

Partnership work with public and private stakeholders

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Context

- Partnership principle embraced in UK since 1980s, partly due to EU requirements
- Increasing role of private sector in public policy in UK
- Shift from democratic governance to stakeholder governance

The role of public and private stakeholders

- In governance
 - On monitoring committees, on boards of public-private partnership companies
- In programme design
 - As consultees to assist programme development
- As delivery bodies
 - Using public funds to deliver projects for wider economic benefit

Governance

- Stakeholder governance a feature of UK regeneration programmes since 1990s
- Increasingly, decision-making transferred to private sector dominated companies or public-private partnerships

Case study: Cumbria Vision

- Established by the Regional Development Agency to improve Cumbria's economy
- Independent company, with a public-private board (majority private)
- Develops economic strategy for Cumbria, puts together sources of funding, ensures delivery

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Programme design

- Stakeholders as consultees during the development of new programmes
- Example: NW Competitiveness Operational Programme 2007-13
 - Developed by steering committee with sub-regional and regional representatives from all sectors
 - Widespread 12-week consultation with stakeholders
 - Sub-regional consultation events
 - Stakeholder focus groups on key themes e.g. transport, knowledge transfer, sites & premises.

Delivery partners

- Private sector have proven record in delivering projects
- Particularly important for projects which are market-oriented e.g. sites and premises
- Need to understand state aid implications!

Case Study: Westlakes Science Park

- Base for high-technology and knowledge-based companies
- Using the knowledge and skills of the area
- Several phases since 1988
- Total investment to date £27m (€40 mil.) from EU, national and regional funds
- Now employs 850 people in 45 companies



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Private sector international links

- IWE (inspiring Women Entrepreneurs) financed by Interreg IIIc RFO
- Involves 30 female entrepreneurs and 6 business supporters from 4 regions of Europe
- Networking of entrepreneurs to share experience and knowledge

Rural Women's Network

Connecting Cumbrian Business Women



Conclusions

- Stakeholder involvement is key to programme delivery
- The range of stakeholders will vary from programme to programme
- Private sector involvement is particularly difficult, but can be vital to success