

REPORT AND ACCOUNTS

The East of England Development Agency
Annual report and accounts - 2007/08

The East of England Development Agency (EEDA) is the driving force behind sustainable economic growth and regeneration in the East of England. The region comprises the six counties of Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Norfolk and Suffolk and the unitary authorities of Peterborough, Luton, Southend-on-Sea and Thurrock. The vision for the East of England is to create a leading economy, founded on a world class knowledge base, creativity and enterprise.

Our role is to:

- lead and mobilise partners and deploy resources to deliver economic growth in line with the demands and direction of local businesses and organisations
- deliver measurable, practical programmes that make a positive difference to people's lives and businesses
- invest in large, long term projects that have real impact on communities and people's lives.

To do this we are organised around four activity areas:

- Business Support
- Enterprise Hubs
- Investing in Communities
- Regional Renaissance.

To deliver this stretching programme, EEDA has an expenditure budget for 2007/08 of £153 million – less than 0.5 per cent of total public spending in the region.

“Forward momentum at a strategic level is matched by real progress in our service and delivery programmes”

Richard Ellis,
EEDA, chair

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The following pages are a customised view of the East of England Development Agency’s [Annual report and accounts - 2007/08](#).

To view a complete version, please visit www.eeda.org.uk/report.

EEDA's year in review – highlights 2007/08:

Our key achievements in 2007/08:

Regional leadership:

- working with our partners at local and regional level to deliver a new regional economic strategy for the next 20 years
- on transport, putting in place the building blocks for a Regional Infrastructure Fund to deliver major improvements to the region's transport infrastructure
- working closely with government minister for the region Barbara Follet MP
- delivering Destination Growth '07 – the region's leading business event.

Supporting business:

- an impressive first year for Business Link, helping over 98,000 businesses to grow run and start
- a new simplified portfolio of high quality business support services
- new enterprise hubs to support innovative new business growth in bio-technology, the creative industries and renewable energy.

Regional regeneration:

- from Thurrock to Kings Lynn, Luton to Ipswich – and at key points in between – major regeneration projects that improve local communities
- important landmark buildings – such as OrbisEnergy in Lowestoft, Eastport in Great Yarmouth, Cranfield Mill in Ipswich and the proposed new Royal Opera House production centre in Thurrock – all making significant progress.

Sustainability:

- launching our community-based Cut your Carbon campaign and the Business Resource Efficiency project.

Investing in our communities:

- transitioning our Investing in Communities programme through local authorities in line with the Government's sub-national review recommendations.

EEDA's year in numbers:

EEDA's key achievements, 2007/08:

- 4,927 jobs created or safeguarded
- 41,274 people with improved skills
- 1,480 businesses helped to start and grow
- 34,918 businesses performance improvements
- 52 hectares of brownfield land reclaimed
- £134 million leveraged in public and private investment.

EEDA's key achievements, from inception in 1999 to March 2008:

- 31,994 jobs created or safeguarded
- 143,513 people with improved skills
- 8,231 businesses helped to start and grow
- 61,092 businesses performance improvements
- 251 hectares of brownfield land reclaimed
- £679 million leveraged in public and private investment
- two new universities.

EEDA's financial performance:

- £132 million spent on programme activities
- full utilisation of cash resources available from Department for Business Enterprise and Regulatory Reform (DBERR)
- all outputs either reached or exceeded target range
- over £3 million of cashable savings achieved
- overall efficiency targets exceeded
- £134 million leveraged in public and private investment.

Chair's statement:

A year of change – a year of achievement

EEDA plays a critical role in driving forward the region's economy. Helping businesses grow and develop, improving life chances through enhancing local people's skills and delivering real change to communities through targeted investment are tangible achievements for us.

To do this requires real commitment from our own people and our partners. Local authorities, business groups and other organisations all play such a key role in shaping our region. It is only natural that they should also shape the strategy for regional economic growth – and our own plan for making sure we deliver against its objectives.

It was hugely satisfying to see towards the end of the year, such unqualified support both for the new regional economic strategy (RES) to 2031 and our own corporate plan 2008-11 which defines our contribution to the RES.

This “big picture” activity takes place against a changing landscape for all regional development agencies. The Sub-national Review, announced in July 2007, presents a number of exciting challenges and opportunities for EEDA. We are already making steps to align our activities to key recommendations in the review – moving rapidly to align our Investing in Communities programmes to Local Area Agreements, led by local authorities, is a clear demonstration of our commitment to change.

This forward momentum at a strategic level is matched by real progress in our delivery and service programmes. The first highly successful year of our new Business Link arrangements has laid a tremendous foundation for continued improvement in support for businesses across the region.

Our targeted business support services – including Manufacturing Advisory Service East and Enterprising Women – have also performed well during the year. EEDA again demonstrated its regional leadership with hugely successful Destination Growth and '07 ideas talk events. These attracted over 1,000 regional businesses to listen to – and be inspired by – global business leaders and showed EEDA at its very best.

This kind of marketing and campaigning is very much part of EEDA's role. During 2007, we have joined with other regional development agencies in pushing forward the Business Support Simplification Programme (BSSP) to make support for business far easier to understand, navigate and access. During the year, our sustainability agenda was given a major boost with launch of our 'Cut your Carbon' campaign aimed at communities. Our work in these areas remains very much a priority in the year ahead.

Likewise, significant progress has been made in the development of Enterprise Hubs in key areas of growth. It is particularly gratifying to see major projects nearing completion – OrbisEnergy in Lowestoft and Luton Innovation and Business Base being prime examples. The transformation of Norwich-based East of England Production Innovation Centre – soon to be upgraded to be the only high definition facility outside of London – is another excellent example of how EEDA investment is creating new jobs and developing key knowledge-based sectors in the region.

Another key challenge for the region is transport. Following the Eddington report, EEDA is working hard to demonstrate the economic payback from bottlenecks. EEDA has also taken the lead in exploring the options for a Regional Infrastructure Fund which could fund more key schemes.

Against this backdrop of shifting strategic priorities and responsibilities, and concrete progress in so many parts of the region, EEDA is also changing.

During the year two of our Board Members – Chris Paveley and Celia Cameron have retired. They played a significant role at EEDA during their tenure and I thank them for their commitment. Marco Cereste also stepped down from the board as business representative but was re-appointed as local authority representative. I am pleased to welcome Stuart Evans and Bev Hurley to the Board – both of whom bring strong experience from the business world.

I would also like to thank all EEDA staff for another year of tremendous hard work and commitment. I am sure everyone will join me in wishing David Marlow well. He will leave EEDA in July after almost five years as chief executive during which time his drive and energy was critical to both EEDA and the region. My personal thanks go to David for his leadership and commitment as well as his willingness to put his personal plans on hold during an important period for the region.

We will welcome Deborah Cadman as our new chief executive at a very exciting time in our development – a new regional economic strategy, a new corporate plan and a changing environment for all regional development agencies. I look forward to working with her in taking EEDA – and the region – forward.

Richard Ellis,
EEDA, chair

Footnote: This year we are making important changes to our report and accounts. In line with the region's sustainability agenda – and our own 'Cut your Carbon' campaign – we are making this important document only available online. There will be the same level of information you would expect in terms of our Director's report and accounts – and a concise review of our progress and achievements during the year. This will be accessible via our website – www.eeda.org.uk/report – from September 2008. Taking this route substantially reduces both our costs and our carbon footprint in terms of production, transport and paper usage.

Chief executive's review:

This year's annual report marks the culmination of EEDA's 2005/08 corporate plan, and will also be my last as EEDA's chief executive. This review provides a useful channel for reflecting on EEDA's more medium-term progress, as well as reporting back on our specific 2007/08 activities and performance.

I hope, in retrospect, the 2005/08 period will be seen as one in which EEDA made a number of important and positive contributions to the regional economy, whilst meeting all of the government's spend and output expectations of us. The 2005/08 corporate plan positioned EEDA as having three core roles and functions for the East of England – shaping strategic direction; influencing partners (public, private and third sector) to follow that direction; and delivering a small number of major interventions well.

In terms of strategic direction, we now have, for the first time ever as a region, a regional economic strategy and a new regional spatial strategy that could sustain the East of England as a leading UK and EU region. In terms of influencing partners, we now have a pattern of regional and sub-regional boards, partnerships and groups all committed to progressing significant elements of this strategic approach and advocating regional priorities to government. And in terms of delivery, the corporate plan launched our four "products" – Business Support, Enterprise Hubs, Regional Renaissance and Investing in Communities (IiC). At the end of this period EEDA has enabled the regional economy to benefit from:

- the new Business Link service supported by a simplified, targeted architecture of business support interventions
- a network of Enterprise Hubs, supported by a range of financial and knowledge exchange instruments
- a suite of major flagship investments in our towns and cities which include, for instance, university centres to new infrastructure developments to mixed use regeneration schemes

- skills, enterprise and employment regeneration projects in our disadvantaged communities; making increasing contributions to Local Area Agreements and other area-based initiatives, supported by regional work on issues like migration and social enterprise.

But we should not be self-congratulatory about our 2005-08 achievements. The challenges facing the East of England economy, and ourselves as a regional development agency, have, if anything, increased over this period. Future prospects for the region and for the powers and resources EEDA will be able to bring to influence regional outcomes, are arguably even more challenging. However, I believe this annual report supports our claim to be contributing positively and consistently to all the major communities and sectors in our region.

For this contribution, and for their support during the five years since I was appointed to lead EEDA, I would like to thank Richard Ellis and the EEDA board, my hardworking and committed work colleagues, and a range of partners and stakeholders too numerous to mention individually. Each of you have given the East of England powerful and firm foundations from which we can move forward. I wish this wonderful region and all of our businesses, communities and people every success as you build on those foundations.

David Marlow
EEDA, chief executive

EEDA in context:

The region and how we work

The region:

The East of England is the second largest region in England covering 19,120 square kilometres with a population of 5.6 million. It covers six counties: Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Norfolk and Suffolk and includes four unitary authorities – Luton, Peterborough, Southend-on-Sea and Thurrock.

It has a diverse and high quality environment, stretching from the edge of London in the south to remote coastal and rural areas in the north and east. The region's functional urban areas have collective strengths on which they are able to capitalise.

Principally, these are:

- capacity for, and commitment to, growth
- proximity to London
- international transport gateways
- the knowledge-based economy

higher education and

- research institutions
- world-leading environmental expertise
- national creative and cultural centres of excellence.

The region also contains three out of the four national priority Growth Areas 2 and three candidate Growth Points 3. The region's rural and coastal areas have their own diverse economy, overlaid by agriculture and tourism businesses.

The East of England region is strategically placed for access to Europe both by air and sea. London Stansted and London Luton airports have both achieved strong growth in recent years.

Felixstowe and Tilbury are the most dominant of the seven major seaports in the region. Felixstowe is the largest and fastest growing container port in the UK – already accounting for 40 per cent of the country's container traffic – and the fifth largest in Europe. The proposed port expansions at Felixstowe, Harwich, London Gateway and Great Yarmouth underline the region's importance in providing economic "arteries" to the rest of the country.

The East of England- key facts

- population of 5.6 million
- GVA of £109.9 billion – 9.7 per cent of the UK total
- GVA per head of £19,599, compared to the UK average of £18,631
- employment rate of 77.2 per cent in the East of England, compared to the UK rate of 74.4 per cent
- in the second quarter of 2007 the proportion of children living in workless households in the East of England was 14 per cent, compared with the UK figure of 16 per cent
- the level of multiple deprivation score in the East of England is 14.86, compared to the UK score of 21.61
- 66.3 per cent of adults in the East of England have Level 2+ skills compared to 68.1 per cent across England
- 26.6 per cent of adults in the East of England have Level 4+ skills compared to 28.9 per cent across England.

Our background and public service agreement targets:

EEDA is one of nine regional development agencies (RDAs) in England. Established under the Regional Development Agencies Act 1998, RDAs have a remit to:

- further economic development and regeneration
- promote business efficiency, investment and competitiveness
- promote employment
- enhance development and application of skills
- contribute to achieving sustainable development.

The framework within which this remit is delivered comprises a corporate plan, which sets out how EEDA prioritises its work around the key aims and objectives of the regional economic strategy and its contribution to public service agreement targets, established in the Government's spending review 2004. As part of its role, EEDA is also required to deliver a range of core outputs which are detailed below.

Regional economic strategy (RES):

Regional development agencies have the key responsibility for production of the regional economic strategy for their region. There is an inclusive process by which EEDA ensured wide stakeholder engagement across the region. During 2007/08, EEDA consulted widely across the region to develop a new RES to take the region forward over the next 20 years. This process involved:

- a strategy committee comprising representatives of the EEDA Board and key regional organisations
- a highly participative scenario-modelling process comprising workshops throughout the region and involving more than 50 organisations

- detailed consultation with individual groups on specific issues
- an in-depth, two-stage, formal written consultation process covering initially the high-level issues and subsequently the full draft strategy supported by over 90 meetings held across the region.

The consultation process generated 231 formal responses with 270 people representing 180 organisations attending workshop events. Over 80 consultation meetings were held with local and regional partnership groups and agencies.

The strategy identified the following eight strategic goals, which address the sustainable economic development of the region:

- a skills base that can support a world-class economy
- growing competitiveness, productivity and entrepreneurship
- global leadership in developing and realising innovation in science, technology and research
- high quality places to live, work and visit
- social inclusion and broad participation in the regional economy
- making the most from the development of international gateways and national and regional transport corridors
- a leading information society
- an exemplar for the efficient use of resources.

EEDA – responsive leadership to take the region forward

The regional economic strategy sets out guiding principles for the region's economic direction. EEDA responds by developing its own corporate plan to align closely with the region's overarching objectives for the next 20 years.

More than this, EEDA is structured to best deliver these goals and priorities with a clear set of interventions. During 2007/08, EEDA's four delivery areas – or "products" – were:

- Business Support
- Enterprise Hubs
- Investing in Communities
- Regional Renaissance.

These four products are supported and complemented by a range of other activities that either:

- contribute to or support delivery of specific regional economic strategy goals – such as skills development
- provide a focus for themes that cut across all core products and activities – for example, mainstreaming and promotion of digital content and take-up
- support and influence regional policy strategy initiatives – including regional partnerships and research and intelligence.

With a new RES receiving stakeholder approval in 2008, EEDA will move forward during the remainder of the year and beyond with a new focus to ensure we best

deliver for the region in the following areas. Our new corporate plan for 2008-11 sets out the following key areas of activity:

- Business Support: enable and encourage businesses to access publicly funded business support services
- Science, Innovation and High-Level Skills: build on the region's science base and increase the commercial exploitation of ideas
- Regional Infrastructure: prioritise and enable increased investment in the region's infrastructure.
- Economic Participation: improve the employability and increase opportunities for individuals unable to participate in the region's economy
- Sustainable Economy: enable businesses and individuals in the region to improve their efficient use of resources and supporting the land-based renewable energy and environmental sectors to grow
- Strategy and Intelligence: deliver high quality evidence-based policy making, evaluation and investment planning in the East of England
- Partnerships, Advocacy and Communications: undertake a successful programme of partnership working to implement national policy and act as advocates for the region both nationally and internationally.

EEDA will now move forward with this challenging programme – and we look forward to reporting progress in 2008/09.

Business Support overview:

Why Business Support?

The East of England has over 430,000 businesses – but only a small number seek the advice and support that could help them grow. Through a range of partners – including Business Link, Women’s Enterprise and the Manufacturing Advisory Service – EEDA delivers a range of services designed to help entrepreneurs start and develop their businesses. We also provide regional business leadership through major events.

Our achievements:

- **a year of success for Business Link:** Business Link East has engaged with over 98,500 local businesses – exceeding its target of 95,535. More than 27,600 pre-start companies, 4,939 new start businesses and 66,288 established businesses also benefitted from advice and support. Service satisfaction levels also increased markedly, as Business Link enjoyed a strong start as an EEDA-funded programme
 - **supporting manufacturers:** the Manufacturing Advisory Service East (MAS East) plays an important role in the region offering advice to businesses seeking improvements to the way they operate
 - **supporting enterprising women:** launched in 2006, the Enterprising Women programme aims to increase the number, sustainability and growth of women-owned business. This is achieved through a mix of online promotion and connection, news and resources, together with growth training workshops and networking events throughout the region which animate the community. There are now over 3500 members in the community; over 1000 women have received training, around 800 businesses have been assisted, and 250 new jobs and businesses have been created through Enterprising Women’s activities
 - **simplifying support for business:** EEDA has made very good progress on the Government’s Business Support and Simplification Programme (BSSP) to simplify the business support provision funded by the public sector. We are well on course to meet the target of having simplified and streamlined business support in the East of England, without, reducing quality or the appropriateness of support on offer
- All regions have been required to submit Regional Transitional Management Plans – a detailed explanation of how each region will achieve the simplified business support offer. We are now working with the East of England Regional Skills and Competitiveness Partnership to deliver on our objectives. EEDA will be meeting with all the local authorities and other providers of publicly funded business support to assist them through the process as well, ensuring that the region meets the 2010 deadline for a simplified support offer to business
- **Destination Growth ‘07 – EEDA and the region at its best:** drawing together global business leaders and almost a thousand local business people, Destination Growth is the region’s most significant business event. The 2007 event was a major success – drawing very positive plaudits from attendees and speakers and successfully positioning EEDA as a strong advocate for the region and its businesses
 - **ensuring the region wins at the London 2012 Olympic Games and Paralympic Games:** Businesses in the East of England are ideally placed to capitalise on the economic benefits of the London 2012 Games. CompeteFor, the London 2012 games electronic procurement ‘dating’ system was launched in the region with EEDA support in March 2008, with over 500 businesses attending the event. Over 2100 businesses from the region have registered on CompeteFor with 38 of them already winning contracts.

Enterprise Hubs overview:

Why Enterprise Hubs?

The East of England is the only UK region to feature in the European research and development “top ten” and has the highest level of EU research and development partnering. To ensure the region continues to develop research and is enterprise-driven, EEDA works with partners to develop Enterprise Hubs – incubation centres to provide space for ideas to grow.

Our achievements:

- **creating the right environment for growth:** EEDA’s Enterprise Hubs programme continues to respond to specific growing local business clusters by creating the right kind of physical and networking environment for young innovative businesses to develop. For example, this year saw the start on site of the new OrbisEnergy centre at Lowestoft – to act as a focus for the growing renewables energy sector in the region. Opening is expected in autumn 2008.

The East of England Production Innovation Centre in Norwich is providing Europe-leading digital television and film production facilities in Norwich. This successful EEDA-funded transformation of the former Anglia TV production facilities is now positioning the city once again at the forefront of creative industries development – with further EEDA funding awarded to equip the centre with high-definition facilities.

EEDA has also continued to invest in encouraging the growth of the bio-technology sector in the Cambridge area. At the Babraham hub, EEDA has seen continued high occupation of the Meditrina building.

The Luton Innovation and Business Base is now open and attracting tenants. There have also been similar developments in Peterborough – where the first phase of a new innovation centre was opened in January 2008 – and at Cranfield University, where a new integrated vehicle health management system is under development with EEDA funding.

EEDA is also partnering a number of major corporate organisations in the creation of new

enterprise science parks. During 2008, we expect to report positive progress on development at Colworth, in Bedfordshire, and Martlesham, near Ipswich, where we are working with Unilever and BT respectively.

- **funding innovation:** EEDA provides a range of funding to support innovation and enterprise in the region. The Finance for Innovation (FFI) portfolio includes the Grant for Research and Development, the Proof of Concept Fund and Selective Finance for Investment in England.

EEDA’s innovative competition – Running the Gauntlet – was another highlight during the year – attracting regional entrepreneurs to hone their business skills in order to attract equity funding.

Investing in Communities overview:

Why Investing in Communities?

Enabling everyone to participate is essential for the continued growth and development of our economy – harnessing the untapped time, skills and creativity of our population to ensure that we remain one of the UK's top performing regions. Through the Investing in Communities programme. EEDA has been tackling the barriers that prevent some groups of people from participating fully.

Our achievements:

- **changing the way we work:** during 2007/08 the county and unitary local authorities in the region have taken over accountability for our sub-regional programme, aligned to their Local Area Agreement outcomes – demonstrating our commitment to the Government's sub-national review agenda. This important strategic transformation is already delivering a more accountable and transparent means of delivering value and investment to targeted communities in the region.
- **taking our migrant worker programme national:** EEDA is widely recognised for its work on issues around migrant labour. As well as supporting studies on migration trends and experiences – feeding into both the regional and national debate – EEDA also commissioned a pilot on-line information portal for both workers and employers. This “one stop shop” provides detailed information and signposting to valuable information sources in multiple languages. Recognised for its excellence, a national portal is now to be delivered across England with a number of regional development agencies supporting its development.
- **investing in social enterprise:** a coherent package of social enterprise support has now been created. During the year, a five year community development finance package was let to Foundation East, providing loan finance across the region to viable social enterprises that would struggle to find funding from high street banks.

The new Building Communities Fund has also delivered tangible results by enabling community-owned organisations to purchase or develop community assets. The Ferry Project is typical of the success we are seeing – creating a self-sustaining business in Wisbech providing employment and training opportunities for homeless people.

Regional Renaissance overview:

Why Regional Renaissance?

Creating sustainable and attractive communities, towns and cities is a key EEDA objective. Regional Renaissance brings together the public and private sector to regenerate some of the most deprived areas in the East of England – creating vibrant new areas for industrial, commercial and cultural projects.

Our achievements:

- **focusing on major projects:** across the region, EEDA is working with a wide range of partners to deliver landmark regeneration projects that will have a lasting impact on local communities. In Great Yarmouth, the highly visible Eastport outer harbour project has gathered pace during the year – creating a major new deep water port facility for the East of England. The £54 million project – of which EEDA has invested £9 million – is scheduled for completion in September 2008.

Further along the coast, Cranfield Mill is the latest manifestation of the Ipswich waterfront renaissance. This £50 million development – kick-started by an EEDA investment in securing land and disused buildings – has been transformed into an attractive residential area for 330 new homes plus leisure and cultural facilities. The landmark OrbisEnergy project – an Enterprise Hub for offshore renewable energy – in Lowestoft also progressed rapidly towards its scheduled opening in Autumn 2008.

A similar transformation is taking shape on the Nene waterfront in Wisbech, where building will begin shortly on a major residential development in this attractive riverside setting. During the year, the Nar Ouse project also progressed rapidly with new homes being built and the planned relocation of the College of West Anglia – with a Kings Lynn campus for Anglia Ruskin University – also underway.

Higher education facilities in Southend, for the University of Essex, and the new University Campus Suffolk, were also completed during the year. There was also considerable progress in re-establishing the Maylands Industrial Estate as a major employment area, following the Buncefield disaster in 2005. The purchase of land adjacent to the site with English Partnerships has also created additional re-location space for businesses which are moving out of the new enlarged exclusion zone around the complex.

It's not just about the built environment. At Wat Tyler Country Park in Basildon, EEDA has collaborated with the RSPB on a major green space leisure facility.

- **developing cultural projects:** four major projects are now underway to enrich the cultural life of the region. Construction work at firstsite:newsite, a new visual arts facility for Colchester, is now nearing completion. The new DanceEast project – a key part of the Cranfield Mill re-development in Ipswich – will bring four new dance studios to the town's waterfront. In Luton, the Carnival Arts Centre – the only facility of its kind in the UK – will also be completed during 2008/09. EEDA is also supporting the move to bring the Royal Opera House's production facilities to Purfleet in Essex, where a new national skills academy for creative production will be created.

Measurement and monitoring

Accountability

EEDA's performance management and reporting operates at several levels; in addition to Government reporting requirements on our key activities in relation to outputs and utilisation of resources, stakeholder accountability is enforced through:

- regular liaison panel meetings with the East of England Regional Assembly (EERA)
- high-level meetings between senior EEDA executives, the Government Office for the East of England (GO East) and EERA
- regular accountability meetings within the sub-regions where EEDA is held to account for its performance.

Our key performance management tool

EEDA employs a scorecard approach as our key performance management tool, and over a period of time we have developed the traditional balanced scorecard methodology to meet the specific needs of EEDA.

Our 'performance scorecard' covers all areas of EEDA's organisational activities and links the key areas of activity identified in our business plan to a detailed set of action plans. These action plans are based around our internal directorate structure and are supported by a series of 'enabling' goals.

To complement the action plans, we monitor our performance against a number of key 'areas for improvement' to ensure that not only do we achieve our key aims and objectives for the year, but we continually improve the ways in which we work. EEDA also employs staff and customer satisfaction surveys to measure our performance across a broad range of areas. The results of the surveys are used to inform EEDA management to ensure that the organisation continuously improves

Reporting and sharing our progress

The performance scorecard is used as a framework to document progress in achieving key targets for the year and also in implementing improvements in priority areas. The EEDA Board and the executive receive monthly reports on progress against the actions set out in our performance scorecard and where appropriate these reports are used to re-focus our resources to ensure that our corporate targets are met. The monthly reports are also shared with all EEDA staff as well as GO East and EERA.

Performance in both financial and output delivery terms is summarised in the following tables.

Programme summary – net expenditure

	Capital £'000	Current £'000	Total £'000
Business Support	3,997	24,619	28,616
Enterprise Hubs	17,209	6,610	23,819
Investing in Communities	12,801	11,786	24,586
Regional Renaissance	11,501	2,893	14,394
Skills	15,592	191	16,083
Regional Delivery Partners		3,422	3,422
Sub-regional / Local Delivery Partners	–	1,779	1,779
Promoting Broadband and Digital Content	819	613	1,432
Regional Championing and Branding	165	2,541	2,706
Research and Intelligence	–	1,642	1,642
Rural programmes	4	536	541
Promoting Environmental Sustainability	81	335	416
Total Programme Activities	62,170	57,296	119,466
Running Costs	725	12,020	12,746
Total net expenditure	62,896	69,316	132,234
DBERR grant-in-aid allocation	62,913	69,321	132,234
Underspend on allocation	-17	-5	-22

In addition, EEDA incurred non-cash costs (depreciation, write-downs and cost of capital charges) of £1,661K against an allocation of £7,158K

The overall level of net spending in 2007/08 was around £5 million lower than the previous year as EEDA received reduced cash resources to deliver the existing programmes that were set out in the corporate plan 2005/08. The vast majority of the expenditure was incurred delivering the four core products and individual commentaries earlier in the report set out more detailed analysis of the expenditure incurred and the outputs delivered within each product area.

Maximising resources

In terms of budget management, net cash expenditure was within £0.1 million of the grant-in-aid allocation awarded to the Agency by the DBERR. The non-cash allocation, however, far exceeded EEDA's requirement and was underspent by £5.5 million. These results were in-line with forecasts provided to the Department throughout the year. The Performance Dashboard achievement target of being within one per cent of the budget allocation was therefore met for cash expenditure. This reflects the further improvements made in financial management systems and processes within the last 12 months.

Summary of outputs achieved by programme

	Jobs Created	Employment Support	Business Created	Business Supported	New collaborations with UK Knowledge Base	Leverage £m	Leverage private %	Brownfield Land reclaimed (ha)	Skills	Basic Skills	Skills Level 2
Business Support	3,746	2,177	1,339	26,725	13.5				1,659		120
Enterprise Hubs	417	152	51	2,277	374	7.4		0.4	1,330	79	160
Investing in Communities	385	7,567	29	554	34	7.8		1.8	15,780	2,789	446
Regional Renaissance	187	117	45	640	110	73.6		49.5	4,494	71	464
Skills	29	3,014	7	1,347		32.0		0.5	14,536		
Sub-regional Partners	64			340					1,241		
Rural programmes	83			8	1,598	33			1,141		
Other activities	16	2	1	1,437	18				1,093		16
Total achieved in year	4,927	13,029	1,480	34,918	569	134	45	52	41,274	2,939	1,206
of which - urban	3,274	8,215	868	20,441	381	88		24	27,204	2,178	952
of which - rural	1,653	4,814	612	14,477	188	46		28	14,070	761	254
including disadvantaged areas	491	924	99	2,219	52	13		2	2,525	191	57
Target for year	4,200	2,100	1,800	16,000	360	72	44	40	30,750	770	720

As in previous years, EEDA has in nearly all areas exceeded its output targets. The only exception to this is that in respect of the target for businesses created. However, even this output figure of 1,480 is well above the lower point of the target range.

This was the third year since collecting data on certain outputs became a new requirement (employment support, business supported new collaborations in knowledge base, and basic and level 2 skills) and since significant changes in the definitions of leverage and skills. Targets for 2007/08 therefore were set with more experience from which to provide a definitive benchmark.

It is also pertinent to recognise that securing outputs, although these are important, real and quantifiable, is only part of EEDA's contribution to the success of the region. Strategic added value gained from the influencing and strategic advisory roles is also vital, with the end result being a contribution to RES goals and outcomes for the region.

Achieving efficiency

The Government's Spending Review 2004 set targets across the whole of government to achieve annual efficiencies of at least 2.5 per cent per annum.

As part of this process, and contributing to the then DTI commitment to achieve efficiencies of £380 million by the end of 2007/08, all regional development agencies were required to produce efficiency plans covering the period 2005/06 to 2007/08, setting out their approach to efficiency and an action plan to secure the target of 2.5 per cent year on year for this period.

EEDA's efficiency plan was approved in June 2005. Efficiencies set out in the plan were required to be categorised into cashable and non-cashable, and into administration and programme.

Cashable efficiencies comprise those that result in a direct financial saving or benefit with monies released able to be recycled to other parts of EEDA to deliver better results/outcomes consistent with regional and corporate objectives. At least 50 per cent of the savings target was required to be cashable.

Non-cashable efficiencies are those gains that do not necessarily result in lower costs but which lead to improved performance for the same level of resources/inputs.

Administration savings are those in respect of the underlying running costs of the agency, while programme savings are those arising in the delivery of programmes and interventions of the agency.

A methodology for measuring non-cashable programme savings was agreed with DTI based on a target level of outputs representing at least a 2.5 per cent increase in delivery compared with a baseline developed from achievements in 2004/05.

Achievements in 2007/08

EEDA's efficiency plan included a range of initiatives intended to realise significantly more than the minimum target of 2.5 per cent in both 2005/06 and 2006/07. In addition to providing a certain level of challenge, this also provided an in-built contingency should some of the identified initiatives not to be practicable or realisable in full. Cashable efficiencies exceeded targets by £0.5 million in the first two years of the plan and the equivalent figure on the non-cashable programme was nearly £4 million.

In 2007/08, total savings exceeded the target by £5 million due to the increased level of outputs generated (details of which are reported above). The significant achievement over target in respect of non-cashable savings is due to the efficiency savings being measured against the baseline set in 2004/05, whereas EEDA has since continued to increase its own output targets to reflect increases in performance. The methodology for efficiency reporting, however, continues to use the baseline established in the original efficiency plan approved in June 2005. Cashable efficiencies fell short of their in-year target by £0.3 million although, across the three years of the programme, administration and cashable savings in total both exceeded their targets.

Measurement and monitoring

The final savings/efficiencies secured in 2007/08, and for the cumulative three year programme, can be summarised as follows:

	Excess savings from years 1 & 2	Target for year	Achieved in year	Excess / (shortfall) in year	Excess / (shortfall) over 3 years
	£m	£m	£m	£m	£m
Total Savings					
- Administration	0.414	0.790	0.748	-0.042	0.372
- Programme	4.040	6.485	11.479	4.994	9.034
Total	4.454	7.275	12.227	4.952	9.406
Cashable Savings					
- Administration	0.414	0.790	0.748	-0.042	0.372
- Programme	0.112	2.847	2.576	-0.271	-0.159
Total Cashable	0.526	3.637	3.324	-0.313	0.213
Non Cashable Saving	3.928	3.638	8.903	5.265	9.193
Total	4.454	7.275	12.227	4.952	9.406

For the period of CSR 2007, the efficiency agenda within RDAs is being taken forward through new Value For Money plans which will be agreed with DBERR in late summer / early autumn of 2008.

Setting EEDA's direction:

EEDA's values:

EEDA has a set of underpinning values.

These are:

- we are enterprising and ambitious for the region and ourselves
- we contribute to the region through informed decisions and effective delivery
- we behave with integrity and are a supportive, responsible organization
- we embrace diversity and work with others in a collaborative way
- we encourage innovation and are a catalyst for Europe's ideas region.

Developing EEDA:

EEDA has a continuing programme of transformation and an integrated approach that allows staff to develop their skills and abilities, both individually and collectively. This enables EEDA to deliver the regional economic strategy alongside its partners.

Key operating policies:

EEDA has a solid framework of policies and protocols that form part of the ethical framework. These documents, taken in conjunction with the regional economic strategy and corporate plan, provide a robust approach to business and ensure that EEDA conducts its business according to ethical principles. EEDA's ethical framework is a set of rules and procedures that set out the standards of behaviour that EEDA expects of its Board Members and staff. It also deals with the way in which the Board and employees should relate to one another.

Equality and diversity:

EEDA is committed to embedding equality and diversity in all of our functions and aim to become an exemplar organisation, leading by example. In the last year we have embarked on an extensive staff training programme to undertake equality impact assessments. These are now incorporated at a very early stage of our project planning process.

During the year, EEDA undertook a comprehensive self-assessment of procurement and HR policies as part of the Committed2Equality (C2E) scheme. In April 2008, EEDA received the gold standard C2E award – the first regional development agency to do so.

EEDA's disability equality scheme was published in December 2006, in which we have adopted the social model of disability. We want to ensure our own employment practices reflect our equality and diversity values and aim to go beyond our legal obligations. To this end, we continuously review all our human resources policies and procedures.

Gender, ethnicity and age profiling for EEDA employees as at 31 March 2008

Grade	Students & Admin		Technical Managerial		Professional Managers		Senior		Total	
	M	F	M	F	M	F	M	F	No	per cent
White (British)	-	1	13	44	45	47	13	8	171	88.6
White (Other)	-	-	-	2	5	3			10	5.2
Indian	1	-	-	1	-	-	1	-	3	1.6
Bangladeshi	-	-	-	1	1	-	-	-	2	1.0
Pakistani	-	1	-	-	-	-	-	-	1	0.5
Asian or Asian British	-	-	1	-	-	-	-	-	1	0.5
Black (British)	-	1	-	-	-	-	-	-	1	0.5
Black (Other)	-	-	-	-	1	-	-	-	1	0.5
Chinese	-	-	-	-	-	1	-	-	1	0.5
Other	1	-	-	-	-	1	-	-	2	1.0
Total	2	3	14	48	52	52	14	8	193	100

Age Range	No. of Employees
Under 20	1
21 to 30	40
31 to 40	70
41 to 50	59
51 to 60	55
Over 60	6

Board biographies:

Richard Ellis, chair

Richard began a second three year term as chair of the East of England Development Agency in December 2006. He is the lead chair for the nine English Regional Development Agencies (RDAs) on rural and sustainable development issues, including climate change – representing the RDAs in work with DEFRA.

Richard is a Chartered Management Accountant, qualifying with Alcan Aluminium in 1979. After leaving Alcan he worked primarily in the Food Processing Industry (Tucker Foods, UniChips Spa and Kettle Foods, where he was chief executive until 2000.) In addition Richard and his wife Lesley started and have grown their family business into the largest self-catering cottage agency in the region with over 600 properties in its portfolio. Their brands include Norfolk Country Cottages and Suffolk Secrets.

In addition his own interest in community activity and sustainable development means that he has been actively involved in a number of regional bodies including Business in the Community, The Princes Trust and Arts and Business as well as chairing the East of England's Sustainable Development Roundtable for three years prior to being appointed as EEDA's chair. In 2004 Richard was recognised for his leadership and personal action in corporate social responsibility which has had a significant impact on business and society through the Prince of Wales Ambassador's Award.

In 2006 the Chancellor asked Richard to co-chair a new energy efficiency task group with John Healey, then Financial Secretary to the Treasury. This group examined the progress being made on business energy efficiency and the appropriateness of resource efficiency advice services available to business and their recommendations were reflected in the 2007 Budget.

Richard chairs EEDA's Strategy Committee and sits on the Remuneration and Selection Committee.

Richard is also a trustee of the Theatre Royal in Norwich, a director of the Forum Trust, a director of Rothamsted Research and a trustee of the Norwich Heritage Economic and Regeneration Trust (HEART).

George Kieffer, deputy chair

George is currently a self-employed management and financial consultant. He is deputy chairman of East of England International and a non-executive director of Harwich Haven Authority, Essex Development and Regeneration Agency and Swan Housing Association, the Region's largest social landlord. His other business interests include a group of restaurants in London. Previously he was Group Managing Director of IBP Aircraft Ltd, a company active in the aerospace and defence sectors and deputy chairman and Head of European Businesses of Sega Enterprises Ltd of Japan.

He has held several voluntary sector positions and is a trustee of The Second World War Experience Centre in Leeds. He is a fellow of the Royal Aeronautical Society and a member of the Royal United Services Institute. He is a freeman of the City of London and a past master of the Worshipful Company of Turners. George chairs EEDA's Resources Committee and sits on the Remuneration and Selection Committee.

Stephen Castle

Stephen Castle is the Essex County Council cabinet member for Economic Development, Regeneration and the London 2012 Games. He sits on EEDA's Strategy Committee and the board of the Thames Gateway Strategic Partnership representing the East of England Regional Assembly, and is also deputy chairman of the Thames Gateway South Essex Partnership. Stephen is the deputy chairman of the LGA Culture, Tourism and Sport Board. Stephen was also former president and board member of the national Conservative Party.

Stephen has been the East of England's leading player in the London bid to host the 2012 Olympic Games and Paralympic Games since its inception, which has culminated in his chairmanship of the Nations and Regions East group (the organisation responsible for all aspects of Olympic activity in the East of England) and membership of the Nations and Regions Group of the London Organising Committee for the Olympic Games. Stephen is also currently the chairman of the East Regional Sports Board (with the responsibility of overseeing the development of sporting excellence across the East of England).

Board biographies

A lifelong resident of south Essex with two young sons, he is director of Castle Opticians, the largest independent chain of optometrists within Essex, and a qualified ski instructor. In his spare time he enjoys swimming, gardening and travel.

Paul Burall

Paul Burall was elected to King's Lynn and West Norfolk Borough Council in 1991 and was leader of the Liberal Democrat Group on the Council until 2005. He is also a member of Dersingham Parish Council. He was a member of the East of England Regional Assembly from 2001 to 2004 and of the Executive Committee of the Assembly and the Regional Planning Panel from 2003 to 2004. Paul chaired the Liberal Democrat party's Environmental Assessment Group from 1991 until 2006 and is currently chairing a Party working group that will produce a policy paper on the natural environment in 2009. He is a Policy Council member and former vice-chair of the Town and Country Planning Association. He is also an active member of a number of voluntary organisations.

Paul is a freelance writer and lecturer specialising in environmental, design, and industrial and management issues. He was a visiting Professor in the Faculty of Engineering at the University of Ulster (advising on environmental issues) from 1997 to 1999.

Paul is a member of EEDA's Strategy Committee and EERA's Environment and Resources Panel, as well as being a board member of Renewables East and chair of the Inspire East Advisory Board.

Marco Cereste

Marco is the chair of a group of family businesses operating in the UK and Italy. The Italian Government has awarded him two major honours. In 2001 he was awarded the rank of "Cavaliere Ufficiale" (Italian Knight) in the Order of Merit and in 2002 he was awarded one of Italy's highest honours La Stella Doro Della Soledarieta Italiana, First Class.

He has worked in the NHS for 22 years and is chair of the Peterborough Primary Care NHS Trust. He is founder chair of NHS Confederation, is a former member of the NHS Executive International Audit Development Group and the NHS Corporate Governance Advisory Panel. He is chair of Peterborough Health Partnership Board.

Marco is chair of the Anglia Support Partnership and is Deputy Chair of the Greater Peterborough Partnership, Chair of Peterborough Renewable Energy Limited and holds a number of non-executive directorships including Opportunity Peterborough.

Marco has obtained office as a local councillor, has held office as chair, treasurer and secretary of the local branch of the Conservative Party and has canvassed on behalf of the party. Marco is deputy chair of EEDA's Resources Committee. He is also a member of the EEDA/EERA Liaison Panel and the EEDA/EERA Europe and International Affairs Panel.

Sheila Childerhouse

Sheila Childerhouse has a wide breadth of experience within the voluntary/community sector; she is currently chair of NHS Norfolk and vice chair of Weeting 21 (a rural regeneration project). She chaired Keystone Development Trust through its journey from local partnership to independent trust status. She also brings well established networks in the Health Service and has served for various regional Health bodies.

Sheila has a wealth of experience in other areas, she was a member of Breckland District Council for over 20 years and the leader of the Independent group. She is also a partner in a family farming business and sits on the Board of Governors at a local primary school.

Sheila is deputy chair of EEDA's Audit committee and chair of EEDA's migrant workers steering group as well as EEDA's champion for the Investing in Communities core product. Sheila is also a member of the EERA Social Inclusion Panel and the Community and Voluntary Forum Eastern Region and attends the Suffolk Development Agency Board meetings as an observer.

Stuart Evans

Stuart Evans joined the EEDA Board on 14 December 2007. He has been an entrepreneurial business leader in Cambridge since 1983, having been founding chief executive officer at Plastic Logic (2000-06) and Cotag International (1983-98). In addition to EEDA, his current portfolio includes being a non-executive director of Huntingdon-based Pursuit Dynamics and a trustee of the Arthur Rank Hospice Charity in Cambridge.

His professional life has been international from the beginning, with a Harvard MBA and early career with IBM and McKinsey & Co. He has a Cambridge BA/MA; is a Chartered Director of the Institute of Directors; and was a Technology Pioneer at the Davos World Economic Forum.

Stuart is a board member of East of England International and is on EEDA's Resource and Remuneration & Selection Committees. He takes a special interest in innovation, enterprise and entrepreneurship from a global perspective.

Bev Hurley

Bev Hurley joined the EEDA Board on 14 December 2007. Bev started out in social housing and regeneration in inner city London. Her career then took her to Canada, where she helped pioneer a major change management project for a global gold mine. On returning to the UK, Bev established two successful businesses prior to being appointed chief executive of YTKO, a business consultancy specialising in the commercialisation of innovation and enterprise support.

She founded the Norfolk Network and Norfolk First, a business angel group, to stimulate greater enterprise and innovation in the county, and leads 'Enterprising Women', a programme measurably increasing the number, sustainability and growth of women-owned businesses.

Bev is board member of Prowess, a Women's Enterprise Ambassador, an enterprise fellow at the University of East Anglia, and a member of the European Steering group of the International Task Force for Women in Technology. She sits on EEDA's Audit Committee and the East of England Science and Industry Council, and is a board champion for innovation and enterprise.

Edward Iveagh

Edward Iveagh has been chairman of Elveden Farms Ltd since 1992 and has transformed the 22,500 acre Suffolk estate into a multi-faceted, diverse and profitable business. He is a non-executive director of Burhill Estates, a Golfing and Land Management Company that has developed the concept of quality pay and play golf courses across England. He is a non-executive director of Adventure Forest, a high wire forest adventure operator.

He was deputy chairman of Iveagh Trustees for ten years and is now director of Arundel Iveagh, a London based Hedge Fund and Wealth Management operation and is a founding partner of Capital I, an asset finance vehicle.

He is chairman of the Brecks Tourism Partnership and has been involved in a broad range of charitable initiatives including chairman of Chadacre Agricultural Trust, Patron of the MacMillan Cancer Support Suffolk Appeal Office and Trustee and chairman of the investment committee of East Anglian Air Ambulance.

Between 1996 and 1999 he was an active Cross Bench Member of the House of Lords.

Edward is a board member of East of England Tourism, sits on EEDA's Olympic and Strategy Committees and is EEDA's rural lead.

Karen Livingstone

Karen Livingstone is director of strategic partnerships at the East of England Strategic Health Authority. Formerly, she was special advisor to the Secretary of State for Health, Patricia Hewitt and director of communications and marketing at the Chartered Society of Physiotherapy, director of campaigns at the Transport and General Workers' Union, and has over 20 years' experience of communications management for trade unions and public sector bodies.

Karen is a member of EEDA's Audit Committee, sits on the Olympic sub-committee and is the Board champion for women's enterprise and equality issues.

Peter McCarthy-Ward

Peter is BT's regional director for the East of England. Peter McCarthy-Ward is a member of the CBI Regional Council for the East of England, a member of EEDA's Resources Committee and also of EEDA's digital partnership. He is responsible for ensuring BT is alert and responsive to the regional agenda and maintains good relationships with key opinion formers.

Peter joined BT in 1983 as marketing and product manager for residential apparatus. His responsibilities covered market analysis, product management, development and procurement for BT's range of cordless telephones, answering machines and accessories.

Board biographies

During the 1990s Peter held a range of roles centred on the development of UK Regulatory policy, including leading the BT teams responding to regulatory initiatives such as accounting separation, universal service and number portability. Peter was BT's project director for the 1996 retail price control review.

From October 2000 until 2004 Peter was strategy director for BT's Retail line of business, where he was responsible for development and communication of the BT Retail Strategy and for retail pricing. Peter is a graduate of the INSEAD Senior Management Programme. He is married with two adult children.

William Pope

Professor William Pope is currently non-executive chairman of the health, safety and environmental businesses IEG Technologies UK Ltd, Cranfield, Bedfordshire, AAR Environmental Ltd, Watford, Hertfordshire and JSW Technologies Ltd, Luton and is chief executive officer of Microbial Solutions Ltd, Oxford. He also has his own business developing health, safety and environmental technologies and companies, advising those in the process of developing companies in these and other industrial sectors including communications, media, manufacturing, distribution and retail. He was awarded Business Innovation Support Person of the Year 2008 by the SPARC Technology Network.

He was formerly the chief executive officer of Bedford-based Casella Group Limited, a post which he held for ten years (1995-2005), developing the company into a high level health, safety & environmental consulting company, and a high technology research and development, software and electronics manufacturing and laboratory business, operating with bases in the UK, USA and Europe. For four consecutive years 1998-2002 he was a winner of the Deloitte & Touche NatWest "Technology Fast 50" awards for the fastest growing businesses in the East of England, and in 2003, Casella became the UK market leader in its field.

Prior to Casella, he was Executive Director of Environment worldwide at Inspectorate plc, Witham, Essex (1991-1995).

William was a founder director of The Society for the Environment, incorporated by Royal Charter, became the Society's first Chairman (2001-2005), and remains a

director today. He is Vice President of the charity The Institution of Environmental Sciences, having been a Council Member and Trustee (1992-date) and Chairman of the Institution (1999-2002).

He is a former member of the Board of the Science Council (2000-2003), and is a member of the DEFRA/DTI Environmental Innovations Advisory Group (2003-date) and the IUCN Commission on Education and Communication (2005-date). A member of SEEDA's MK Enterprise Hub Board (2005-date), he is also a SEEDA Merlin Mentor (2005-date), chairman of the MSc ECSC at the University of the West of England (2004-date), a member of the post-graduate IWM PAG at Cranfield University (2005-date), has lectured in many countries around the world and has appeared as an expert witness in the High Court and at Public Enquiry.

Will is a member of EEDA's Audit Committee, and Remuneration and Selection Committee.

Bryony Rudkin

Bryony Rudkin is a member of the Labour group on Suffolk County Council and is the national lead peer for Labour at the Improvement and Development Agency's peer clearing house and a member of the Labour leadership team at the Local Government Association. Bryony is also a member of the East of England Regional Assembly (EERA) Europe and International Affairs Panel, EERA's Housing Panel, the Suffolk Learning and Skills Council and the Haven Gateway Local Economic Partnership.

Bryony sits on EEDA's Olympic sub-committee and is on EEDA's Resource Committee and Remuneration and Selection Committee

John Snyder

John Snyder is an Entrepreneur In Residence at The Centre for Entrepreneurial Learning at University of Cambridge, where he studied Geography and Social Political Science. He is a founder partner of Cambridge Accelerator Partners, co-founder of the Muscat software company, co-founder of Library House, co-founder of Grapeshot, founder of Enterprise Accelerator and was Chairman of the 5th Cambridge Enterprise Conference.

John is a member of the Regional Venture Capital Fund Advisory Panel, on Cambridge University Hospitals

Board of Governors, a member of the Greater Cambridge Partnership Board as well as observer on the Health Enterprise East Board. John is a member of EEDA's Strategy Committee.

He has led many overseas projects and expeditions including a traverse of the Sahara Desert to live with communities of nomads near Timbuktu. He subsequently produced "Rivers of Sand", a film for Channel 4's "Fragile Earth" series which was awarded "Documentary of the Year".

Tim Wilson

Professor Tim Wilson is vice chancellor and chief executive of the University of Hertfordshire, where he led the £120 million de Havilland campus project from concept to successful opening in September 2003. He is also chair of the Hertfordshire Prosperity Forum and board member of the Association of the Universities of the East of England (AUUE).

Tim started his career in heavy industry, before obtaining an MA in Operational Research. After this he pursued a career in academia, including posts at Leeds Metropolitan University, Cranfield University and De Montfort University as well as positions at French and German business schools, obtaining a PhD in Education Management during this period.

He is a board member of the Higher Education Funding Council for England and has contributed to regional and national bodies in health research and the university/ business interface.

Tim is chair of EEDA's Audit Committee and a member of East of England Science and Industry Council, the CBI Technology and Innovation Committee, and Learning and Skills Council for Hertfordshire.

The following retired from the Board during 2007/08:

Celia Cameron

Celia Cameron was a county councillor for 24 years, leader of Norfolk County Council's Labour group, and was leader of the county council from 1993 to 2001. She chaired the regional steering group that set up the East of England local government conference and the regional assembly.

Celia was part of the group that set up Norwich Women's Refuge in 1974 and is currently chair of Age Concern, Norwich.

She is a member of the Norfolk county strategic partnership and represents EEDA on the EEDA/EERA liaison panel and regional planning panel. She was co-chair of the East of England Europe and international affairs panel. Celia was a member of EEDA's Audit Committee.

Chris Paveley

Chris Paveley is founder and chair of the Uniter Group, one of Britain's largest national ICT support solutions companies. He started his own IT maintenance company, FLS, and has mentored young entrepreneurs in the DTI 'Wings Project'.

In 1998 he joined the Board of the Essex Training & Enterprise Council (TEC), becoming chair in 2000. Chris is currently deputy chair of the Essex Learning and Skills Council (LSC), and holds board positions on the Thames Gateway South Essex Partnership and the Thurrock Urban Development Corporation. He represented EEDA on EERA's regional employment and skills panel and also sat on EEDA's Resources Committee.

If you know anyone who needs this document in another format or language please contact EEDA and we will do our best to assist.

This year EEDA's annual report and accounts is only available online. To view – or to download a full pdf – please visit www.eeda.org.uk/report.



East of England Development Agency

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