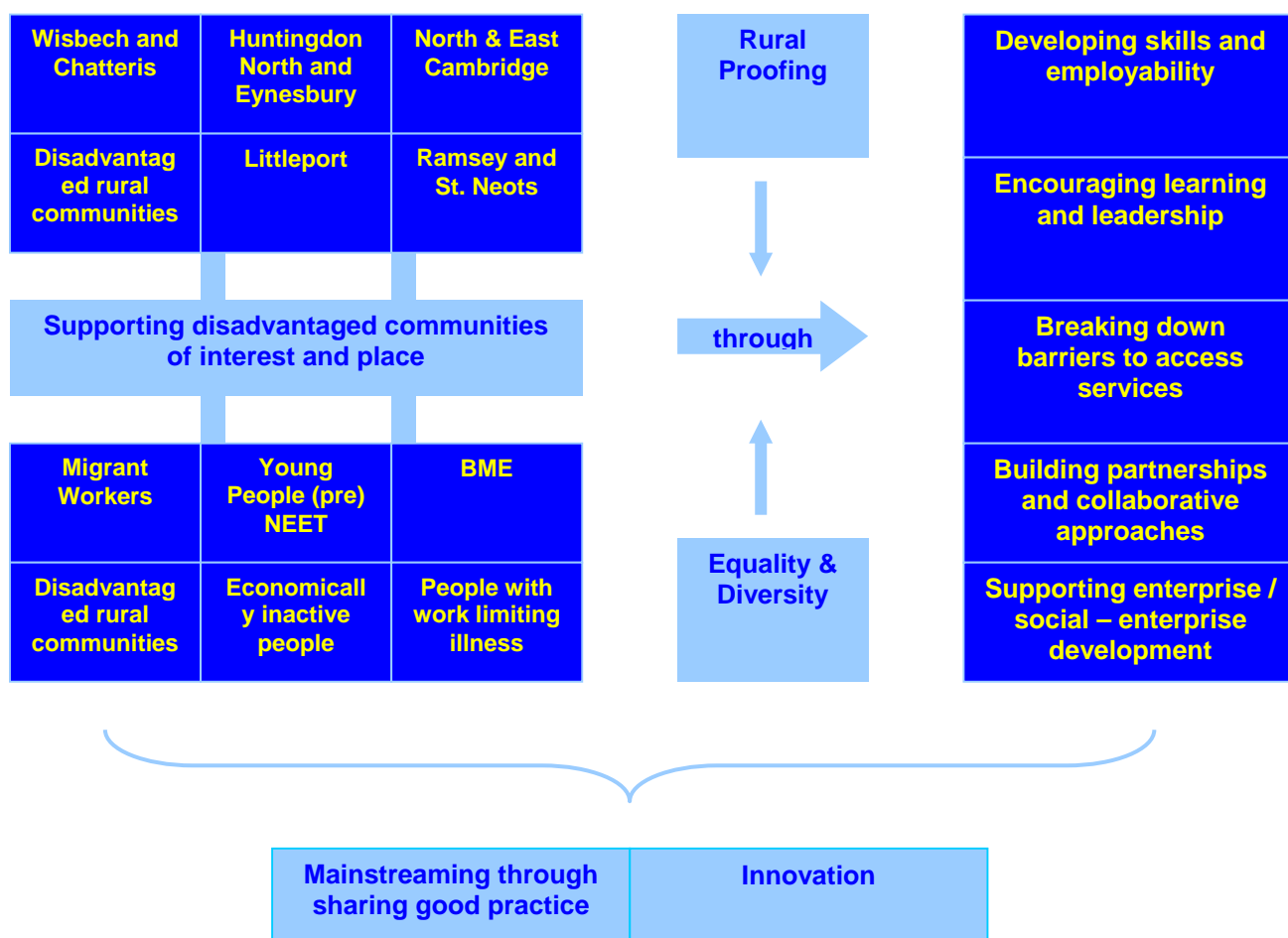


Figure 1: Overview of liC programme 2009/11

2.7 Rural and Equality Impact Assessments

The Investing in Communities Plan recognises that rural needs are important considerations for the programme in Cambridgeshire and partners recognise this.

This Investment Plan identifies market towns as key for interventions to address skills, employment and enterprise needs in particular rural areas. The rationale for this is that market towns act as centres for social and economic activities and are the most efficient and effective way of reaching people in rural communities.

The Investing in Communities team have tried to ensure that rural needs are met in the Plan by testing through rural profiling using the draft Rural Proofing Framework at strategic and intervention levels.

Each project completes an Equality Impact Assessment which includes how they will address issues related to people living in rural areas. Furthermore an Equality Impact Assessment has been undertaken for the full 2009/10 Programme.

3. Review of Progress 2008/9

3.1 Context

The Cambridgeshire programme of 2008/9 consists of 9 targeted projects and the LiC Operating Group engenders cross-fertilization between organizations and synergies which will outlive the programme. This was reinforced with a joint LiC meeting with Information, Advice and Guidance (IAG) in October 2008 now that Suffolk County Council are the contract holders and that the 'offer' provided has changed considerably. There are now fewer IAG providers delivering across Cambridgeshire. The LiC Operating Group meets 5 times a year and involves discussions around procedural imperatives and creates opportunities for sharing appropriate information. This has done much to build collaborations and linkages between projects.

The LiC Strategic Board also meets 5 times a year, is more detailed in its appraisal of the programme from all aspects and provides a supportive networking environment which adds value to the approaches being adopted. Details as to progress are reported at every meeting with an emphasis on Exception reporting around slippage and performance.

3.2 Delivery Successes

The 2008/9 implementation has built upon high standards and expectations by all involved in the Investing in Communities programme. Applications are developed more thoroughly by using a '**project summary template**', appraisals are robust and applicants respond positively to the greater expectations imposed upon them. **This gives confidence to EEDA in raising the level of delegation to £1 million.**

Inception meetings for all projects are held and sets out reporting requirements. Audit trails in respect of evidencing finance and outputs are established enabling project leads to gear up their resources appropriately to gather evidence. Monitoring visits keep projects on track.

The LiC team drive the programme, **manage agendas, forecast deadlines** and forward plan spend of the annual budget. This includes **regular financial monitoring** to address any slippage and enable prompt remedial action.

Risk management and the Risk register for projects is updated quarterly.

The GCP has had **adequate audits** to date.

Project Summaries reflecting delivery progress are updated quarterly and posted on the GCP website as well as being sent electronically to all LiC stakeholders.

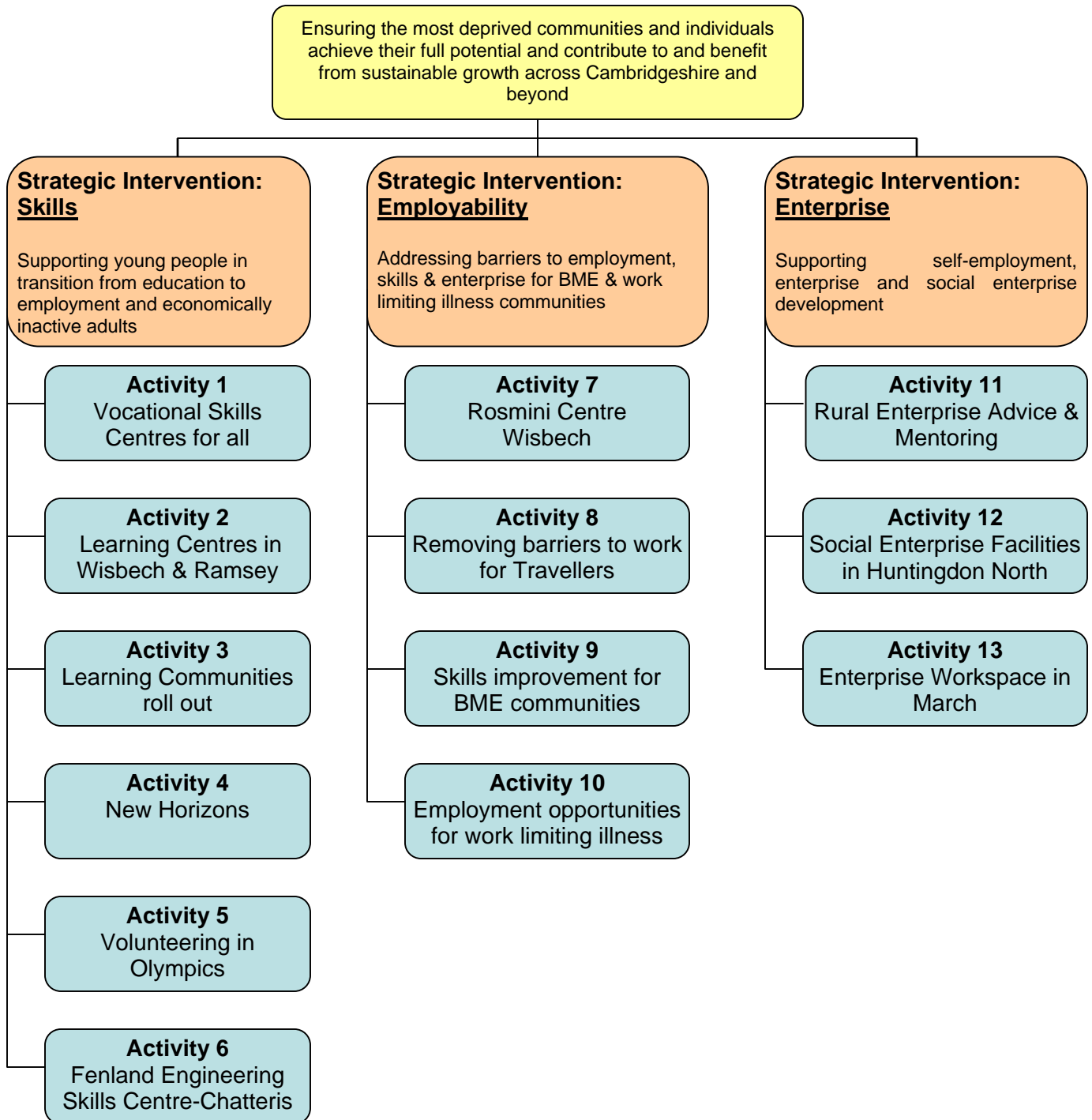
3.3 Looking Forward to 2010/11

2009 will see the start of the delivery of the LEADER programme – 'Fenland Adventurers' with some £800,000 of European funding being deployed and matched over the northern part of the county for the next 5 years. Opportunities for joint investment will be fully explored.

Collaborative opportunities to work more closely with Peterborough on joint investment proposals which enables shared learning, simplifies administrative procedures and brings efficiencies will be explored. Joint working on **Learning Communities** Review has progressed and there may be other opportunities around migrant workers and enterprise investment worth to explore.

4. The Structure of the 2009/10 Programme

Figure 2: The structure of the 2009/10 Programme



Planned investment for 2009/10 and indicative investment for 2010/11

Projects		2009/10		2010/11	
		Revenue	Capital	Revenue	Capital
Activity 1	Vocational Skill Centres		£250,000		
Activity 2	Learning Centres		£275,000		
Activity 3	Learning Communities	£170,000		£160,000	
Activity 4	New Horizons	£24,216		£0	
Activity 5	Raising Aspirations through culture, sport and the arts	£50,000		£50,000	
Activity 6	Fenland Engineering Skills Centre – Chatteris	£10,000	£100,000	£60,000	
Activity 7	Rosmini Centre	£40,000		£30,000	
Activity 8	Travellers skills enhancements	£78,500		£90,000	
Activity 9	Skills improvement for BME communities	£98,342		£93,980	
Activity 10	Supporting people with Work Limiting illnesses	£78,000		£93,500	
Activity 11	CREAM	£100,000		£90,000	
Activity 12	Social enterprise facilities in Huntingdon North		£384,070		
Activity 13	Enterprise Workspace		£150,000		
	Programme Management	£83,640		£99,325	
	Totals	£732,698	£1,159,070	£786,512	£1,159,070

5. Projects within each Strategic Intervention Area for 2009/10

5.1 Strategic Intervention: Skills

Supporting young people in transition from school to training or employment and economically inactive adults with training or employment and economically inactive adults with training to improve their skills and work prospects.

Skills projects	Planned Delivery Timetable	Contribution 2009/10 and indicative investment for 2010/11	Project description	Tender or commission	Sustainability and exit proposal for activities
Activity 1. Vocational Skills Centres	Year 3 of a 4-year strategic approach led by Cambridgeshire County Council in collaboration with school consortia across Cambridgeshire schools and colleges with match from discretionary LSC funds and contributions from the County Council, the schools and Colleges.	Capital £250,000 in 2009/10	Enabling physical development in those schools with greatest need to build their vocational skills/diploma offers. Subjects supported include construction, catering, social care and engineering amongst others. Long - term impact will be fewer disaffected young people and more skilled adults.	Commissioned with the County Council as statutory lead for 14-19 Agenda in building the breadth of choice of curriculum. The improvement of rural accessibility issues is fundamental to the project. No transport funding by Government.	Mainstreamed at the outset with full commitment from the partners and especially the schools/colleges who have a long-term interest in capturing more trainees at all times. Aim to increase employer engagement and improve good working practices to improve employability for economically inactive adults. Match of £250,000 required.

Skills projects	Planned Delivery Timetable	Contribution 2009/10 and indicative investment for 2010/11	Project description	Tender or commission	Sustainability and exit proposal for activities
Activity 2. Learning Centres in Wisbech & Ramsey (Learning Communities Infrastructure)	Led by the County Council, the focus will be on improving accessibility to learning. Focus will include infrastructure investment in Wisbech and Ramsey Libraries.	Capital contribution of £175,000 in 2009/10	Investment will be allied to the 'learning communities' approaches being adopted in the adjacent communities to provide the foundations for continued / sustainable activity. Investment will develop learning centers in the new developed libraries	Lead agency will be Cambridgeshire County Council (directly commissioned) as part of their bigger investment in both libraries. This project is a continuation on the Chatteris Learning Centre and Cambridgeshire.net investment in 2007/08.	Learning Centres are part of Cambridgeshire County Council library services: general running costs and maintenance are budgeted.

Skills projects	Planned Delivery Timetable	Contribution 2009/10 and indicative investment for 2010/11	Project description	Tender or commission	Sustainability and exit proposal for activities
Activity 3. Learning Communities roll-out	<p>Year 3 of a 4-year programme to embed learning in more disadvantaged communities. With Ramsey sustainable and Littleport almost there, the year 3 investment (2009/10) will be to support to extend Eynesbury by including Eaton Socon, support the Chatteris Learning Community to become sustainable and imbed the learning community in Oxmoor.</p> <p>An independent evaluation of impacts being achieved to including Peterborough was undertaken in 2008. Recommendations are being taken forward to enhance the impacts being achieved.</p>	Revenue contributions are sought of £170,000 in 2009/10 and £160,000 in 2010/11.	Cambridgeshire & Peterborough Learning Partnership Trust (CPLT) lead on the project. The key aspects involve mapping and coordinating existing activities and then filling gaps in provision which will engage more people to participate in learning in non-threatening environments. CPLT are also delivering support to Migrant Workers through ESF sub contracts.	Commissioned in 2006/07. Independent impact evaluation took place in June 2008 that concluded that CPLT's approach to embed learning communities is working.	Sustainability is built around the co-ordination of activity to improve efficiencies and impacts which, through improved value for money, encouraging others to invest. Some learners are prepared to pay for learning – sometimes supported by employers. Learning Champions become peer exemplars who encourage non-learners to take up mainstream learning. Work is complemented by Neighbourhood Learning in Deprived Communities funds as well as through Personal & Community Development Learning. Sustainability plans are developed for each learning community and the steering groups are leading on this. Ramsey learning community was sustainable after 2 years of funding in March 2008 with Littleport and Wisbech North to follow soon.

Skills projects	Planned Delivery Timetable	Contribution 2009/10 and indicative investment for 2010/11	Project description	Tender or commission	Sustainability and exit proposal for activities
Activity 4. New Horizons Lap Top Loan Scheme	Final 3 months of a 2 year programme led by Cambridge Housing Society, focusing on improving IT skills of unemployed people.	Revenue contribution of £24,216	Cambridge Housing Society is working with several partners to widen access to the digital world and use technology to improve people's quality of life. This supports disadvantaged people to overcome barriers to being on line to enable improved service delivery, skills development and employment	This investment has built on the Cambridge Housing Society's modest pilot approach which, through wider collaboration and scaling up, is creating far greater impact more quickly. Excellent model for addressing rural accessibility issues.	ICT is an effective way of engaging with hard to reach groups who then make better use of services and become more skilled and employable. Research as to how the service may be used to deliver government services; how it may generate income and how it may be used by volunteers to support learners. An extensive sustainability plans has been compiled which is discussed in detail during project steering group meetings. Some options (e.g. submission to Family Big Lottery funding, better efficiency of team work) are developed at the moment.

Skills projects	Planned Delivery Timetable	Contribution 2009/10 and indicative investment for 2010/11	Project description	Tender or commission	Sustainability and exit proposal for activities
Activity 5. Volunteering in Olympics	The first year of a two year investment, providing a key focus for the involvement of the communities in the Olympics and Cultural Olympiad. Volunteering and developing skills will be the fundamental outcome of the project.	Revenue contribution of £50,000 for both 2009/10 and 2010/11.	Using the impetus of the lead-up to the 2012 Olympics and Cultural Olympiad the project intends to raise the skill levels and aspirations of the communities and promote a learning culture.	Commissioned to Cambridgeshire County Council	During the lifetime of the project, the project will develop a sustainability plan looking how the project can maintain its impact after funding ends.
Activity 6. Fenland Engineering Centre- Chatteris	The first year of a two year investment; during the first year the new facilities will be equipped and refurbished and open for the students.	Revenue £10,000 and Capital £100,000 in 2009/10 and £60,000 Revenue in 2010/11.	The Fenland Partnership, working through COWA and Stainless Metalcraft Limited will establish a fully-equipped training facility to promote and develop opportunities for young people in engineering in a separate, safe secure area of the main engineering workshop at the Stainless Metalcraft site in Chatteris.	Commission to CoWA, including £100,000 matched funding as well as land, buildings and machinery as in kind support. Part of 14-19 Fenland Strategy.	The public/private sector partnership project is a strategic initiative with a positive long-term impact on the future growth and development of the local economy. All partners are committed to maintain the Fenland Engineering Skills Centre as an ongoing resource and intend to seek sponsors and additional partners to sustain and then to expand the facility as it moves into year three and beyond.

5.2 Strategic Intervention: Employability

Addressing barriers to Employment, Skills & Enterprise for Black & Minority Ethnic Communities and those with work-limiting illness

Employability Projects	Planned Delivery Timetable	Contribution 2009/10 and indicative investment for 2010/11	Project description	Tender or commission	Sustainability and exit proposal for this activity
Activity 7. Rosmini Centre Development in Wisbech	Year three of a four year development programme to support 'rural' migrant workers in one of the most deprived towns in Cambridgeshire. Revenue will support the Community Development Manager and administration to support increasing numbers of economic migrants who often have work but limited English and understanding of the culture.	Revenue £40,000 in 2009/10 and £30,000 in 2010/11.	Funding has enabled the development of a welcoming community building with private meeting rooms, open learning /networking space to build community cohesion across the town. This work will be completed in January 2009. Enhanced capacity created will further develop a supportive network programme through working with a range of agencies to build community cohesion across the town.	Commissioned in 2007/08; included the refurbishment of the community building.	The capital aspect of the building is mainstreamed as part of the Church grounds and maintenance will be their responsibility. Lettings should generate increased revenue streams to cover all costs. The Community Development Manager and Trustees will continue to develop strategies to secure further funding which will link to service level agreements and employer engagement over time.

Employability Projects	Planned Delivery Timetable	Contribution 2009/10 and indicative investment for 2010/11	Project description	Tender or commission	Sustainability and exit proposal for this activity
Activity 8. Removing barriers to work for Travellers	Travellers investment took place in 2006/07/08 but due to budget cuts couldn't continue in 2008/09. This new project will build on the successes and lessons learnt of previous investment and will be a two year investment.	Revenue £78,500 in 2009/10 and £90,000 in 2010/11.	The project aims to remove barriers to employment by setting up an advocacy service and by supporting travelers in increasing their skills and getting qualifications.	To be commissioned as project will be part of Health Advocacy Service for Travellers project.	Will be mainly by working with service providers to adapt their services to become better accessible for Travellers. Furthermore part of the contract will be the development of a sustainability plan.
Activity 9. Skills improvement for BME communities (previous year: Bangladeshi and Pakistani Community Project).	Year three of a four year programme led by the Cambridgeshire County Council Race Equality & Diversity team. This years investment will include the roll out of the project to Afro-Caribbean communities	Revenue £98,342 in 2009/10 and £93,980 in 2010/11.	Resources will be deployed to engage with the Bangladeshi /Pakistani / afro-Caribbean communities in order to build skills, support employment & enterprise development to improve economic activity rates. A key focus will be literacy and numeracy / life skills for women who are newly arrived in England.	Commissioned in 2007/08.	The County and Cambridge City & in part Huntingdonshire local authorities support this project. Peer champions from the community will be nurtured to act as exemplars for development for this most income deprived community. The work includes working in partnership with regional colleges and other service providers to adopt their services to provide better support and accessibility for Bangladeshi, Pakistani and Afro-Caribbean communities. This will be a culture shift.

Employability Projects	Planned Delivery Timetable	Contribution 2009/10 and indicative investment for 2010/11	Project description	Tender or commission	Sustainability and exit proposal for this activity
Activity 10. Employment opportunities for people with work limiting illnesses	This will be a two year investment starting May 2009.	Revenue £78,000 in 2009/10 and £90,000 in 2010/11.	This will address the gaps in the current Pathways to Work project. Tender to be developed in November/ December 2008.	Tender dispatched on 27 th February and closing date 15 th April 2009.	Part of the project will be the development of a sustainability plan.

5.3 Strategic Intervention: Supporting Self-Employment, Enterprise and Social Enterprise

Supporting self-employment, enterprise and social enterprise development through work with disadvantaged groups and in the more deprived communities

Enterprise Projects	Planned Delivery Timetable	Contribution 2009/10 and indicative investment for 2010/11	Project description	Tender or Commission	Sustainability and exit proposal for this activity
Activity 11. Cambs. Rural Enterprise, Advice and Mentoring (CREAM)	Year 3 of a 4-year programme led by Norfolk & Waveney Enterprise Services (NWES) from their March office. NWES is a social enterprise and one of the larger enterprise agencies in the country with its own loan fund, an excellent record on delivery and audit and with a portfolio of units leased to many small businesses have an excellent income stream to help underpin sustainability. Annual Review will be undertaken to focus on performance to extend and potentially review contract terms.	Revenue £100,000 in 2009/10 and £90,000 in 2010/11.	CREAM involves holding a range of workshop type/engagement events in the more deprived communities like St Barnabas in Huntingdon, The Meadows in Arbury, The Oasis in Wisbech. Sessions are designed to be aspirational and result in more one to one sessions to support individuals realize their ambitions. Mentoring is important, as is the potential access to loan funds that NWES manage on a commercial basis as lenders of last resort. Collaborative cross referrals to other agencies is an important aspect of CREAM.	Contract was tendered through advertisements on the County Council and EEDA web sites. 18 expressions of interest were responded to but only two full submissions received. Both were independently scored and then each party was invited to present their 'case' to a panel of 4 including GCP, EESCP and EEDA. The result was unanimous.	Objectives are to increase outputs by establishing strong networks, word of mouth referrals and champions who have proved the benefits despite the tapering income from EEDA. NWES is robust and efforts to generate additional income to make this work, perhaps from incubator space will continue to be explored. Proactive visits to clients to overcome rural accessibility issues are an important aspect of delivery. At the beginning of year 4 a full sustainability plan will be submitted focussing on delivery after IIC funding ends.

Enterprise Projects	Planned Delivery Timetable	Contribution 2009/10 and indicative investment for 2010/11	Project description	Tender or Commission	Sustainability and exit proposal for this activity
Activity 12. Social Enterprise Facilities in Oxmoor	This project will start in 2009/10 and the plan is that the building will be opened in 2010/11.	Capital £384,070 in 2009/10.	This investment will enable the development of community owned assets and social enterprises to improve access to learning and skills in real work environments within the heart of a community.	To be commissioned to Huntingdonshire District Council who will lead on the project and take the risk.	The facilities built will be owned by a 'community interest company' established as a social enterprise which will itself earn income from a range of tenants. All tenants will be established as community enterprises and will pay a 'commercial rent' for the space leased. The rental yields established by the tenants should be sufficient to generate a surplus which would be ploughed back into the community allowing for establishing contingency funds for repairs and maintenance etc.

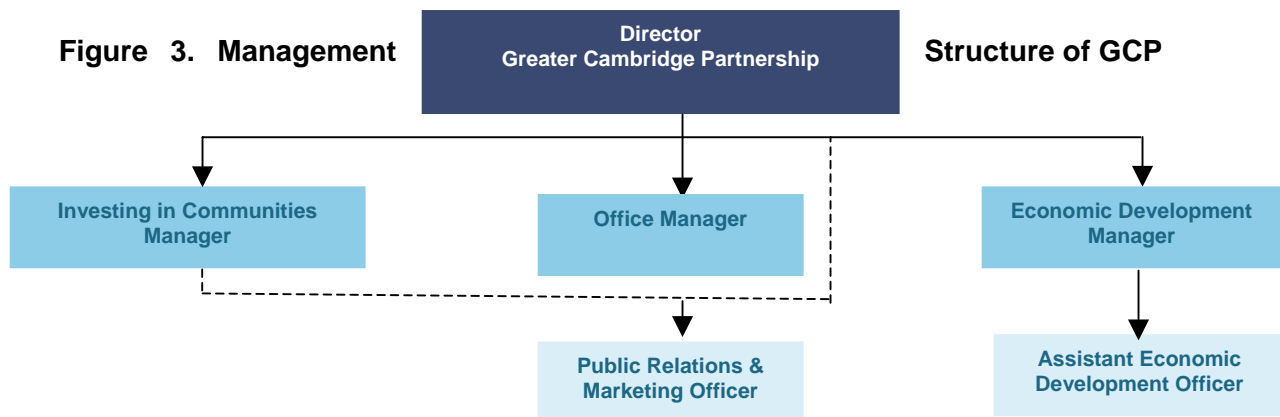
Enterprise Projects	Planned Delivery Timetable	Contribution 2009/10 and indicative investment for 2010/11	Project description	Tender or Commission	Sustainability and exit proposal for this activity
Activity 13. Provision of incubator space for social enterprises and start up businesses within March	Deploying capital which straddles the financial years 2008/10. With only a few investors in the market for such initiatives outside of the local authorities this early process will enable opportunities to be fully explored.	Capital £300,000 in 2009/10	Addressing the shortage of affordable easy-in easy-out workspace to rent. A deficit heightened in deprived communities –particularly March-where the market is fragile and developers will not take the risk when other investments give greater security and yields. There is a need to subsidise ‘investors’ to reduce initial risks whilst developments become established.	Tender won by NWES in 2008/09 and application form subsequently made and appraised.	This investment will form part of a larger property portfolio of over 300 units, mainly in Norfolk and Suffolk and hence sustainable. 10 year obligations and clawback provisions are included. Income will be generated through letting out the incubator units.

6. Financial arrangements and accountability for 2009/12

The GCP have well established and robust appraisal and financial management procedures reflected in audits of previous years. Under the new arrangements from 1st April 2008 the County Council invoice EEDA for a quarter of the allocated programme funds. Once the funding has been transferred from EEDA to the County Council the GCP raises an invoice to the County council for the same amount. This arrangement is required as the 'cash flow' for the programme would not be manageable otherwise.

Controls for these transactions rest with the County Councils' Assistant Economic Development Officer working in conjunction with the finance team of the County Council. The accounts are managed on a SAGE system which enable appropriate reports to be produced when required. The Assistant Economic development Officer is also the Appraiser for project applications submitted. Once the Officer is satisfied with the robustness of the information received the applications are forwarded to the Economic Development Manager who then checks and generally approves the offer letter.

The responsibilities for audits now rests with the County Council. The figure below shows the management structure of the GCP and the liC team.



Schedule A. Management milestones

1 st Period April - June	2 nd Period July - September	3 rd Period October - December	4 th Period January - March
<p>Contract letters sent to project leads taking into account evaluation and audits</p> <p>Ensure all project leads understand their delivery obligations at the outset of the project delivery</p> <p>Optimise publicity opportunities through implementing the marketing and communications strategy –continuing to build a portfolio of case studies</p> <p>Monitor contribution to the Local Area Agreement outcomes</p> <p>Deploy resources to secure /align European funding to enhance the impact of the programme (ESF & LEADER)</p> <p>Monitoring Visits, Evaluation Reports and Risk Management Reviews quarterly</p>	<p>Reporting within Local Authority/ Local Area Agreement structures</p> <p>Monitor any new research which may inform delivery at any time</p> <p>Ensure delivery is on target working with the team to provide impetus required</p> <p>Use monitoring visits to capture a photographic record of progress achieved where suitable</p> <p>Ensure quarterly claims are well evidenced and submitted in timely fashion</p> <p>Consider any required changes to the forthcoming Investment Plan</p>	<p>Ongoing development work with partners and bringing in new partners as opportunities allow</p> <p>Ongoing support Local Area Agreement structures</p> <p>Undertake beneficiary surveys to get feedback on projects and the impact being achieved from their perspectives</p> <p>Ongoing publicity and communications will be undertaken to raise the profile of LAA /liC</p> <p>Ensure quarterly claims are well evidenced and submitted in timely fashion</p> <p>Quarterly Monitoring Visits, Reports, Risks</p>	<p>Produce case-studies of beneficiaries to inform appropriate partners to optimise publicity</p> <p>Plan for an independent evaluation of the last full years investment to inform any detailed aspects of the delivery plan</p> <p>Ensure interim and year end claims are well evidenced and submitted in timely fashion</p> <p>Quarterly Monitoring Visits, Reports, Risk Management Reviews undertaken</p>

Schedule B. Outputs

EEDA outputs	2009/10
Number of jobs created	34
Number of people assisted to get a job	673
Number of business created and demonstrating growth	30
Number of businesses assisted to improve performance	28
Private sector investment levered	£38,700
Private sector infrastructure investment levered	£460,283
Public sector infrastructure investment levered	£2,639,390
Public investment levered	£252,255
Number of people assisted in skills development	734
Number of adults gaining basic skills as part of Skills for Life strategy	80
Number of adults supported in gaining a first full Level 2 qualification/equivalent	8

LAA outcomes NI	LAA Core Outputs	2009/10
NI 1 Percentage of People who believe people from different backgrounds get on well together	Activities organized to promote community cohesion	40
	Number of people involved in community cohesion activities	420
NI 7 environment for a thriving third sector	Number of third sector organizations supported	
NI 152 Working age people on out of work benefits	Number of people assisted to get a job (can be double counted! – not the same as EEDA output)	825
	Number of people into work	105
	Number of jobs created	30
NI 163 Working age population qualified to at least Level 2 or higher	Number of people referred to a level 2 qualification	290
	Number of people enrolled to a level 2 qualification	260
	Number of people gained a level 2 qualification (can by 0% EEDA claimable because of age limit EEDA definition)	248
	Number of people gained SfL qualification or pre-entry skills	180
	Number of people involved in first step learning (can be double counted with people assisted to get a job)	535
NI 172 Number of VAT registered businesses in the area showing growth	Number of business start ups	30
	Number of businesses supported	26

Appendix A. Breakdown of EEDA outputs 2009/10

		job creation	employmen t support	business creation	busines s support	private sector investment levered	private sector infrastructu re investment levered	Public sector infrastructure investment levered	Public sector investment levered	skills assistance	basic skills	level 2
Skills												
	Sandalwood Farm		2						£52,281	26		
	Slivers of Time		20		10							
	Learning Communities+ Chatteris library		25				£5,388		£4,674			
	Space for Creativity	4	90	0					£58,400	240		
Activity 1.	Vocational Skills Centres							£250,000				
Activity 2	Learning Communities infrastructure							£1,900,000				
Activity 3.	Learning Communities		60			£3,700			£3,700	140	50	8
Activity 4.	New Horizons					£5,000				60		
Activity 5.	Volunteering in the Olympics		10						£15,000	100		
Activity 6.	Fenland Engineering Centre		12				£47,695	£100,000	£36,000			
	Total	4	219	0	10	£8,700	£53,083	£2,250,000	£170,055	566	50	8
Employment												
	Vocational Rehabilitation		54				£42,200	£50,390				

		job creation	employment support	business creation	business support	private sector investment levered	private sector infrastructu re investment levered	Public sector infrastructure investment levered	Public sector investment levered	skills assistance	basic skills	level 2
Activity 7.	Rosmini Centre		100			£30,000						
Activity 8.	Travellers		30						£60,000	30		
Activity 9.	Bangladeshi and Pakistani Project								£22,200	120	30	
Activity 10.	Work Limiting Illness											
	Total	0	184	0	0	£30,000	£42,200	£50,390	£82,200	150	30	0
Enterprise												
	Octavia Hill		25									
Activity 11.	Enterprise Support (CREAM)	30	270	30	18					18		
Activity 12.	Social Enterprise Facilities in Oxmoor							£339,000				
Activity 13.	Enterprise Workspace						£365,000					
	Total	30	270	30	18	£0	£365,000	£339,000	£0	18	0	0
Total		34	673	30	28	£38,700	£460,283	£2,639,390	£252,255	734	80	8

AGREED DELIVERY PLAN AND SCHEDULES FOR CAMBRIDGESHIRE IIC PARTNERSHIP

ON BEHALF OF THE IIC STRATEGIC BOARD

SIGNED BY:

PRINT NAME:

DATE:

ON BEHALF OF THE ACCOUNTABLE BODY

SIGNED BY:

PRINT NAME:

DATE:

ON BEHALF OF EAST OF ENGLAND DEVELOPMENT AGENCY

SIGNED BY:

PRINT NAME:

DATE: