

Staffordshire European Partnership

## **Staffordshire in Europe: a User-Partner Guide**

A multi-purpose guide to the active role of the  
Staffordshire European Partnership and its sub-region

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## The Guide – what is it and who is involved?

This document is a multi-purpose guide to the active role of the **Staffordshire European Partnership (SEP)** and its sub-region. This is the area of Staffordshire and Stoke-on-Trent in the UK West Midlands Region. The SEP – an inclusive and widely representative partnership of stakeholders in economic, community and environmental regeneration – both represents and leads the sub-region in its European policy and project development. In this sub-region, **collaboration rather than competition** is a strongly present ethos.

In effect, the Guide provides a **sub-regional curriculum vitae for the sub-region**, serving to stimulate partner involvement in European funded projects and initiatives, providing a reference document on the sub-region for both internal and potential external partners, and setting out past achievements in this project area, the expertise and tacit knowledge that has been accrued and thus the future opportunities that are evident. Sections of the Guide include:

- the **SEP vision**,
- a brief **resumé** of the economic and social character of the sub-region,
- a review of its **challenges, strengths and opportunities**,
- details of the SEP’s view on **good practice** and its recognition of **exemplary projects**,
- a statement of its intent to build from **previous experiences** through new European funded initiatives (Structural Funds and other sources) and **priorities for partnerships** that are sustainable and effective in delivering successful regeneration,
- links to **further contacts and sources of information** such as the SEP website. A companion document – **Staffordshire in Europe 2013** – provides a 2007-2013 European funding action plan for the sub-region.

**SEP - the Staffordshire European Partnership includes:**

- Advantage West Midlands
- Business Link Staffordshire
- Cannock Chase District Council
- Connexions Staffordshire
- Consortium of Staffordshire Colleges
- East Staffordshire Borough Council
- Government Office West Midlands
- Groundwork Stoke-on-Trent
- Jobcentre Plus
- Keele University
- Learning and Skills Council
- Lichfield District Council
- Newcastle-under-Lyme Borough Council
- North Staffordshire Regeneration Zone
- Rural Community Council of Staffordshire
- South Staffordshire District Council
- Southern Staffordshire Partnership
- Staffordshire and Black Country Business Innovation Centre
- Stafford Borough Council
- West Midlands Ethnic Minority Forum
- Staffordshire County Council
- Staffordshire Moorlands District Council
- Staffordshire University
- Stoke-on-Trent City Council
- Tamworth Borough Council
- West Midlands European Network

A number of other agencies and organisations work closely with the SEP to deliver regeneration projects and schemes for the sub-region.

**Given its track record of a wise use of European funding in the past, the SEP is intent on responding to continuing and emerging needs and opportunities.**

## Staffordshire in Europe: the SEP vision

From the perspective of the Staffordshire partners, there are two key factors that drive the participation in projects and initiatives resourced by the European Union, whether through cohesion policy and the Structural Funds, or through other European led activities. These are that:

- the sub-region concurs with and supports the wider West Midlands regional and UK national commitment to take an **effective part in the wider European market** economy through the exploitation of business opportunities and regeneration actions; and,
- European funding has made a significant additional **contribution to the regeneration efforts** of partners in reinvigorating and rebuilding the capacity of the sub-region, and it is anticipated that the range of funding programmes developed for the 2007-2013 period will be able to further support and sustain the regeneration process.

In this way, a key role of the Partnership is to **facilitate and encourage a flow of European funding** that can be accessed for the purposes of enabling additional regeneration actions to be pursued in the sub-region, to **prioritise needs and opportunities** in that respect, and to **co-ordinate an integrated and effective approach** to funding use and distribution across the wide range of partners involved.

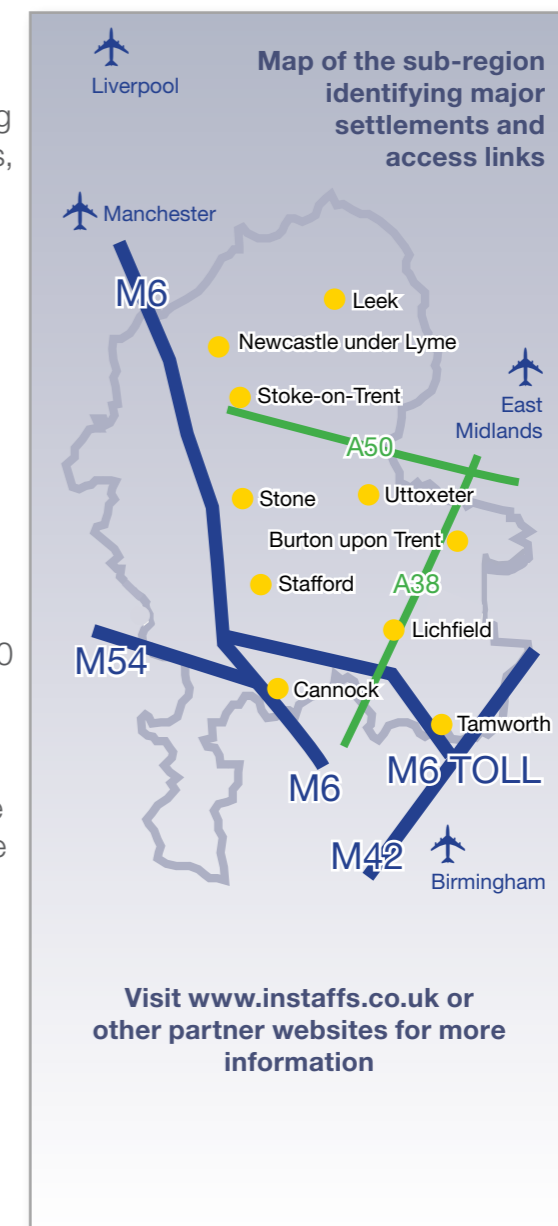
## The economic and social character of the Staffordshire Sub-Region

From a European funding perspective, the Staffordshire sub-region is an area of both **challenge and opportunity**. It includes within its boundaries, areas that were formerly dependent on single industries such as coal-mining, or textiles, and other areas of economic activity that have been difficult to maintain in an increasingly competitive global market. These include manufacturing specialisms such as ceramic products, steel making and processing, tyres and rubber products, electrical engineering, and other manufacturing activities, as well as agriculture in the rural hinterland that comprises some 80% of the sub-region's land area. As a consequence of its traditional economic structure, the area has a relatively restricted base of new business formation and a low skills profile.

That said, it also contains substantial opportunities in its accessibility, heritage potential, workforce characteristics, surviving base of high performing ceramic businesses, and its emergent array of growth sectors in areas such as medical technology, logistics, and business and professional services. Moreover, there are inspirational leaders amongst business and other agencies and organisations, a recognition of the challenges confronting the sub-region, and substantive government support for the regeneration effort.

The current population of the sub-region is approximately 1.05 million, with around 811,000 in Staffordshire County and 238,000 in the City of Stoke on Trent. Served by the M6 motorway and the A50 link, it is highly accessible - Birmingham, Nottingham and Manchester are within 60 minutes drive time - London is 90 minutes by rail link, and there are four international airports less than 60 minutes away.

An insight into the nature of the sub-regional economy can be gleaned from a brief assessment of its main **challenges, strengths and opportunities** as identified by the Partnership.



**Challenges** represent the pivotal support needs of the area.

The Partnership has prioritised the following challenges:

<b>Challenges</b>	<b>Implications and value in mobilising actions</b>
<i>The need to encourage diversification in the economic base of the sub-region and to support the modernisation of traditional sectors, and the further growth of, for example, knowledge-based and creative sector business</i>	<i>If the sub-regional economy is to prosper it needs to support the modernisation of business, and further diversify, building from initial starts in growth sectors and recognising the needs of both urban and rural areas</i>
<i>Low business start up rates in an economy that has not traditionally been a seed bed arena for new firms and a concomitant need to develop a stronger and wider entrepreneurial culture</i>	<i>Encouraging a stronger entrepreneurial culture across all groups, including the young, and voluntary and community sectors, will support the diversification and sustainable growth of the sub-region</i>
<i>Relatively high levels of worklessness and low aspirations amongst some groups within the local labour market, and a relatively low skills base, including gaps in leadership and management skills</i>	<i>Improving the engagement of the potential workforce and raising skills levels and aspirations will widely benefit the economy and community, providing it with the potential to attain sustainable economic development</i>
<i>Low levels of entry to higher education, barriers to knowledge transfer, and poor graduate retention in an area that is also subject to age and skill-specific out-migration</i>	<i>Mobilising the established higher education and local research base will build capacity and generate major development opportunities for the sub-region, and potentially help to stem out-migration</i>
<i>The need to counter the limited external perception and awareness of the sub-region and improve its infrastructural base</i>	<i>Building a positive infrastructural base for the sub-region will provide an essential foundation for its future prosperity</i>
<i>The goal of creating a sustainable landscape, built environment and public transport system for the sub-region</i>	<i>Regeneration actions that support sustainable systems are a vital part of the area's future development</i>
<i>The challenge of social deprivation that occurs in some communities within the sub-region</i>	<i>Mobilising underachieving communities and building community confidence will add sustained capacity to the sub-regional economy</i>
<i>Limited capacity of non-government organisations (voluntary and community sector) to engage in European and other external funding bid activity</i>	<i>Building the capacity of the voluntary and community sector will help to support a stronger social and community focus in regeneration activity within the sub-region</i>

In contrast to challenges, **strengths and opportunities** indicate where regeneration actions may be most effective.

The SEP's view on the sub-region's primary strengths and opportunities includes:

<b>Strengths</b>	<b>Value in mobilising the opportunity provided</b>
<i>Accessible sub-region, well-served by road, rail and international air links</i>	<i>The accessibility of the sub-region provides a real advantage for businesses</i>
<i>Array of new knowledge based and creative sector economic activities – a platform for further growth</i>	<i>A substantial base of new business developments has been established and there is now an opportunity to consolidate and build growth</i>
<i>Surviving mix of traditional businesses that are leaner, fitter and capable of sustainable development</i>	<i>The skills, expertise and tacit knowledge embedded in the sub-region's traditional industries provide a basis for further regeneration and growth</i>
<i>Influx of inward investments in areas such as logistics and distribution</i>	<i>The inward investment track record of the sub-region should be used to consolidate and build a stronger cluster of growing businesses</i>
<i>Dedicated and reliable workforce, in some sectors working at rates below the West Midlands average</i>	<i>The array of invaluable skills and expertise, including those of professional retired people, that provides a basis for future prosperity. The sub-region offers a sound operating platform for outside investors seeking quality labour</i>
<i>Concentration of older people with a mix of marketable skills</i>	<i>Untapped community potentials such as this could be nurtured as a strength, to build economic outputs, perhaps via the development of community enterprises</i>
<i>Two established universities, a successful consortium of colleges, and respected research organisations within the private sector</i>	<i>Sub-regional research and skills/training capacity offers a continued platform for innovative growth and knowledge transfer</i>
<i>A track record of successful and innovative regeneration projects and actions, including multi-partner developed and delivered activities</i>	<i>There is scope to build further on the successful activities of regeneration practitioners in the sub-region</i>

## Skills and expertise in regeneration project development – the Staffordshire offer

Within the Partnership, regeneration practitioners and those involved in regeneration within the sub-region have gained a wide range of expertise in delivering EU funded projects and associated actions. Particular strengths clearly relate to the nature of the challenges confronting the profession in Staffordshire. These include:

### Developing, designing and managing large-scale regeneration projects

focused on urban centre enhancement, industrial land remediation and development, and business park development.

**Tourism and visitor development** as a basis for economic and social regeneration in local economic areas previously dominated by manufacturing or mining activities.

**Business support actions** to enhance new business start-up and survival rates and to encourage the innovative activity of existing businesses.

**The development of enterprise incubator space** to support the growth in small business start-ups and development, particularly in entrepreneurial ‘coldspots’.

**Skills and training initiatives** focused on both the retraining needs of existing workers and those under threat of redundancy, as well as the development needs of young people and workless individuals on the margins of the labour market.

**Canal restoration and development**, including mixed and multi-use activities.

**Sustainable development and environmental enhancement** works related to regeneration activity on former mining and manufacturing sites, or across the sub-region as an entity.

**Cultural initiatives** to enhance and build economic and community development.

**Partnership working** to secure successful cohesive regeneration outcomes has been an important facet of regeneration within Staffordshire. This includes partnerships between the public sector and private developers, and between agencies focused on community development with those whose primary remit has been for physical or economic actions.

**Funding applications and external funding management** represents an important skill set for the sub-region, with its substantive recent experience of European and other external funding successes.

## Exemplary project activity in the Staffordshire Sub-Region

**Good practice** is determined by the extent to which the guiding principles set out in Supplement 1 are attained in any project activity: these may be evident from independent evaluation outcomes and/or awards or external recognition from established professional sources.

Based on these agreed criteria, a number of **exemplar projects** can be identified within the previous European experience of sub-regional partners. Some of these are:



The **Staffordshire European Partnership** itself – a forward thinking vehicle for the intelligent and effective delivery and development of regeneration initiatives.



**Innovation, Incubation and Managed workspace provision** – across the sub-region; especially Local BICs and Pristine Plus initiatives as complementary, high achieving business and innovation support actions and grants, linked and tailored to the needs of the sub-region.



**The Hothouse Ceramic Design Centre** – as a widely recognised contributor to innovation and enterprise enhancement in the sub-region.



**Lyndale Business Park** – provision of incubators and managed workspace to meet a market gap, with unique flexible licenses for tenants.



**Silverdale Colliery** – where the productive use of a difficult, high risk former pit site has been facilitated through an effective multi agency partnership, creating a high quality employment site to meet a gap in the market, providing a range of enterprise workspace and support.

**Staffordshire DMP**  
Destination Management Partnership



**Staffordshire Destination Management Partnership** – as a unique public-private sector partnership approach, rationalising tourism promotion and business support.

**Sustainable Staffordshire** – extensive and comprehensive approach to promoting environmental sustainability and the ‘green’ agenda.



**The APEX Programme** – engaging young people with learning and physical disabilities and providing them with access to the workplace and enhancing their prospects of progression into work.

**greening for growth**

**Greening for Growth** – providing a major environmental uplift which is bringing about positive changes across North Staffordshire, helping to change the image of the area, improving quality of life and restore community pride, providing footpaths/cycleways to work and high profile parks and tourist facilities.



**Lichfield Business Village** - providing business space and facilities for the creative industries cluster located at the Staffordshire University campus in Lichfield, effectively bringing together higher education, further education and businesses on a single site.



**Burslem Regeneration** – where major refurbishment projects have created innovative exhibition space and units for creative sector businesses, creating jobs and improving the image and attractiveness of the area.



**City Centre improvements in Stoke-on-Trent** – with Public Realm actions transforming the area with new footpaths, street lighting, public seating and innovative planting.



**Flexible Individual Routes to Employment (FIRE)** – an Intermediate Labour Market (ILM) project aimed at the most disadvantaged unemployed people, paying a salary for 12 months (which boosts individual self-esteem and motivation), whilst providing practical training leading to qualifications, and varied work experience to develop a range of skills that will help them gain sustainable employment in the future.



**Youth Inc(lusive)** – providing effective opportunities for flexible vocational education, enrichment activities, extended work placements, and key skills with mentor support, targeted at young people (14-19 years).



**Fit 4 Work** – offering linkages and liaison with vocational training, skills for life and work, work tasters, and placements and progression routes to further and higher education and employment, for adults in receipt of incapacity benefit. -



**Learning and Employment Advantages for People (LEAP)** – created to help support disadvantaged people in North Staffordshire to work.



**Workforce Development** – a package of assistance providing targeted support for individuals facing redundancy, including intensive and practical help, vocational guidance, mentoring and customised training in order to take up new employment.

A fuller listing of exemplar projects is provided on the SEP website at: [www.staffs-euroboost.info](http://www.staffs-euroboost.info)

## Using the Staffordshire transnational experience

### The experience and expertise

Staffordshire European Partnership members have substantial expertise in developing, delivering and supporting **transnational projects**. These projects, covering most European countries range from generic exchange of experience activities (for example, with partners in coalfield regions across Europe), to specialised projects in heritage and culture, and business development and start-up.

### The future

The sub-region has aspirations to build from its previous experience by fostering new partnerships and mutually beneficial links that, within the ethos of valorisation, will generate recognisable outcomes. These will be primarily aligned to the key challenges and opportunities in the sub-region and will thus be focused on enterprise development, skills enhancement and sustainable development.

### Seeking strong partners: the Staffordshire offer

In terms of transnational activity, the priority is to foster and develop partnerships that will support progress with the challenges confronting the sub-region and help to build from its strengths and opportunities. In the same way, the sub-region will support regeneration in partner regions either through:

- joint project development with recognisable and relevant outcomes for all partners;
- the establishment of networks between businesses, community and voluntary groups, and regeneration agencies and organisations to support regeneration actions;
- the exchange of experience in relevant regeneration theme areas; and,
- the provision of technical assistance and skills support to partner regions, agencies and organisations.

### The Staffordshire European Partnership Transnational Experience

The Partnership, either as an entity or through its individual partners, is keen to lead on transnational initiatives or to partner projects led by other regions in Europe.

SEP partners have a substantial record of successful transnational working including projects such as:

- Knowledge transfer, innovation and economic development
- Exchange of experience in regeneration within European coalfield regions
- Enterprise and business start-up
- Teleworking training programme
- Environmental management in SMEs
- Heritage development and the ceramics sector
- Community development for the homeless
- Waste management
- Technical support to partner regions in terms of:
  - European funding approaches;
  - Project and strategy development in areas of expertise such as tourism and regeneration;
  - Business innovation and incubation activity;
  - Business education and training;
  - Small business start-up and development training.

Partners have worked in a wide range of European partner regions covering most Member States, accession countries, and CIS states.

Supplement 2 contains listings of past and current transnational projects. Further details of the SEP's track record in transnational working is available on the website at: [www.staffs-euroboost.info](http://www.staffs-euroboost.info)

## Supplement 1

### Guiding principles for regeneration action: the SEP view of good practice

The Staffordshire sub-region is intent on fostering excellence in its project development, and, in a spirit of close partnership and self-support, has established its internal guidance for project and policy development. This provides a clear view of the Partnership's ethos for economic and community development. Based on a mix of criteria established elsewhere by the consultancy team, and supported by or added to by ideas emerging from the consultations in terms of exemplary projects and/or good practice ideas, the following guiding principles are suggested.

Projects and related actions should be prioritised on the basis of the following general principles. They should:

1. **Recognise and enhance the aspirations for the short to medium, and long term development of the sub-region** as established by the Staffordshire European Partnership and set out as priority areas for intervention, where these are expected to,
  - respond to **recognised needs within the local economy and community** such as diversification challenges and the acquisition of high value activities, the needs of disadvantaged communities; or the creation of opportunities for young people;
  - draw on recognised **opportunities** for the area; and,
  - support and add value to **priorities at local, sub-regional, regional, national, and European levels**.
2. Where possible, build on, or at least recognise, the **activities and outcomes of previous actions**.
3. Have a **clear sense of valorisation** – in terms of both the evaluation and dissemination of outcomes.
4. Foster and support a **strong partnership approach** to regeneration working, where possible building connections between all potential stakeholders, including the private sector and community and voluntary groups.
5. Enhance the **long-term sustainability of the local economy** by promoting projects and developments that have durability, and that will have a lasting effect on the focus beneficiaries and areas.
6. Recognise the **environmental consequences** of potential actions, ensuring that the benefits to the environment are maximised and the limitations minimised.

7. Prove their viability as **innovative vehicles for lasting, durable, and long-term sustainable development** in local economic and community problems, drawing on and **emulating good practice** wherever possible.
8. Encourage interventions that are **equal opportunities** aware and inclusive.
9. Prioritise actions that generate effects and benefits that create **additional benefits** to those which would have occurred in the absence of the intervention.
10. Focus on both the **achievement of outputs** – and the generation of acceptable outputs in line with government output guidance – but also on the **generation of outcomes** that enable a maximum benefit from the project or initiative to be achieved – and that trickle down effects are, where possible, recognised, built into the project approach, maximised, and, in terms of succession, available after the completion of any funding programme.
11. Provide a **genuinely holistic approach** that provides a clear sense of the links between the various actions proposed.
12. **Encourage a culture of self-support** in the area in terms of business and communities.
13. **Complement existing economic activities and planned developments**, and fit with existing policy and strategy approaches – in terms of European, UK regional, and local initiatives.
14. Encourage the **mainstreaming of projects** and their related actions within the activities and resource allocations of key statutory organisations such as the local authorities involved in the area, the Learning and Skills Council, and others. That is, ensuring that actions that are not currently central to the activities of such agencies are, as a medium-term goal, given greater prominence in the future.
15. **Build the expertise and capacity of the Partnership** and its members in project and related actions in order to support the sustained development of the sub-region over the medium to long-term.
16. Focus clearly on **outcomes that meet the requirements of the Lisbon Agenda for Jobs and Growth** in terms of:
  - Stimulating economic growth
  - Helping to deliver more and better jobs
  - Securing social inclusion
  - Delivering environmental improvements
  - Providing attractive places in which to live and work

Where possible, specific Lisbon targets should be included as criteria.

In terms of transnational projects, additional guiding principles are:

17. The robustness of **potential partners**.
18. The extent to which the envisaged project will, where possible, **build from effective past international relationships**.



Greening for Growth

## Supplement 2

### The Staffordshire European Partnership: selected transnational experience

Organisation	Project	Partners
Business Initiative	Leonardo da Vinci – Be Your Own Boss - European-wide training framework for business start-ups	Stoke-on-Trent City Council; Haderslev – South Denmark; Hellenic Regional Development Centre – Patras, Greece; Academy of Management – Lodz, Poland; Kaunas Regional Innovation Centre – Kaunas, Lithuania; Euro Training – Stara Zagora, Bulgaria; Euroface Consulting s.r.o. – Kromeriz, Czech Republic
Business Link Staffordshire	Art.6 (ESF) – High value and consumer goods cluster knowledge exchange	Aalborg (Denmark); Bleinkridge (Sweden)
Business Link Staffordshire	Leonardo da Vinci – Environmental improvements in SMEs	details to be provided
Business Link Staffordshire	Comenius – Role of Bursars in schools	details to be provided
Keele University	Bound Ways: Dynamics and Impact of the remote sensing of sea surface (INTAS)	Six transnational partners
Keele University	Investigation of global catastrophes for nonlinear processes in continuum mechanics (INTAS)	Five transnational partners
Keele University	The availability on child health obesity, nutrition, eating habits and exercise data across the EU member states (Public Health Programme)	Dresden University
Keele University	Novel therapeutic strategies for tissue engineering of bone and cartilage using second generation bio mimetic scaffolds (6th Framework Network of Excellence)	Eighteen transnational partners

Organisation	Project	Partners
Keele University	Shaping the future of a new generation of hybrid human resources for the tissue engineering of connective tissues (6th Framework EST)	Five transnational partners
Keele University	Technological Development: Growing a new joint in a human back (6th Framework STREP)	Seven transnational partners incl Oxford and Tromsøe
Keele University	Changing Landscape of Europe and Liberty and Security (6th Framework Citizenship and Governance)	Nineteen transnational partners
Keele University	Ecological and economic valuation of ecosystem services- an integrated approach (6th Framework MC Intra European fellowship)	Germany
Staffordshire and Black Country Business Innovation Centre	European Business Network Auditor	Quality assurance systems across 170 European BICs
Staffordshire and Black Country Business Innovation Centre	Management of change in SMEs within BICs	Spain, Ireland, and France
Staffordshire County Council Corporate	TACIS – Tourism development in Ivanovo, RF	Ivanovo City Administration, Russian Federation Staffordshire University (CESR)
Staffordshire County Council Children and Lifelong Learning Directorate	School, youth exchanges and language learning	Limousin, Chemnitz (Germany), Iceland, Finland, Bremen (Germany), Ghana
Staffordshire County Council Children and Lifelong Learning Directorate	Comenius – multi-lateral school projects, teacher study visits and job shadowing visits to partner schools	Includes France, Germany, Denmark, Italy, Poland, Holland, Sweden, Romania, Czech Republic, Spain

Organisation	Project	Partners
Staffordshire County Council Social Care and Health Directorate	Social Agenda activity; exchange of social workers	Ivanovo City Administration, Russian Federation; Sater (Sweden)
Staffordshire County Council	Socrates and Culture 2000	Cyprus, Greece, Austria, Spain, and Ireland
Staffordshire University	TEMPUS – Business and Economics Education in State University of Tetovo	Macedonia, Brussels, Vaxjo (Sweden) and Berlin
Staffordshire University	TEMPUS – Masters degree in European Integration in Croatia	Antwerp, Ancona and Perugia
Staffordshire University	FP6 – Armonia	Nine transnational partners
Staffordshire University	FP5 – Changes in Industrial competitiveness as a factor of integration	Five transnational partners
Staffordshire University	Earthwatch – Land use change in Northern Spain	Madrid
Staffordshire University	Asia Link – Euro-Asia Collaboration and Networking in Information Engineering System Technology (EAST – WEST)	UK (Bradford), France, China, South Asia (Nepal) and Thailand
Staffordshire University	Leonardo da Vinci – Eurowaste	Czech Republic; Ireland
Staffordshire University CESR	RECHAR II Exchange of Experience Project	Partners from coalfield areas in UK regions and France, Germany and Spain
Staffordshire University CESR	Horizontal themes in European funding	Kaunas Regional Development Agency (KRDA) Lithuania

Organisation	Project	Partners
Staffordshire University CESR	TACIS – Tourism development in Ivanovo, RF	Ivanovo City Administration, Russian Federation Staffordshire County Council
Staffordshire University CESR	UK Tradeinvest – Tourism development in Eastern Europe	Hungary and Bulgaria Central Government Departments; British Embassies – Budapest, Sofia
Staffordshire University CESR	PHARE	Regeneration training support – Czech Republic
Stoke on Trent City Council	Culture 2000 – People and Potteries	Partner ceramic cities – UK - Stoke-on-Trent (Hothouse Ceramic Design Centre; Potteries Museum and Art Gallery); France; Italy; Germany; Portugal; Hungary
Stoke on Trent City Council	Move Together – confidence raising for young people in disadvantaged areas	Erlangen; Jena (Germany); Chelyabinsk (Russian Federation); Vladimir (Russian Federation)
Stoke on Trent City Council	INTERREG IIIb – Directing Research in Viable Enterprise for Growth Partners (DRIVE)	South West Regional Authority, Cork (Ireland); Kompetenznetzwerk Mechntronik Goppingen Staffordshire University Keele University



DRIVE

## More information and communication with the SEP

The SEP website - [www.staffs-euroboost.info](http://www.staffs-euroboost.info) - provides both additional information on the work of the SEP and contact details for Partnership members and associated regeneration stakeholders. It also contains additional details of transnational project developments and other information on the activities of the Partnership.

There will be an **initial point of contact** for those wishing to explore links with the SEP. This will be co-ordinated by a nominated member of staff from one of the partners.

## Staffordshire European Partnership

### Principal contacts

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This Guide has been developed and compiled by the Centre for Economic and Social Regeneration at Staffordshire University working closely with and on behalf of the Staffordshire European Partnership.

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