

Drawing on all resources?

The involvement of the voluntary and community sector and social enterprise in Northern Local Enterprise Partnerships



Written by Katie Schmuecker and Evelyn Tehrani, ippr north



www.improvingsupport.org.uk/leadershipandgovernance

Your gateway to third sector support, information and resources.

About ippr north

ippr north, the northern based office of the Institute for Public Policy Research (ippr), produces far-reaching policy ideas and stimulating solutions that work nationally as well as locally. These are shaped from our research, which spans economic development, regeneration, public services and devolution as well as a strong democratic engagement strand, which involves a wide range of audiences in political debates.

ippr north,
20 Collingwood Street, Newcastle Upon Tyne NE1 1JF

+44 (0)19 1233 9050
info@ippr.org
www.ippr.org/north

Registered charity no. 800065

This paper was first published in March 2011.

© 2011.

The contents and opinions expressed in this paper are those of the authors only.

Published by ACEVO
Copyright © 2011 ACEVO
All rights reserved.

No part of this book may be reproduced by any means, or transmitted, or translated into a machine language without prior permission in writing from the publisher.

Contents

- 02 Introduction**
- 03 Chapter One**
About Local Enterprise Partnerships
- 07 Chapter Two**
The role of the VCS in economic development
- 14 Chapter Three**
Involvement of the VCS in Northern LEPs
- 18 Chapter Four**
Where now from here?



Introduction

The Government is committed to rebalancing the economy, to be less reliant on the public sector, financial services and growth driven by the Greater South East of England. Central to delivering this aspiration are the Local Enterprise Partnerships (LEPs), which are being formed by local government, business and other stakeholders. At the same time the Regional Development Agencies, which the previous government created to promote economic development, are being abolished.

If LEPs are to fulfil their remit of driving economic growth, it is essential that they draw fully on the resources available to them – whether financial, intellectual or practical. This is particularly important in the current context of reduced public spending.

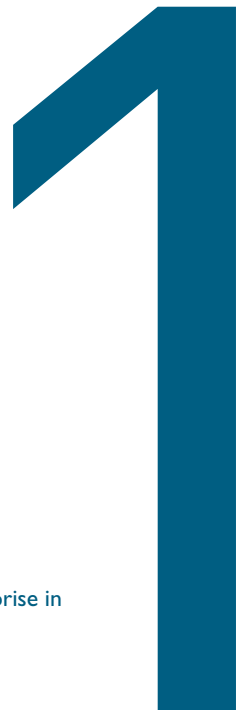
This report therefore looks at the involvement of the voluntary and community sector (VCS) and social enterprises in the work of LEPs. It focuses on the North of England, as this part of the country has the greatest need for effective LEPs, as it is here that the impact of the spending cuts is expected to be disproportionately negative (Cox and Schmuecker 2010). The next section gives a brief overview of the role of LEPs in general, and where they have so far been established in the North of England.¹ The third section considers the economic contribution of the VCS and social enterprise, and areas where they can contribute to economic development and add value to the work of LEPs. The fourth section analyses the current involvement of the sector in Northern LEPs and the final section makes recommendations about the engagement of the VCS and social enterprise in LEPs going forward.

¹ LEP proposals that did not meet key criteria are not currently going ahead, and talks are ongoing in these areas to improve the proposals.



Chapter One

About Local Enterprise Partnerships



About Local Enterprise Partnerships

In June 2010 government invited proposals to form Local Enterprise Partnerships (LEPs) which reflect 'natural' economic areas, such as travel to work areas, or markets for goods and services. Fifty-six proposals were submitted, of which 24 were confirmed as LEPs when the *Local Growth White Paper* was published in November. Each LEP covers a number of neighbouring local authorities.

Role

LEPs are tasked with providing economic leadership for their areas by setting out a strategic approach to private sector-led growth and job creation, in order to contribute to rebalancing the economy.

In keeping with the Government's commitment to localism, the function and remit of each LEP will vary according to its partners and their analyses of local priorities. However, they could potentially play a wide-ranging role, tackling issues such as planning, housing, local transport and infrastructure priorities, employment, enterprise and the transition to a low carbon economy. The *Local Growth White Paper* sets out a number of potential roles for LEPs, such as:

- working with the Government to set out key investment priorities, including transport infrastructure, and supporting or coordinating project delivery;
- coordinating proposals for, or bidding directly to, the Regional Growth Fund;
- supporting high growth businesses, for example through involvement in bringing together and supporting consortia to run new growth hubs;
- making representations on the development of national planning policy and ensuring business is involved in the development and consideration of strategic planning applications;
- leading changes in how businesses are regulated locally;
- ensuring strategic delivery of housing developments, including pooling and aligning of relevant funding streams;
- working with local employers, Jobcentre Plus and learning providers to help local workless people into jobs;
- coordinating public sector approaches to leveraging funding from the private sector;
- exploring opportunities for developing financial and non-financial incentives on renewable energy projects and the Green Deal; and
- becoming involved in the delivery of other national priorities such as digital infrastructure.

(BIS 2010, p13-14)

Partners are expected to respond to local circumstances in choosing precisely which functions their LEP should fulfil. As a result, each LEP will be different.

Funding

Central government is not providing LEPs with a core grant, and they are expected to fund their own day-to-day running costs. Responsibility for funding the work of the LEP falls to partners, who will be able to pool and align budgets and leverage additional funding from the private sector in support of projects. They will also be able to bid to the Regional Growth Fund, a £1.4 billion pot of money available over three years to support economic growth, particularly in areas currently reliant on the public sector for employment. However, the competition for the Regional Growth Fund will be fierce (Cox and Schmuecker 2010).

Partners

Particular emphasis has been placed on role of local authorities and the private sector in LEPs. Involvement of both groups constituted criteria against which proposals for LEPs were assessed. The Government also set out an expectation that business representatives should form half of the board of an LEP, with a prominent business leader in the chair (Cable and Pickles 2010; BIS 2010).

The published letter inviting local authorities and private sector partners to form LEPs did not mention the inclusion of voluntary and community sector (VCS) organisations and social enterprises. Instead a catch-all line was inserted about needing to work with “universities, further education colleges and other relevant stakeholders” (Cable and Pickles 2010).

However, subsequent statements by Government ministers made it clear that they believe the VCS and social enterprise has a key role to play in economic development, and the *Local Growth White Paper*, which sets out more detail on LEPs, explicitly recognises the VCS as relevant stakeholders on the grounds that:

“Partnerships will want to work closely with universities, further education colleges and other key economic stakeholders. This includes social and community enterprises, which play an important role in creating local economic growth through providing jobs and training, delivering services and helping create community wealth in some of the most deprived parts of the country.”
(BIS 2010, p14)

The following box summarises the LEP proposals that were submitted in the North of England, and which are being taken forward. However, the initial lack of clarity regarding the involvement of the voluntary sector and social enterprises has resulted in patchy engagement across the North, as section 4 demonstrates. This has also been highlighted in research by ACEVO, which finds 70% of the approved LEPs have no plans for VCS representation on their partnership boards (Wiggins 2010).

The Northern LEPs' bids

Eighteen LEP proposals were initially put forward in the North of England. Eight areas have so far been told they are ready to establish their boards. In the areas where proposals were not accepted, discussions are currently ongoing to try to develop proposals that meet government criteria to:

- have both private sector and local authority buy-in;
- cover a 'natural' economy; and
- present a clear economic vision for the area.

The table below provides a brief description of the geographic areas covered by different LEP proposals, where they are going ahead, and where they are yet to be agreed.

Successful LEP bids	Unsuccessful LEP bids
Cheshire and Warrington (Warrington, Cheshire East and Cheshire West & Chester)	Blackpool & Fylde Coast (Blackpool, Fylde and Wyre Borough Councils)
Cumbria County (Cumbria County and its districts)	Durham County
Greater Manchester (Bolton, Bury, Oldham, Manchester, Rochdale, Salford, Stockport, Tameside, Trafford, Wigan)	Hull, East Riding & Scarborough (Hull City and East Riding of Yorkshire)
Leeds City Region (Barnsley, Bradford, Calderdale, Craven, Harrogate, Kirklees, Leeds, Selby, Wakefield, York)	Humber (North Lincolnshire Council submitted a bid for a Humber-wide partnership despite the opposition of Hull and East Riding)
Liverpool City Region (Halton, Knowsley, Liverpool, St Helens, Sefton, Wirral)	Lancashire (the whole county although Blackpool and Blackburn opposed the proposal)
Sheffield City Region (Barnsley, Bassetlaw, Chesterfield, Doncaster, North East Derbyshire, Rotherham and Sheffield)	Newcastle Gateshead
Tees Valley (Darlington, Hartlepool, Middlesbrough, Redcar and Cleveland and Stockton on Tees)	North East Economic Partnership (comprising all five of the region's LEPs)
North Eastern* (Durham, Gateshead, Newcastle, North Tyneside, Northumberland, South Tyneside and Sunderland)	Northumberland County and North Tyneside
	Pennine Lancashire (Blackburn with Darwen, Pendle, Ribble Valley, Burnley, Hyndburn, and Rossendale borough councils)
	Sunderland and South Tyneside
	York and North Yorkshire (North Yorkshire County, York and four districts)

* The North Eastern LEP proposal was submitted following the rejection of the initial proposals from Durham County, Newcastle Gateshead, Northumberland County & North Tyneside and Sunderland & South Tyneside.



Chapter Two

The role of the VCS in economic development



The role of the VCS in economic development

The economic contribution

The primary remit of LEPs is economic growth and rebalancing the economy away from over reliance on the public sector for jobs.

The VCS can make a strong case for its contribution to the economy and job creation, as set out below. However, the reliability of data on the voluntary sector and social enterprise is widely questioned, and it is thought that the economic contribution of the sector tends to be underestimated (Macmillan, 2005, Westall 2009a).

The sector makes a significant contribution to the economy:

- In 2007/08, the total expenditure of the sector was £32.8 billion and collectively the sector holds £96.6 billion worth of net assets (NCVO, 2010).
- In the North West of England it is estimated that the sector contributed £2.47 billion to the economy in 2007/08, equivalent to 2% of regional GVA (SQW 2009, VSNW 2008).
- In Yorkshire and Humber, it is estimated that the sector contributed £0.5 billion - £1.3 billion to the economy, more than other major sectors such as agriculture (Lewis 2001, Macmillan, 2005).

In the North East in 2007/8 charities had an income of £731 million, spent £673 million and had assets worth £1.3 billion. If the entire third sector is included in the calculation (including housing associations and faith groups) the sector had an income of £1.54 billion, spent £1.50 billion and had assets worth £2.70 billion (Northern Rock Foundation 2010).

The sector is also a significant employer:

- In 2008, 3% of the UK workforce (667,828 people) were employed in the voluntary sector (NCVO, 2010).
- In the North West, analysis of Guidestar data (registered charities only) estimated there were 51,165 people employed by charities in 2005. Research carried out for Voluntary Sector North West (VSNW) with a wider definition of VCS estimated that in 2007/08 voluntary, community and social enterprise organisations were employing 160,000 full-time staff and 64,000 part-time staff with wages and salaries worth £890 million and with 672,000 volunteers (VSNW 2007).
- Research in 2001 mapping the sector in Yorkshire and Humber estimated the number of voluntary organisations and community groups in the region to be no less than 20,000 and possibly as high as 48,500. There was between 45,000 and 92,000 paid employees, and at least 300,000 people regularly engaging in voluntary activity. If an economic value is attached to this voluntary activity, it equates to a £48 million contribution to the Yorkshire economy (Lewis, 2001). Further research conducted in 2005 found 3-4% of the regions workforce was employed by the VCS (Craig 2005)

- In the North East, it was estimated that in 2000, 4.4% of the region's workforce was employed by the VCS (VONNE 2000). Forthcoming research estimates up to 36,700 people are employed by VCS organisations or social enterprises in the region (NRF Third Sector Trends, forthcoming)

VCS organisations can also play a key role in ensuring resources remain within an area. Often organisations have a local focus, including supply chains that are locally based, which helps prevent money leaking out of an area. Research done in the North East suggests an additional 1% of public procurement won by local VCS providers would result in an increase of £180 million in regional GVA and around 5,000 extra jobs (VONNE 2009).

Clearly a strong case for the economic contribution of the VCS and social enterprise can be made. This must be effectively communicated to LEPs if the sector is to engage with their work as an equal partner:

However, the potential contribution that the sector can make should not simply be measured by its contribution to employment levels, GDP or GVA. The impact of the sector can go deeper, influencing market behaviour, structures and activities through, for example, raising skills standards in the labour force, improving local quality of life and general wellbeing, developing social capital, creating more plural economic systems, and enabling entrepreneurship. These indirect contributions are seen as beneficial for innovation, competitiveness, economic resilience and more ethical market and consumer behaviour (Westall, 2009a). The VCS has potential to add value to the work of LEPs in a number of areas.

Economic development

In addition to their direct impact on the economy, VCS organisations and social enterprises contribute to a number of economic development goals. The sector is highly active in a number of relevant areas, including:

- Employment support and welfare to work
- Provision of training
- Work with young people not in employment, education or training (NEETs)
- Provision of business and enterprise support
- Provision of housing
- Neighbourhood regeneration.

The following box provides examples of VCS organisations' contribution to economic development in the North.

Beyond this direct contribution of the sector to economic development, the social development work carried out by many VCS organisations and social enterprises can also deliver an economic contribution. Research conducted by ippr north has found that deprived neighbourhoods with positive 'community outlook', in the form of a vibrant voluntary sector and proactive community leaders, are more likely to improve economically (ippr north 2010).

VCS organisations contributing to economic development

Alt Valley Community Trust – employment and training services

The Trust is an influential social enterprise based in the Croxteth area of North Liverpool. Its mission is to support the development of a sustainable local community through the creation of economic opportunities and the delivery of economic development. It works in partnership with two sister organisations, the Neighbourhood Services Training Company (NSTC) and the Neighbourhood Services Company (NSC). NSTC was established to deliver training as part of the New Deal for Young People, but quickly recognised that many young people were being placed with companies that were not providing placements of adequate quality. This resulted in the establishment of NSC to secure local contracts and provide trainees with good quality work and work experience. The business activities of the NSC deliberately mirror the training provided by NSTC to increase the prospect of training resulting in employment. In the last five years NSCT has moved into delivering apprenticeship opportunities in construction. Of their first 62 apprentices, 45 entered employment, nearly all of them with the NSC (figures provided by AVCT).

East Cleveland Housing Trust – housing and training in a rural area

This charitable trust provides affordable, supported accommodation to 16-25 year olds in rural communities in East Cleveland. The Trust has three main areas of work:

- buys and renovates properties, and then lets them to young people, with priority given to single people aged between 16 and 25 with low to medium support needs;
- provides personal development opportunities for young people, including training and work experience in building and allied trades;
- provides a building and adaptations service to community groups.

The scheme not only contributes to the economy by providing training and skills but it also adds social value by fostering practical life skills among young people and providing affordable housing. (Commission for Rural Communities, 2006)

Wakefield Homebuilder – training and employment for NEETs

A programme run by Wakefield and District Housing, offering training and employment opportunities in the construction sector to young people not in employment, education or training (NEET). Working with a range of partners, including Groundwork Wakefield, the local authority, Job Centre Plus, the local college and the construction industry, they developed the programme that combines basic and generic skills training with industry-specific qualifications, work tasters and work experience. Wakefield District Housing has used the scheme to recruit people to deliver decent homes standards, as well as across its procurement and supply chain activities. Between 2005 and 2007 Wakefield Homebuilder helped 164 people enter long-term employment (ippr north, 2010).

Bubble Enterprises – business start-up support

Bubble Enterprises is a service user-led Community Interest Company established in 2008 to provide business expertise and support to individuals and organisations in the mental health field. Bubble Enterprises works locally, regionally and nationally, but the majority of its activity takes place in the North West. It aims to create sustainable service user-led initiatives and training, employment and volunteering opportunities.

Bubble Enterprises work in partnership to create social enterprises. They deliver a range of services, including:

- Enterprise engagement and training, to improve business skills and personal development of mental health patients, carers and professionals.
- Consultancy services in Enterprise and Social Enterprise development.
- Enterprise Creation, which provides hands-on support to develop new business opportunities through partnership.
- Café development, delivery and management such as the Oasis Bubble Café located in Stepping Hill Mental Health Hospital.
- Support the strategic development of the mental health arena in the North West, through research, consultation and an annual conference.

(For more see Cox and Schmuecker 2010b; Cox 2010)

Adding value

In addition to their contribution to the economy and to economic development, VCS organisations and social enterprises can bring a different perspective to strategic discussions, drawing on their 'on the ground' experience and perspectives on equality and social justice. A survey of sector leaders reveals they regard their distinctive offer to include:

- A better understanding of community and local circumstances
- A voice for excluded people
- Distinctive understanding of service delivery and what might work in a given area
- Identifying policy gaps
- An early warning system for emerging social issues
- Keeping unfashionable issues on the agenda
- Acting as a critical friend
- Linking social and economic issues
- Expert advice and guidance.

(Johnson and Schmuecker 2009)

Furthermore, the sector is arguably in the vanguard of re-interpreting traditional and often narrow economic ideas of 'value' which are being challenged today (Westall, 2009b).

The following box offers some examples of how the VCS has used its perspective to add value to strategic policy discussions.

Examples of VCS added value

North East Employability Framework

The VCS and social enterprise have been key partners in identifying the need for and helping to develop a regional employability framework (REF). The REF is designed to provide a single accessible network of employability support to both employers and individuals. Early analysis for the REF identified a 'witch's hat' spend profile, with relatively little spent on initial engagement with workless people or sustaining employment on entering a job. By recognising every stage of a customer's journey from welfare to work and the range of mainstream and alternative agencies which contribute, the framework aims to provide a more joined-up system and more effective case management. Partners' commitment to the REF has resulted in new ways of working together to combat worklessness, focused particularly on long-term incapacity benefit claimants, and it has influenced the profile of partners' spend, with funding more consistently deployed across the customer journey. An evaluation concluded it had added strategic value by strengthening partnership working, improving communication and promoting a shared understanding of employability (Employment Research Institute 2010)

Building Economic Resilience in Tameside

The Tameside Strategic Partnership (the Local Strategic Partnership) has realigned its resources to support local residents and business through the recession. This has included reform to commissioning procurement to increase the proportion of contracts with local business, particularly small businesses, a 'buy local' campaign and a wide range of employment and training initiatives, alongside targeted support for the VCS, including crisis support, capacity building, business planning and grants for premises. The involvement of the VCS in both the design and delivery of this work is considered valuable by the strategic partnership, as the sector brings a different insight into ways to support the economy and reduce worklessness.

The Future of the North West

In 2009, the North West Development Agency began work on developing a 'single strategy' for the region, bringing together economic development with planning, housing and transport.

To ensure the full involvement of VCS and social enterprise organisations, their representative organisations – including Voluntary Sector North West, North West Environment Link, Social Enterprise North West and One North West (the regional BME infrastructure organisation) – were members of the partnership board that oversaw the development of the strategy. Their involvement ensured the inclusion of a priority theme focused on releasing potential and tackling poverty. Alongside measures to increase economic inclusion, objectives for this theme included building on the strength of the VCS and social enterprise; revitalising areas experiencing social and economic deprivation and building strong communities; and tackling the challenges that result from multiple deprivation.

By engaging with a wide range of different voices and viewpoints, LEPs will benefit from drawing on a greater range of resources. Through greater pluralism these new structures will also help to strengthen their legitimacy and accountability.

However, despite evidence of the contribution the sector can make to the work of LEPs, there is no guarantee it will be involved. In the context of central government's desire to see a more localist approach, and its withdrawal of top-down targets and requirements, an edict to involve the sector in the work of LEPs is unlikely. Where the sector is not currently involved in the work of LEPs and wishes to be, an evidence-based case for the value added by the VCS and social enterprises to the work of LEPs needs to be compiled and communicated to the emerging LEP board members and officers. The next section provides an analysis of the ways in which the sector is currently involved in the work of LEPs in the North.



Chapter Three

Involvement of the VCS in Northern LEPs

3

Involvement of the VCS in Northern LEPs

Looking across the Northern LEPs that are being established reveals a mixed picture of engagement and involvement of the VCS, as the table below sets out. Some key observations include:

- The sector was involved in developing five of the eight successful LEP proposals.
- In Cheshire and Warrington, Liverpool City Region and Sheffield City Region either VCS or social enterprise organisations will have a place on the Partnership Board.
- Other mechanisms for engaging with the sector have been outlined, such as task and finish groups (Tees Valley), or a wider stakeholders' forum (Cheshire and Warrington and North Eastern).
- Some proposals do not mention the VCS or social enterprise at all.
- Many of the proposals offer warm words about the importance of the sector, but lack specific detail on what their role will look like in practice.

LEP	Represented on the Board?	Other roles specified?	Other comments?
Cheshire and Warrington	Yes	A wider stakeholder forum to hold the board to account.	The sector was consulted in the development of the proposal. The proposal emphasises the importance of the VCS and social enterprise contribution to society and the economy. The LEP will support the development of this sector to become 'active delivery partners'.
Cumbria	No	No	VCS and social enterprise consulted on the development of the proposal, and included on the shadow Board. But despite commitment to the Partnership Board including representatives of the business community "in terms of size, sector and geography, including the Third Sector", in practice, no VCS or social enterprise organisation succeeded in appointment to the board through the open application process used. Social enterprise is identified as a key growth sector, and the VCS and social enterprise are identified as having a key role to play generally: "stimulating job growth within the private, community and Third Sectors to compensate for job losses currently being experienced in the public sector" and in relation to employment and skills, where an identified priority is to "support and build capacity in the third sector in order to maximise the opportunities arising from the Big Society".

LEP	Represented on the Board?	Other roles specified?	Other comments?
Greater Manchester	No	No	States LEP will “sit at the heart of our existing partnerships between local government, businesses and other partners in further and higher education, and across the public, private and voluntary and community sectors.”
Leeds City Region	No	No	The proposal does not mention VCS or social enterprise organisations, although it does mention engagement of “other partners” going forward.
Liverpool City Region	Yes	No	Proposal states importance of Liverpool's active voluntary sector which is "a significant and growing employment sector in its own right". Activities include supporting the VCS to develop social enterprises and access finance. Representative of social enterprise proposed for the shadow board.
North Eastern	No	Membership of a wider LEP Forum to shape LEP priorities and review progress.	Social enterprise involved in the formulation of the proposal. Recognises the contribution of the sector to the economy, society and service delivery, and its role as a provider of employment and training and a community champion. Aims to provide a mechanism for the public sector to engage with the private sector and social enterprise on public service delivery reform.
Sheffield City Region	Yes	No	Social enterprises were involved in the formulation of the proposal. The Board will seek balance between large companies, small companies and social enterprise. States that engagement with the wider voluntary and community sector will be “maintained by existing Local Strategic Partnerships”.
Tees Valley	No	Task groups to engage VCS on pertinent issues.	Tees Valley voluntary sector network has been involved in developing the proposal. Proposal acknowledges the role the voluntary sector plays in Tees Valley, particularly in local regeneration. Specifies the involvement of the VCS on a task group on business and enterprise support for deprived communities.

The submission of proposals was the first stage in an ongoing process, and further work is ongoing to develop the partnerships and firm up their remit. This offers an opportunity to VCS and social enterprises to marshal evidence of their contribution to economic development and outline the role they should play, and use it as the basis for a dialogue with LEPs.

Chapter Four

Where now from here?

4

Where now from here?

Involvement of the VCS and social enterprises in LEPs could be of benefit to both sides:

- LEPs will be an important route for the VCS and social enterprise to engage in policymaking and to have a role in decisions about the future direction of economic development.
- The VCS and social enterprise constitute an important sector of the economy, creating jobs and economic value, as well as social and environmental benefit. By involving them in the work of LEPs, not only can effective strategies for growing the sector be devised, but different insights that address both economic and social outcomes can be gained

For this mutual benefit to be realised, actions need to be taken by both LEPs and the VCS and social enterprises.

LEPs should:

- Carry out a light touch audit to review and recognise the economic contribution of the VCS and social enterprise, and involve them accordingly.
- Ensure structures and processes for developing strategies and shaping actions are as simple and transparent as possible.
- Communicate these processes and mechanisms of engagement as widely as possible. Developing 'A Community Involvement Statement' that sets out how a wide range of stakeholders can input into the work of the LEP or be kept up to date with progress would be helpful.
- Develop methods for involving the VCS and social enterprise in the work of LEPs. Possible mechanisms would include:
 - VCS representatives on the Partnership Board
 - Involvement of the sector in task and finish groups in relevant policy areas
 - Sounding boards to scrutinise the work of the LEP and produce ideas and suggestions for strategic priorities. These could be thematic or sectorally based.

National government should:

- Be more explicit about the role of the sector in rebalancing the economy and delivering a more diverse economic base.
- Encourage the second wave of LEPs to give more specific consideration to how the VCS and social enterprise could be incorporated into their proposals.
- Challenge approved LEPs to demonstrate how they will engage with wider stakeholders including the VCS and social enterprise.
- Send clear messages about the expectations of stakeholder engagement beyond public and private interests to include the voluntary and community sector.

Where the **VCS and social enterprises** consider the work of LEPs a priority, they should:

- Carry out a co-ordinated review of the role and contribution of the sector in relation to the economic challenges and priorities of the LEP.
- Marshal evidence to demonstrate their contribution to economic development and strategic planning, and communicate it to targeted LEP stakeholders.
- Ensure effective structures are in place to gather views from the sector; facilitate communication with their LEP and feed information back to the wider sector.

The table below sets out key contacts and where further information about existing LEPs can be found at the current time. However, as LEPs become established, many will develop their own websites where they do not already exist.

Table: Source of information and key contacts

Leeds	
Information	http://www.leedscityregion.gov.uk/LEP.htm
Contact	Leeds City Region: lcr@leedscityregion.gov.uk 0113 247 4227
Sheffield	
Information	www.sheffieldcityregion.org.uk/local-enterprise-partnership
Contact	Sheffield City Region: enquiries@sheffieldcityregion.org.uk 0114 263 5685
Greater Manchester	
Information	http://neweconomymanchester.com/stories/1335
Contact	Manchester's Commission for the New Economy: info@neweconomymanchester.com 0161 236 7222
Liverpool City	
Information	www.merseyside.org.uk/displaypage.asp?page=242
Contact	The Mersey Partnership: askme@merseyside.org.uk 0151 227 2727
Cheshire and Warrington	
Information	http://www.cwea.org.uk/lep
Contact	Cheshire and Warrington Enterprise Commission: info@cwec.org.uk 01606 738038
North Eastern	
Information	
Contact	Initially through Tyne and Wear City Region: info@tynewearcityregion.co.uk 0191 548 5860
Cumbria	
Information	www.cumbria.gov.uk/news/2010/September/07_09_2010-121758.asp
Contact	Cumbria Social Enterprise Partnership rob.randell@cumbriacc.gov.uk 01768 800350
Tees Valley	
Information	http://www.teesvalleyunlimited.gov.uk/documents/LEP%20A%20Proposal.pdf
Contact	Tees Valley Unlimited 01642 524400

References

Cox, E (2010) Good Practice Guide for Practitioners: Supporting community and social enterprise in deprived communities Newcastle: ippr north

<http://www.ippr.org.uk/ipprnorth/publicationsandreports/publication.asp?id=761>

Cox, E and Schmuecker, K (2010a) Well North of Fair! The implications of the spending review for the North of England Newcastle: ippr north

<http://www.ippr.org/publicationsandreports/publication.asp?id=782>

Cox E, and Schmuecker, K (2010b) Growing the Big Society: Encouraging success in social and community enterprise in deprived communities Newcastle: ippr north

<http://www.ippr.org.uk/ipprnorth/publicationsandreports/publication.asp?id=761>

Commission for Rural Communities (2006) Making Best Practice Stick

<http://ruralcommunities.gov.uk/files/files/files/ST13.pdf>

Craig, G (2005) A 21st Century Voluntary and Community Sector for Yorkshire and the Humber Wakefield: Yorkshire and Humber Regional Assembly

Cable, V and Pickles, E (2010) "Local Enterprise Partnerships" Joint letter published by the Department for Communities and Local Government available at:

<http://www.communities.gov.uk/documents/localgovernment/pdf/1626854.pdf>

ippr north (2010) Rebalancing Local Economies: Widening economic opportunities for people living in deprived communities Newcastle: Northern Way

<http://www.ippr.org/publicationsandreports/publication.asp?id=779>

Johnson, M and Schmuecker, K (2009) All Inclusive? Third sector involvement in Regional and sub-regional policymaking. Newcastle: ippr north

<http://www.ippr.org/publicationsandreports/publication.asp?id=684>

Department of Business Innovation and Skills (BIS) (2010) Local growth: Realising every place's potential Cm 7961 London: BIS

<http://www.bis.gov.uk/assets/biscore/corporate/docs/1/pu1068%20-%20local%20growth.pdf>

Employment Research Institute (2010) Evaluation of the North East's Regional Employability Framework: Stage three report Edinburgh: Napier University

<http://www.teesvalleyunlimited.gov.uk/empskills/documents/REF%20STAGE%203%20REPORT%20final%20May%202010.pdf>

- Lewis, G (2001) *Mapping the contribution of the Voluntary and Community Sector in Yorkshire and the Humber*. Yorkshire and the Humber Regional Forum
- Macmillan, R (2005) *Mapping the voluntary and community sector across South Yorkshire: a scoping study*. Sheffield: CRESR
- <http://www.amazingpeople.org.uk/resource/Mapping%20the%20VCS%20across%20SY%20-%20a%20scoping%20study%20-%20Full%20Report%20Mar%202005.pdf>
- National Council for Voluntary Organisations (NCVO) (2010) *UK Civil Society Almanac* London:NCVO
- Northern Rock Foundation (2010) *Mapping Registered Third Sector Organisations in the North East* Newcastle: NRF
- <http://www.nrfoundation.org.uk/thirdsectortrends/downloads/Mapping%20TSOs%20in%20NE.pdf>
- SQW (2009) *Developing the partnership between third sector organisations and regional bodies: Strategy and action plan for NWDA*
- [http://www.vsnw.org.uk/files/NWDA%20SQW%20report%20final\(1\).pdf](http://www.vsnw.org.uk/files/NWDA%20SQW%20report%20final(1).pdf)
- VSNW (2008) *Response to the North West Regional Evidence Base Consultation Manchester*: VSNW
- VSNW (2007) *Contribution of the Voluntary and Community Sector to the Economy of the North West* Manchester:VSNW
- VONNE (2009) *Role of the sector in Procurement and Commissioning*. Briefing Note November 2009. Available from
- <http://www.vonne.org.uk/resources/briefings/index.php?flink=517#communities>
- VONNE (2000) *Contribution of the voluntary and community sector to the economic life of the North East region* Newcastle:VONNE
- Westall, A. (2009a) *Economic analysis and the third sector*. Birmingham:Third Sector Research Centre
- <http://www.tsrc.ac.uk/Publications/tabid/500/Default.aspx>
- Westall, A (2009b) *Value and the third sector* Birmingham:Third Sector Research Centre
- <http://www.tsrc.ac.uk/Publications/tabid/500/Default.aspx>
- Wiggins, K (2010) *Third Sector Online* "Stephen Bubb calls for more representation of voluntary sector on local enterprise partnership boards" 22 November
- <http://www.thirdsector.co.uk/news/Article/1042358/Stephen-Bubb-calls-representation-voluntary-sector-local-enterprise-partnership-boards/>

ACEVO is the professional body for third sector chief executives. We connect, develop, support and represent our members, to increase the sector's impact and efficiency.

We promote a modern, enterprising third sector, and call upon organisations to be:

- **Professional and passionate** in achieving change and delivering results
- **Well-led**, with a commitment to professional development, training and diversity
- **Well-governed and accountable**, with robust and fit-for-purpose systems to protect independence and enable effective decision-making
- **Enterprising and innovative**, taking an entrepreneurial approach to funding issues and striving for continuous improvement and sustainable development.

For more information, visit www.acevo.org.uk

